

All Staff Survey 2020

Results report

June 2020

Overview

Who took part?

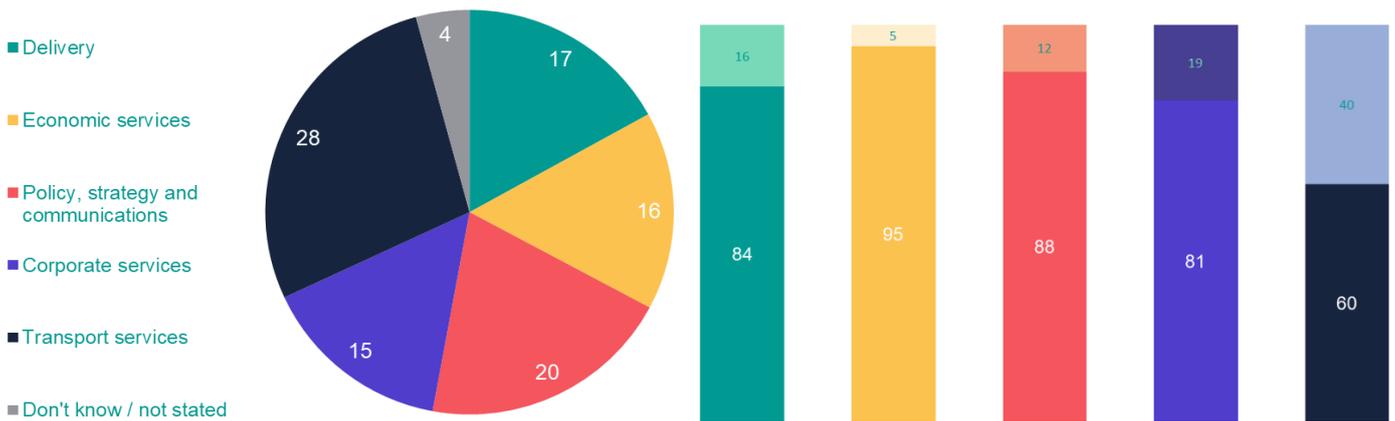
The Combined Authority has had an increase of 34 members of staff since 2019 ($n = 524$). The total number of staff used as the baseline for the proportional response data is $n = 558$.

448 completed surveys were submitted (down 4 on last year)

80% of employees took part (down 6 percentage points from last year)

Total of respondents by Directorate:

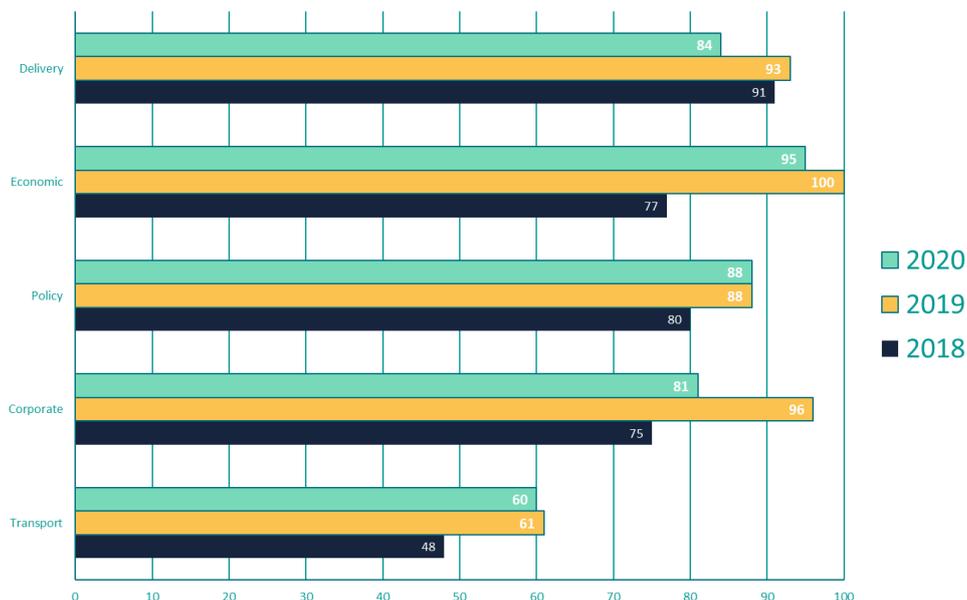
Proportion of Directorates who took part:



Change in response from 2019:

Directorate	Total response (n)	Proportion (%)
Delivery	+5	-9
Economic	+3	-5
Policy	+9	No change
Corporate	+1	-15
Transport	-2	-1

Proportional response, annual comparison 2018 – 2020:



Context

The all-staff survey 2020 was completed during unprecedented and unusual circumstance due to the COVID-19 pandemic. Most members of staff since March 2020 had altered their routine and working arrangements to adhere to Government guidelines. It is important to as best as possible continue with the all-staff survey in accordance with the methodology of year-on-year tracking. Support and guidance for safe working was provided with communications inviting all members of staff to take part. In addition, a survey on the organisation's response to COVID-19 was provided and analysed separately to the all-staff survey.

It was expected that the circumstances would impact on the number of responses received, and the way in which individuals respond. Participation is slightly down since last year. The number of surveys received is 4 less, and in the context of the proportion of all staff it is 6 percentage points lower. Individuals who work in roles that are less likely to have frequent access to online systems were made aware that the link to the survey could be accessed from a personal computer or device, and that paper copies could be obtained from their managers. 3 paper forms were received.

The all-staff survey began on 11 May and closed following a one-week extension on 8 June 2020.

It should be noted that every effort has been made to get an accurate response record by directorate. However, to more stringently control for anomalies would place barriers to taking part, and it is not felt that there is enough of a concern about the response profile to believe the data could be skewed.

Some subtle and explicit changes have been made to the content of the survey and are marked in Appendix B – the marked-up questionnaire. These changes are because of the context of COVID-19, but also to reflect ongoing work done by the Staff Survey Working Group to respond to investigations into ambiguity of responses. For this reason, not all questions have a 'don't know' or 'not applicable' response option, and the wording of some questions have altered slightly. These questions can not be as closely compared to their 2019 counterpart.

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Headline results 2020

The questions that have received the highest levels of positivity are for the role of teams, job satisfaction and the role of the organisation. There is pride in the contribution that can be made by the individual and their team to the role of the organisation in the region.

Lower levels of positivity are to cross organisation functions, understanding decision making and the role and recognition of teams across the organisation. There are lower levels of positivity with the consistency of, and receptiveness to, change, messages from management and politicians, and opportunities for a future with the organisation.

Although most statements received a negative response from approximately 10%, or lower, of all-staff, a handful were more negative: corporate processes, resource, challenge, opportunities, recognition and cross organisation understanding. It is often in feedback mechanisms such as this that comments are elicited on the more negative themes. This appears to be the case here as these themes were more prevalent in the open text narrative.

Almost all the statement questions received a higher positive response in 2020 than in 2019.

When comparing results in 2020 by directorate, higher positive responses are distributed across the directorate, more readily in Economic Services and Delivery. Policy, Strategy and Communications almost consistently provides the highest negative response in comparison.

Results at a glance

- *My role:* Enjoying doing my role received agreement by over 86% of colleagues, followed by 79% agreeing to having job satisfaction in the work they do. Unfortunately, there is lower agreement in seeing a long-term future at the Combined Authority at 62%.

Only 40% agree they see opportunities to progress. The remaining, roughly two thirds split near evenly between neutral (29%) and disagreement (27%).

- *My team:* Each statement question for this section received high levels of agreement, above 75% to all. The highest for team spirit (82%), the lowest for good team communication (76%).
- *Our leadership:* Agreement diminished with each statement, though remained as a majority positive. Clearly set priorities (72%), communication from senior management (70%), confidence in decision makers (62%) and understanding the role of local politicians (61%). Almost a quarter were neutral with the last two statements.
- *Our organisation:* Each statement received agreement from 75% of all-staff. This was a lower level of disagreement than was received in the previous grouped statements, 8% and below. The highest agreement (and lowest disagreement) was to being proud to work for the Combined Authority (76% and 6% respectively).
- *What is important to you:* Enjoying the work they do, a supportive team and clear priorities were the top three most important statements. Opportunities to progress was lowest in importance.
- *Our culture and identity:* Near half feel to be working as a part of one organisation (50% compared to 41%).

- Identifying as an employee with the Combined Authority is just below identifying most with their team (25% and 27% respectively). Identifying with their directorate was relatively low (11%).

There is strong agreement that individuals understand the fit of their team with others in the organisation (73%), and are supported to adapt to change (72%) and talk with their manager about changes (72%). However, only half think senior management are giving clear and consistent messages about change (52%), and less than half think the change has helped bring the CA together (44%). There is not a high level of disagreement here, but rather an increase in neutral responses (29% and 33% respectively).

- It is felt that the transformation programme is about *working more intelligently, working differently* and *better cross working with other teams*.
- Almost half of respondents felt that *things feel about the same* as they did a year ago. Nearly a quarter feel like it's a better place to work (23%), and the minority (14%) feel like its worse.
- *Our values and behaviours*: 80% understand how the values and behaviours relate to their role, and believe demonstration of the values diminishes incrementally from them at the highest (84%) down to senior management at the lowest (68%).
- 75% feel the current leadership style in their directorate is empowering.
- *Championing our region*: There is high levels of pride in the work all-staff do in the region (80%) and a high level of understanding about the contribution of the organisation to the bigger picture (79%). There is a slight reduction in positivity about how well directorates work with partners (69%), but overall, disagreement is really low, below 4% at each statement.
- *Working together*: 72% agree they know who to work with to get the job done. However, less than half (47%) understand the work of other teams in the organisation, and less than that (42%) feel their team work is valued by others in the organisation. Almost a third (30%) disagree that the work of their team is valued.
- *Easy to do business with*: Colleagues are courteous and professional, 88% agreed. Changes to the survey in the hope to provide clarity to meaning on decision making split the question on knowledge of decision making in two: decisions that affect the organisation (46%) and day-to-day decisions that affect the individual/their role (60%). Although there continues to be high neutral response here, (29% and 24% respectively), it suggests ambiguity is greater in decisions that affect the organisation.

The lowest level of agreement (28%), and highest disagreement (37%), across the survey is to the statement *corporate processes make it easy for me to be responsive to customers' needs*.

- *Working intelligently*: 75% agree they are supported with the right tools and technologies. Just over third (37%) feel the CA's use of resources demonstrates its commitment to clean growth
- *Positive about change*: Three quarters of all-staff agree they are clear how their role contributes to the success of the CA (75%), and they are still learning and developing (75%).

67% agree they are encouraged to come up with new and better ways of doing things, but a lower 57% agree they can challenge how things are done (21% disagree).

Comparison with 2019

To better understand the results, evaluate change and track change over time, a number of questions have been kept consistent with 2018 and 2019. The following bullet points list a number of areas where notable differences appear within the response data received in 2019 and 2020.

Care is taken when attributing comparisons in this format. The response compared is collective, not individual response (to retain anonymity there are no unique identifiers to match respondents), and changes to response options and statements have been necessary in 2020 due to COVID-19, on-going work to clarify neutral sentiment, none responses and changes to 'don't know' and 'not applicable' choices.

2019 and 2020

All but two statements received higher levels of agreement in 2020 when compared with 2019.

The two statements that received a reduced positive response are both on the value *working together*.

- *I understand what work other teams within the organisation do*: a 3-percentage point difference between 50% agreement in 2019, and 47% agreement in 2020. The difference is distributed to a higher 'neutral' response in 2020.
- *I know who to work with to get the job done*: a 2-percentage point difference between 74% agreement in 2019, and 72% agreement in 2020. Again, the difference is distributed to a higher 'neutral' response in 2020.

All other statement questions received higher agreement in 2020.

- *I feel that I am supported to work efficiently with the right tools/technologies*: a 41-percentage point increase from 34% agreement in 2019 to 75% agreement in 2020. This is distributed from 30-pp reduction in disagreement and 10-pp reduction in neutral response.
- *Communication from senior management is good*: a 16-percentage point increase from 54% agreement in 2019 to 70% agreement in 2020/ This is distributed from a 10-pp reduction in neutral responses, and a 6-pp reduction in disagreement.
- *I feel I get the support I need to help me adapt to changes at work*: a 14-percentage point increase from 58% agreement in 2019 to 72% agreement in 2020. This is distributed from a 9-pp decrease in neutral responses, and a 3-pp decrease in disagreement.
- *I can see how we, the Combined Authority, are working together to succeed*: a 13-percentage point increase from 46% agreement in 2019 to 59% agreement in 2020. This is distributed from a 9-pp reduction in neutral responses, and a 3-pp reduction in disagreement.
- *I see a long-term future at the Combined Authority*: a 12-percentage point increase from 50% in 2019 to 62% agreement in 2020. This is distributed from 8-pp reduction in neutral, and 7-pp reduction in disagreement responses.
- *I feel that the way the Combined Authority uses resources demonstrates its commitment to Clean Growth*: a 12-percentage point increase from 25% in 2019 to 37% agreement in 2020. This is distributed from an 8-pp decrease in disagreement, and 1-pp decrease in neutral responses.

- *Overall, I have confidence in the decisions made by senior management (directors and heads of service):* 11-percentage point increase from 51% in 2019 to 62% agreement in 2020. This is distributed from a 6-pp decrease in disagreement, and a 5-pp decrease in neutral responses.
- *I understand how my teams fits with others:* an 11-percentage point increase from 63% in 2019 to 73% agreement in 2020. This is distributed from a 7-pp decrease in neutral and 2-pp decrease in disagreement responses.

Please note that where there appears to be disparity between percentage point totals and percentage changes this is because each unit is rounded to its nearest whole number, and does not reflect marginal changes to none response and 'don't know' or 'not applicable' response options.

All other statement questions had a positive change by less than 10-pp between 2019 and 2020.

A – Open text feedback

These comments provide contextual and qualitative information to help better understand and interpret the survey responses.

The following analysis of this qualitative data has broken the narrative into themes. These themes are presented below as a summary of the narrative, with a quoted comment that illustrates the theme. The order in which these themes are presented as best as possible represents the prevalence of the theme from highest to lowest. Additional themes were recorded, but only represented in a minority of comments and are therefore not listed below.

The comments included are verbatim as provided to the survey. [...] indicates where additional text in the comment is redacted for the purpose of retaining only the relevant contextual information for the theme, or to redact detail to ensure anonymity. Where possible all quoted comments do not specify or identify any one service or directorate. The narrative is a collective exploration of themes across the whole organisation.

We asked: Are there any other comments or suggestions about the organisation that you'd like to share?

116 colleagues provided a response to this question

Talent, structure and career progression

The narrative varies around: requesting clarity on training policies; requesting revisions on a structure deemed hierarchical; suggested changes in ways of working that foster skills and investment in our colleagues; and pay and grading. As this has a clear subset of themes they are split as follows:

Nurturing internal talent

Creating movement and momentum within the organisation for learning and development of staff is seen as an opportunity that is not utilised to its fullest. Available vacancies do not give a sense of opportunity to individuals who aspire to move up. It is understood that the organisation wishes to grow and encourage talent to join, but there is a sense this needs to be balanced with nurturing and retaining talent within:

[...] I think the realities of trying to move roles within the organisation (cross directorate) is much more difficult in practice than we would like to admit, particularly the more senior the positions are. So much emphasis is placed on experience needed rather than transferable skill set. The fact that colleagues have been redeployed into other areas during this period of lockdown to support other teams and work areas shows how transferrable skills really are and how quickly people can adapt and learn without always having specific technical expertise. [...]

Training

Comments about training query the policies and process by which it can be accessed, suggesting more clarity is needed to ensure opportunities are accessible for all. It is also suggested that the organisation could benefit from more association with accredited professional bodies, and recognition of existing talent and qualifications held by colleagues. It is hoped that training and development opportunities could be provided more proactively, rather than reductive to match job descriptions, or retroactive (at worst tokenistic):

[...] no training or development is offered in this regard other than piecemeal efforts to put Project staff through a Prince 2 course. Thus we aren't developing project managers, but corporate robots who adhere to the CA processes - the likes of which most of us have never experienced at any other organisation [...]

Organisation structure

The way in which the organisation is structured stimulates a few comments on responsibility and leadership, and progression and recognition. It suggests that the way in which the structure has developed over the past few years has left disparities in how skills are felt to be valued. The sense of a management hierarchy has stifled innovative change and accountability, by reducing shared responsibility and ownership:

[...] Also, the flat organisational structure leaves little room for promotion and decision-making responsibilities. [...]

Pay and grading

Linked to both the structure, and nurturing of internal talent, there are some queries about the pay structure, suggesting revisions are necessary to make progression clearer (overlapping grade point structure) and to ensure we are competitive with the wider public sector for talent retention and recruiting:

Please hurry up with sorting out the pay-grades to make sure people don't take a wage cut when they get a promotion. Check that the CA's pay is in line with similar organisations. [...]

Processes:

The sense from comments that discuss the processes by which they do their jobs suggest they feel there are blocks to agile and innovative working. That a 'one size fits all' approach to some areas of programme and project development can create excessive levels of bureaucracy that slow things down. It appears that either some individuals are not empowered to feel like they can make some decisions, while others feel the decisions they have to make could be better resourced by experts across the organisation:

We are burdened by excessive internal corporate processes such as the RfD for recruitment. We are not agile. Some internal services/function are not customer focused or proactive. [...]

Within this theme there are comments that suggest the wrong people are involved or prioritised in the decision-making process. They can be too far removed from the detail to understand the implications, or make reactive assessments, sometimes felt to be at the behest of appeasing partnership organisations. This perpetuates some sense that individuals do not feel their value is recognised, nor understood by others if they cannot own their decisions:

The assurance process for projects is 'one-size-fits-all' and can be too much for some projects. I believe it has led to an army of people in bureaucratic roles all measuring each other and our partners. I think it is developed without much knowledge of how projects are delivered.

Acute circumstances of this from the COVID -19 situation have been identified:

[...] I understand that COVID-19 has made things difficult but I was capable of doing my job a few weeks ago but now I feel that people think I am not capable. We are grown ups and know how to do our jobs and don't need the higher level staff to be overseeing things to the extent they currently are. Not sure why 10 people need to give approval when the majority of them don't even know the context of things to begin with. I like my team and the colleagues I work with but I have little faith in some of the senior leaders.

Wellbeing

Areas of the organisation are specified as needing resource to manage demands on their services:

The demands on the team are growing relentlessly and exponentially all the time, leading to unsustainable pressure on individuals since there is an on-going lack of resources which is not being addressed as a priority by senior management - or even acknowledged.

In addition, concerns regarding risk mitigating decision making, or suggestions that leadership doesn't affectively prioritise the organisations' priorities, has led to increasing workloads, and reduced clarity:

[...] The organisation is doing too much and there is no clear sense of priorities, consequently some people/ teams are spread far too thinly and stress levels are high. Feedback is often given without explanation as to why it is being provided so that people can learn from that feedback. A blame culture has also been allowed to develop, with teams/ services often trying to get one up on each other rather than working together to find solutions. There is limited risk appetite, and when people inevitably make mistakes there appears to be little support or tolerance of this. [...]

There is a concern that challenge is seen as criticism, that does not enable the best attitudes and working across the organisation:

Whilst people may be encouraged or open to suggest change and better ways of doing it often falls on deaf ears and then is ignored - some Senior Managers and Directors see it as criticism and then you as a staff member are frowned upon .. so over time to feel whats the point.

Joined up working

Linking a number of the previous themes is a narrative that suggests the organisation continues to work in a way that is not always appropriately joined up, or working toward the same priorities:

My rating for clarity on organisation priorities is because every department has their own priorities but this isn't counterbalanced by an overall position; there are too many priorities to deal with them all with current resources, but little appetite to face this.

There are a number of comments that highlight that there have been improvements to the way the organisation works together. Approachability and visibility of leadership is noted as a contributing factor:

Change is good, not everyone likes change, but hopefully this is for the better. There is more interaction from leadership with staff then there was in the past. I like the idea directors can be approachable directly rather than booking an appointment to speak to them.

However, there are comments that suggest the wider political landscape the organisation functions under can be a hindrance in clarity of vision, but becoming a mayoral combined authority might be the opportunity to redress this:

Too many disparate Directorates. It feels like the CA is a jack of all trades but master of none, probably because of the way its evolved. Maybe this will change as we move to a Mayoral Authority.

Corporate technology programme

Appreciation is given for the impact and assistance the Corporate Technology Programme has given the organisation:

I think the rollout of the new laptops has had a massive impact on how office-based staff work and that the rollout was done well. I think many colleagues have embraced the change, and are trying to make the most of how the new technology can be best used.

Positivity

Team work and enthusiasm are some of the reasons given that the Combined Authority is a great place to work, referenced in particular from those new to the organisation. There is interest in the future of the organisation, and a desire to recognise colleagues:

My overall view of working for this organisation, is positive Manager support is outstanding. I believe an award should be given for their attention and support to their staff at all times. SUPPORT DEDICATION AND COMMITMENT DESCRIBES THEM.

B – Marked up questionnaire

The questions

Over the next few pages each question is set out as below with the number responses received (count), and the combined percentage response* (NET – this is where the number of *strongly agree* and *agree* responses are combined to form one positive response percentage, the same is done with *strongly disagree* and *disagree* to form one negative response percentage).

Example

Answer option:	<i>Strongly agree</i>	<i>Agree</i>	<i>Neutral</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know/ or N/A</i>
Count:	X	X	X	X	X	X
NET category:	<i>NET agree</i>		<i>Neutral</i>	<i>NET disagree</i>		
Percentage:	XX%		XX%	XX%		XX%

*Where percentages do not total 100% - this is because not everyone answered every question, where known none response numbers have been included beneath each table.

My role

I enjoy doing my role*

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
119	268	40	14	7
NET agree		Neutral	NET disagree	
86.4%		8.9%	4.7%	

No response: 0

*in the context of COVID-19 this wording has changed from 'I enjoy coming to work' used in 2019

I have job satisfaction in the work that I do

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
100	255	54	26	8
NET agree		Neutral	NET disagree	
79.2%		12.1%	7.6%	

No response: 5

I see a long term future at the Combined Authority

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know	Not applicable
96	181	96	37	18	11	4
NET agree		Neutral	NET disagree			
61.8%		21.4%	12.3%		2.5%	0.9%

No response: 5

I see opportunities to progress

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know	Not applicable
44	133	129	76	45	7	8
NET agree		Neutral	NET disagree			
39.5%		28.8%	27.0%		1.6%	1.8%

No response: 6

My team

Team spirit is good in my team

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
146	220	39	31	8
NET agree		Neutral	NET disagree	
81.7%		8.7%	8.7%	

No response: 4

Communication is good in my team

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
123	219	54	36	9
NET agree		Neutral	NET disagree	
76.3%		12.1%	10.0%	

No response: 7

I receive the support and guidance I need from my manager

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
161	193	55	19	13
NET agree		Neutral	NET disagree	
79.0%		12.3%	7.1%	

No response: 7

I feel valued by the people I work with day to day

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
132	212	54	31	8	4
NET agree		Neutral	NET disagree		
76.8%		12.1%	8.7%		0.9%

No response: 7

Our leadership

The Combined Authority's priorities are clearly set

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
52	270	75	38	8	3
NET agree		Neutral	NET disagree		
71.9%		16.7%	10.3%		0.7%

No response: 2

Communication from senior management is good

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
51	261	78	38	16
NET agree		Neutral	NET disagree	
69.6%		17.4%	12.1%	

No response: 4

Overall, I have confidence in the decisions made by senior management (Directors and Heads of Service)

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
48	231	114	31	20
NET agree		Neutral	NET disagree	

62.3%	25.4%	11.4%	<i>No response: 4</i>
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I understand the role of local politicians in setting the priorities and the policies for our organisation

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
59	215	107	41	17	4
NET agree		Neutral	NET disagree		
61.2%		23.9%	12.9%		0.9%

No response: 5

Our organisation

I feel proud to work for the Combined Authority

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
109	231	82	19	7
NET agree		Neutral	NET disagree	
75.9%		18.3%	5.8%	

No response: 0

I understand the vision of the Combined Authority

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
74	262	79	23	6	2
NET agree		Neutral	NET disagree		
75.0%		17.6%	6.5%		0.4%

No response: 2

I would recommend the Combined Authority as a good place to work

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
115	217	79	25	11
NET agree		Neutral	NET disagree	
74.1%		17.6%	8.0%	

No response: 1

What is important to you?

Please read each statement carefully and tell us how important on the scale these are for you:

	Very important	Important	Neutral	Less important	Not important	Don't know
Enjoying the work I do	67.0% (300)	31.5% (141)	1.3% (6)	0.2% (1)	0% (0)	0% (0)
Opportunities to progress	32.8% (147)	41.1% (184)	18.5% (83)	5.6% (25)	0.9% (4)	0.9% (4)
A future with the Combined Authority	32.8% (147)	47.1% (211)	14.3% (64)	3.6% (16)	1.1% (5)	0.7% (3)
A supportive team	67.6% (303)	29.5% (132)	2.7% (12)	0.2% (1)	0% (0)	0% (0)

Confidence in decision makers	44.9% (201)	47.1% (211)	6.9% (31)	0.9% (4)	0% (0)	0% (0)
Clear communication from senior management (Directors and Heads of Service)	39.1% (175)	51.6% (231)	8.0% (36)	1.1% (5)	0% (0)	0% (0)
Regular 1:2:1 communication with my manager	34.6% (155)	49.1% (220)	11.4% (51)	4.2% (19)	0.4% (2)	0% (0)
Regular interaction from senior management (Directors and Heads of Service)	20.1% (90)	54.9% (246)	20.3% (91)	4.0% (18)	0.2% (1)	0.2% (1)
Clear priorities	46.2% (207)	47.5% (213)	5.1% (23)	0.4% (2)	0.2% (1)	0% (0)
Pride in working for the Combined Authority	26.6% (119)	54.9% (246)	14.1% (63)	2.9% (13)	1.1% (5)	0.2% (1)
Clear vision for the work of the Combined Authority	30.8% (138)	56.7% (254)	9.4% (42)	2.0% (9)	0.4% (2)	0% (0)
Great customer relationships	41.7% (187)	43.5% (195)	10.7% (48)	2.7% (12)	0.2% (1)	1.1% (5)
Employee benefits	34.8% (156)	46.9% (210)	13.4% (60)	4.0% (18)	0.4% (2)	0% (0)

What is important to you? [Ranked: highest to lowest NET important %]

	NET Important
Enjoying the work I do	98.4%
A supportive team	97.1%
Clear priorities	93.8%
Confidence in decision makers	92.0%
Clear communication from senior management (Directors and Heads of Service)	90.6%
Clear vision for the work of the Combined Authority	87.5%
Great customer relationships	85.3%
Regular 1:2:1 communication with my manager	83.7%
Employee benefits	81.7%
Pride in working for the Combined Authority	81.5%
A future with the Combined Authority	79.9%
Regular interaction from senior management (Directors and Heads of Service)	75.0%
Opportunities to progress	73.9%

Our culture and identity

On the scale of 1 to 6, how much do you feel we are working as one organisation?

1 – I don't feel part of	2	3	4	5	6 – I feel part of one organisation	Don't know
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one organisation						
26	67	92	115	77	30	40
41.3%			49.6%			8.9%

No response: 1

As the Combined Authority we have been on a journey to develop and grow from a number of predecessor organisations. Please tell us with which one of the following your most identify as an employee, and do feel free to be honest!

My team	27.2% (122)
My service area	15.8% (71)
My directorate	10.9% (49)
The Combined Authority	24.8% (111)
West Yorkshire Metro	13.6% (61)
The LEP	6.7% (30)

No response: 4

As the Combined Authority we have been on a journey to develop and grow from a number of predecessor organisations. Please tell us with which one of the following your most identify as an employee, and do feel free to be honest! [Ranked]

My team	27.2% (122)
The Combined Authority	24.8% (111)
My service area	15.8% (71)
West Yorkshire Metro	13.6% (61)
My directorate	10.9% (49)
The LEP	6.7% (30)

Please read each statement carefully and tell us how strongly you agree or disagree that these are true when thinking about change over the past year:

I feel I get the support I need to help me adapt to changes at work

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
61	261	79	30	10	6
NET agree		Neutral	NET disagree		
71.9%		17.6%	8.9%		1.3%

No response: 1

I talk with my manager about the changes happening at the Combined Authority

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
88	233	76	37	7	5
NET agree		Neutral	NET disagree		
71.7%		17.0%	9.8%		1.1%

No response: 2

I believe change has helped bring the Combined Authority together

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
35	164	147	54	14	30
NET agree		Neutral	NET disagree		
44.4%		32.8%	15.2%		6.7%

No response: 4

Senior management give clear and consistent messages about change

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
29	205	131	59	15	8
NET agree		Neutral	NET disagree		
52.2%		29.2%	16.5%		1.8%

No response: 1

I understand how my team fits with others

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
83	246	69	39	4	3
NET agree		Neutral	NET disagree		
73.4%		15.4%	9.6%		0.7%

No response: 4

I think our transformation programme (this includes specific areas of work like the accommodation project, and the corporate technology programme) is about... top 3 statements [Ranked]

	Ranked statements
Working more intelligently	80.6% (361)
Working differently	56.5% (253)
Better cross working with other teams	56.3% (252)
Communicating better with other services	31.5% (141)
Saving money	25.0% (112)
Not sure	9.8% (44)
What's our transformation programme?	5.6% (25)
How I behave	4.9% (22)
Working harder	3.8% (17)
Something else	3.6% (16)
Nothing changing	2.5% (11)

No response: 4

Something else? Please state:

14 written suggestions

Overall, compared with a year ago I would say that...

The Combined Authority feels like a better place to work for me	22.8% (102)
Things feel about the same	47.8% (214)
The Combined Authority feels like worse place to work for me	13.6% (61)
(I wasn't employed by the Combined Authority a year)	15.2% (68)

No response: 3

Our values and behaviours

Do you understand how our values and behaviours relate to your role?

Yes	79.5% (356)
No	2.0% (9)
A bit	17.2% (77)
Don't know	0.7% (3)
<i>No response: 3</i>	

On the scale of 0 to 4, how well do you feel each of the following demonstrate our values and behaviours?

You

0 – Doesn't demonstrate our values and behaviours at all	1	2	3	4 – Fully demonstrates our values and behaviours	Don't know
4	7	32	205	173	22
2.5%		7.1%		84.4%	
<i>No response: 5</i>					

Your manager

0 – Doesn't demonstrate our values and behaviours at all	1	2	3	4 – Fully demonstrates our values and behaviours	Don't know
9	16	43	173	184	20
5.6%		9.6%		79.7%	
<i>No response: 3</i>					

Your directorate

0 – Doesn't demonstrate our values and behaviours at all	1	2	3	4 – Fully demonstrates our values and behaviours	Don't know
4	18	62	191	132	33
4.9%		13.8%		72.1%	
<i>No response: 8</i>					

Senior management (Directors and Heads of Service)

0 – Doesn't demonstrate our values and behaviours at all	1	2	3	4 – Fully demonstrates our values and behaviours	Don't know
7	24	65	181	124	40
6.9%		14.5%		68.1%	
<i>No response: 7</i>					

On the scale of 1 to 6, how do you feel about the current leadership style in your directorate?

1 – It is not empowering – management don't listen and are not supportive	2	3	4	5	6 – It is empowering – management listen and are supportive	Don't know
15	32	43	96	148	90	23
20.1%			74.6%			5.1%

No response: 1

Championing our region

I think my directorate works well with our partners

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know	Not applicable
90	217	80	15	3	37	3
NET agree		Neutral	NET disagree			
68.5%		17.9%	4.0%		8.3%	0.7%

No response: 3

I understand how the work of the organisation contributes to the bigger picture, regionally and nationally

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
115	239	60	15	1	13
NET agree		Neutral	NET disagree		
79.0%		13.4%	3.6%		2.9%

No response: 5

I am proud of the work I do in the region

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
142	215	76	10	2
NET agree		Neutral	NET disagree	
79.7%		17.0%	2.7%	

No response: 3

Working together

I understand what work other teams within the organisation do

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
23	187	132	87	9	7
NET agree		Neutral	NET disagree		
46.9%		29.5%	21.4%		1.6%

No response: 3

I know who I need to work with to get the job done

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
68	254	85	36	1	3
NET agree		Neutral	NET disagree		

71.9%	19.0%	8.3%	0.7%
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No response: 1

I feel the work of my team is valued by others in the organisation

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
28	158	115	105	29	10
NET agree		Neutral	NET disagree		
41.5%		25.7%	29.9%		2.2%

No response: 3

Easy to do business with

I know how corporate decisions that affect the organisation are made

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
32	173	131	86	8	15
NET agree		Neutral	NET disagree		
45.8%		29.2%	21.0%		3.3%

No response: 3

I know how day-to-day decisions that affect me / my role, are made

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
46	222	107	56	5	9
NET agree		Neutral	NET disagree		
59.8%		23.9%	13.6%		2.0%

No response: 3

I know where to find solutions to problems

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
38	261	94	43	3	5
NET agree		Neutral	NET disagree		
66.7%		21.0%	10.3%		1.1%

No response: 4

My colleagues are courteous and professional

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
146	249	31	10	7	2
NET agree		Neutral	NET disagree		
88.2%		6.9%	3.8%		0.4%

No response: 3

Corporate processes make it easy for me to be responsive to customers' needs

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
15	111	135	103	62	17
NET agree		Neutral	NET disagree		
28.1%		30.1%	36.8%		3.8%

No response: 5

Working intelligently

I feel that I am supported to work efficiently with the right tools/technologies

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
92	243	57	42	10	1
NET agree		Neutral	NET disagree		
74.8%		12.7%	11.6%		0.2%

No response: 3

I can see how we, the Combined Authority, are working together to succeed

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
49	215	122	46	6	6
NET agree		Neutral	NET disagree		
58.9%		27.2%	11.8%		1.3%

No response: 3

I feel that the way the Combined Authority uses resources demonstrates its commitment to Clean Growth

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
25	139	154	68	28	31
NET agree		Neutral	NET disagree		
36.6%		34.4%	21.4%		6.9%

No response: 3

Positive about change

I feel encouraged to come up with new and better ways of doing things

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
80	222	84	43	16
NET agree		Neutral	NET disagree	
67.4%		18.8%	13.2%	

No response: 3

I am able to challenge the way things are done

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
60	197	95	69	23
NET agree		Neutral	NET disagree	
57.4%		21.2%	20.5%	

No response: 4

I feel like I am still learning and developing

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Not applicable
124	210	59	37	13	1
NET agree		Neutral	NET disagree		
74.6%		13.2%	11.2%		0.2%

No response: 4

I am clear about how my role contributes to the success of the Combined Authority

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know
81	255	76	18	7	5
NET agree		Neutral	NET disagree		
75.0%		17.0%	5.6%		1.1%

No response: 6

Anything else

116 comments (see appendix A)

Do you manage people as a part of your role?

Yes	33.9% (152)
No	62.5% (280)
	No response: 16

Are you:

Office based (this could be at Wellington House, City Exchange, or any other office location)	85.9% (385)
Work from home	2.5% (11)
Work out and about (this could be working from home, from one of the travel centres, or a role without the need of a fixed location)	9.2% (41)
	No response: 11

Approximately, how long have you worked for the Combined Authority (this includes predecessor organisations)?

Less than 1 year	15.2% (68)
1 – 3 years	25.4% (114)
More than 3 years, to less than 5 years	15.4% (69)
5 years of less than 10 years	14.1% (63)
10 years or more	26.3% (118)
	No response: 16

C – Comparing results by service

Please note that due to space constraints and with the intention of keeping the results clear at a glance 'don't know' and no response numbers have been omitted from the tabled. The % are still inclusive of these other response options, and therefore do not total 100%. The highest positive response, and highest negative response, comparative to the all staff result has been highlighted.

My role

I enjoy doing my role*

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	86.4	88.2	90.1	83.3	86.8	87.1
Neutral	8.9	9.2	8.5	8.9	5.9	8.9
NET Disagree	4.7	2.6	1.4	7.8	7.4	4.0

I have job satisfaction in the work that I do

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	79.2	81.6	84.5	76.7	82.4	77.4
Neutral	12.1	14.5	8.5	11.1	7.4	13.7
NET Disagree	7.6	3.9	5.6	11.1	10.3	7.3

I see a long term future at the Combined Authority

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	61.8	71.1	62.0	55.6	55.9	66.1
Neutral	21.4	14.5	16.9	18.9	26.5	25.0
NET Disagree	12.3	10.5	15.5	23.3	11.8	4.0

I see opportunities to progress

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	39.5	59.2	54.9	36.7	26.5	31.5
Neutral	28.8	19.7	15.5	24.4	29.4	41.9
NET Disagree	27.0	17.1	25.4	37.8	35.3	21.8

My team

Team spirit is good in my team

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	81.7	86.8	88.7	74.4	82.4	80.6
Neutral	8.7	9.2	7.0	8.9	13.2	5.6
NET Disagree	8.7	2.6	4.2	15.6	4.4	12.1

Communication is good in my team

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	76.3	86.8	78.9	67.8	77.9	75.8
Neutral	12.1	7.9	11.3	14.4	16.2	10.5
NET Disagree	10.0	3.9	8.5	16.7	5.9	10.5

I receive the support and guidance I need from my manager

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	79.0	85.5	80.3	74.4	88.2	75.0
Neutral	12.3	7.9	15.5	10.0	7.4	15.3
NET Disagree	7.1	5.3	2.8	14.4	4.4	6.5

I feel valued by the people I work with day to day

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	76.8	85.5	84.5	74.4	73.5	72.6
Neutral	12.1	9.2	8.5	11.1	14.7	14.5
NET Disagree	8.7	3.9	4.2	12.2	10.3	9.7

Leadership

The Combined Authority's priorities are clearly set

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	71.9	77.6	71.8	62.2	69.1	81.5
Neutral	16.7	11.8	16.9	20.0	20.6	12.1
NET Disagree	10.3	10.5	11.3	16.7	10.3	5.6

Communication from senior management is good

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	69.6	73.7	80.3	57.8	70.6	72.6
Neutral	17.4	17.1	7.0	16.7	20.6	21.0
NET Disagree	12.1	7.9	11.3	24.4	8.8	6.5

Overall, I have confidence in the decisions made by senior management (Directors and Heads of Service)

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	62.3	59.2	64.8	57.8	60.3	70.2
Neutral	25.4	31.6	23.9	20.0	27.9	23.4
NET Disagree	11.4	9.2	9.9	21.1	11.8	5.6

I understand the role of local politicians in setting the priorities and the policies for our organisation

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	61.2	65.8	59.2	62.2	66.2	61.3
Neutral	23.9	18.4	23.9	25.6	25.0	25.8
NET Disagree	12.9	14.5	15.5	10.0	8.8	11.3

Our organisation

I feel proud to work for the Combined Authority

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	75.9	80.3	80.3	66.7	75.0	79.0
Neutral	18.3	14.5	14.1	24.4	20.6	16.9
NET Disagree	5.8	5.3	5.6	8.9	4.4	4.0

I understand the vision of the Combined Authority

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	75.0	77.6	81.7	76.7	77.9	71.8
Neutral	17.6	15.8	14.1	14.4	16.2	21.8
NET Disagree	6.5	6.6	4.2	8.9	4.4	6.5

I would recommend the Combined Authority as a good place to work

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	74.1	71.1	80.3	68.9	73.5	78.2
Neutral	17.6	21.1	14.1	16.7	19.1	16.1
NET Disagree	8.0	7.9	5.6	14.4	7.4	4.8

What is important to you? Ranked by combined 'very important' and 'important' response

	All staff	Delivery	Economic	Policy	Corporate	Transport
Highest percentage Statement(s)	A supportive team	Enjoying the work I do A supportive team	Enjoying the work I do	Enjoying the work I do	Enjoying the work I do	Enjoying the work I do A supportive team
%	984.	97.4	100	97.8	100	97.6

	All staff	Delivery	Economic	Policy	Corporate	Transport
Enjoying the work I do	98.4	97.4	100	97.8	100	97.6
A supportive team	97.1	97.4	97.2	96.7	98.5	97.6
Clear priorities	93.8	93.4	97.2	93.3	97.1	92.7
Confidence in decision makers	92.0	96.1	91.5	93.3	95.6	88.7
Clear communication from senior management	90.6	96.1	88.7	95.6	89.7	87.1
Clear vision for the work of the Combined Authority	87.5	88.2	88.7	90.0	86.8	88.7
Great customer relationships	85.3	86.8	93.0	68.9	80.9	93.5
Regular 1:2:1 communication with my manager	83.7	89.5	85.9	84.4	85.3	81.5
Employee benefits	81.7	78.9	87.3	73.3	82.4	86.3
Pride in working for the Combined Authority	81.5	77.6	84.5	75.6	83.8	87.1
A future with the Combined Authority	79.9	80.3	77.5	77.8	75.0	86.3
Regular interaction from senior management	75.0	78.9	74.6	76.7	75.0	73.4
Opportunities to progress	73.9	84.2	91.5	78.9	64.7	60.5

Our culture and identity

On the scale of 1 (I feel part of one organisation) to 6 (I don't feel part of one organisation), how much do you feel we are working as one organisation? *Combined %*

	1 – 3 – I don't feel part of one organisation	4 – 6 I feel part of one organisation
All staff	41.3	49.6
Delivery	42.1	53.9
Economic	47.9	47.9
Policy	48.9	47.8
Corporate	38.2	55.9
Transport	35.5	48.4

As the Combined Authority we have been on a journey to develop and grow from a number of predecessor organisations. Please tell us with which one of the following you most identify as an employee, and do feel free to be honest!

The results below have been highlighted to show the highest response option for each category.

	All staff	Delivery	Economic	Policy	Corporate	Transport
My team	27.2	34.2	14.1	25.6	22.1	29.8
My service area	15.8	19.7	19.7	10.0	22.1	14.5
My directorate	10.9	14.5	23.9	6.7	5.9	8.1
The Combined Authority	24.8	30.3	12.7	41.1	38.2	10.5
West Yorkshire Metro	13.6	0.0	0.0	6.7	8.8	37.1
The LEP	6.7	0.0	29.6	10.0	0.0	0.0

Please read each statement carefully and tell us how strongly you agree or disagree that these are true when thinking about change over the past year:

I feel I get the support I need to help me adapt to changes at work

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	71.9	72.4	78.9	66.7	69.1	75.0
Neutral	17.6	17.1	14.1	17.8	19.1	18.5
NET Disagree	8.9	6.6	5.6	14.4	10.3	6.5

I talk with my manager about the changes happening at the Combined Authority

	All staff	Delivery	Economic	Policy	Corporate	Transport
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NET Agree	71.7	76.3	80.3	65.6	83.8	66.1
Neutral	17.0	10.5	14.1	16.7	11.8	21.8
NET Disagree	9.8	9.2	4.2	17.8	2.9	11.3

I believe change has helped bring the Combined Authority together

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	44.4	53.9	40.8	47.8	50.0	37.9
Neutral	32.8	28.9	26.8	31.1	36.8	34.7
NET Disagree	15.2	7.9	19.7	12.2	11.8	21.0

Senior management give clear and consistent messages about change

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	52.2	47.4	52.1	48.9	52.9	60.5
Neutral	29.2	32.9	33.8	21.1	32.4	25.8
NET Disagree	16.5	15.8	9.9	28.9	14.7	12.9

I understand how my team fits with others

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	73.4	80.3	67.6	73.3	88.2	69.4
Neutral	15.4	11.8	21.1	10.0	7.4	18.5
NET Disagree	9.6	3.9	9.9	16.7	4.4	10.5

I think our transformation programme is about... Top 3 statements ranked highest to lowest

	All staff	Delivery	Economic	Policy	Corporate	Transport
Top 3 statements (ranked)	Working more intelligently					
	Working differently	Working differently	Better cross working with other teams	Better cross working with other teams	Working differently	Working differently
	Better cross working with other teams	Better cross working with other teams	Working differently	Working differently	Better cross working with other teams	Better cross working with other teams
Highest %	80.6	84.2	87.3	88.9	86.8	71.8

Overall, compared with a year ago I would say that...

The Combined Authority feels like a better place to work for me

All staff	Delivery	Economic	Policy	Corporate	Transport
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22.8	32.9	16.9	27.8	20.6	19.4
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Things feel about the same

All staff	Delivery	Economic	Policy	Corporate	Transport
47.8	36.8	52.1	41.1	45.6	56.5

The Combined Authority feels like a worse place to work for me

All staff	Delivery	Economic	Policy	Corporate	Transport
13.6	6.6	8.5	20.0	16.2	15.3

I wasn't employed by the Combined Authority a year ago

All staff	Delivery	Economic	Policy	Corporate	Transport
15.2	22.4	22.5	11.1	17.6	8.1

Our values and behaviours

Do you understand how our values and behaviours relate to your role?

	All staff	Delivery	Economic	Policy	Corporate	Transport
Yes	79.5	85.5	84.5	81.1	80.9	76.6
No	2.0	0.0	1.4	1.1	2.9	2.4
A bit	17.2	14.5	12.7	15.6	16.2	20.2
Don't know	0.7	0.0	1.4	1.1	0.0	0.0

On the scale of 1 to 5, how well do you feel each of the following demonstrate our values and behaviours?

You

	0-1 Doesn't demonstrate our values and behaviours at all	2	3-4 Fully demonstrates our values and behaviours
All staff	2.5	7.1	84.4
Delivery	2.6	6.6	86.8
Economic	0.0	2.8	93.0
Policy	0.0	11.1	84.4
Corporate	5.9	8.8	80.9
Transport	3.2	5.6	81.5

Your manager

	0-1 Doesn't demonstrate our values and behaviours at all	2	3-4 Fully demonstrates our values and behaviours
All staff	5.6	9.6	79.7
Delivery	3.9	6.6	86.8
Economic	1.4	5.6	90.1
Policy	10.0	12.2	74.4
Corporate	7.4	8.8	80.9
Transport	4.8	10.5	75.0

Your directorate

	0-1 Doesn't demonstrate our values and behaviours at all	2	3-4 Fully demonstrates our values and behaviours
All staff	4.9	13.8	72.1
Delivery	3.9	15.8	75.0
Economic	1.4	8.5	84.5
Policy	1.1	16.7	75.6
Corporate	10.3	19.1	60.3
Transport	4.8	12.1	70.2

Senior management

	0-1 Doesn't demonstrate our values and behaviours at all	2	3-4 Fully demonstrates our values and behaviours
All staff	6.9	14.5	68.1
Delivery	6.6	17.1	71.1
Economic	5.6	11.3	76.1
Policy	7.8	14.4	70.0
Corporate	8.8	22.1	60.3
Transport	4.8	10.5	69.4

On the scale of 1 to 6, how do you feel about the current leadership style in your directorate?

	1 – 3 – it is not empowering – management don't listen and are not supportive	4 – 6 It is empowering – management listen and are supportive
All staff	20.1	74.6
Delivery	17.1	82.9
Economic	11.3	83.1
Policy	25.6	72.2

Corporate	30.9	66.2
Transport	17.7	72.6

Championing our region

I think my directorate works well with our partners

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	68.5	77.6	83.1	74.4	64.7	58.1
Neutral	17.9	13.2	12.7	16.7	23.5	18.5
NET Disagree	4.0	2.6	0.0	5.6	7.4	3.2

I understand how the work of the organisation contributes to the bigger picture, regionally and nationally

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	79.0	88.2	91.5	85.6	75.0	69.4
Neutral	13.4	10.5	4.2	10.0	17.6	17.7
NET Disagree	3.6	1.3	2.8	3.3	7.4	4.0

I am proud of the work I do in the region

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	79.7	82.9	91.5	78.9	69.1	81.5
Neutral	17.0	17.1	5.6	18.9	25.0	14.5
NET Disagree	2.7	0.0	2.8	2.2	5.9	2.4

Working together

I understand what work other teams within the organisation do

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	46.9	57.9	46.5	55.6	55.9	32.3
Neutral	29.5	30.3	23.9	26.7	23.5	35.5
NET Disagree	21.4	10.5	28.2	17.8	19.1	29.0

I know who I need to work with to get the job done

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	71.9	81.6	70.4	64.4	76.5	72.6
Neutral	19.0	10.5	14.1	27.8	14.7	19.4
NET Disagree	8.3	5.3	14.1	7.8	7.4	8.1

I feel the work of my team is valued by others in the organisation

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	41.5	43.4	36.6	51.1	42.6	39.5
Neutral	25.7	39.5	23.9	16.7	20.6	23.4
NET Disagree	29.9	15.8	33.8	31.1	35.3	33.1

Easy to do business with

I know how corporate decisions that affect the organisation are made

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	45.8	61.8	53.5	47.8	54.4	29.0
Neutral	29.2	18.4	19.7	24.4	27.9	42.7
NET Disagree	21.0	18.4	23.9	25.6	16.2	21.0

I know how day-to-day decisions that affect me / my role, are made

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	59.8	63.2	67.6	63.3	70.6	50.8
Neutral	23.9	19.7	19.7	17.8	16.2	33.1
NET Disagree	13.6	17.1	9.9	16.7	13.2	11.3

I know where to find solutions to problems

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	66.7	68.4	64.8	61.1	73.5	71.0
Neutral	21.0	28.2	28.2	17.8	17.6	18.5
NET Disagree	10.3	5.6	5.6	16.7	8.8	8.9

My colleagues are courteous and professional

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	88.2	94.7	97.2	86.7	88.2	82.3
Neutral	6.9	3.9	0.0	6.7	7.4	11.3
NET Disagree	3.8	0.0	1.4	4.4	4.4	6.5

Corporate processes make it easy for me to be responsive to customers' needs

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	28.1	22.4	16.9	18.9	39.7	39.5
Neutral	30.1	28.9	19.7	28.9	27.9	35.5
NET Disagree	36.8	46.1	57.7	47.8	27.9	18.5

Working intelligently

I feel that I am supported to work efficiently with the right tools/technologies

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	74.8	85.5	78.9	75.6	83.8	62.9
Neutral	12.7	5.3	11.3	11.1	11.8	17.7
NET Disagree	11.6	9.2	7.0	11.1	4.4	19.4

I can see how we, the Combined Authority, are working together to succeed

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	58.9	67.1	63.4	56.7	52.9	59.7
Neutral	27.2	22.4	15.5	30.0	35.3	29.0
NET Disagree	11.8	10.5	18.3	12.2	10.3	9.7

I feel that the way the Combined Authority uses resources demonstrates its commitment to Clean Growth

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	36.6	31.6	31.0	34.4	42.6	44.4
Neutral	34.4	39.5	34.4	30.0	29.4	36.3
NET Disagree	21.4	25.0	30.0	32.2	23.5	6.5

Positive about change

I feel encouraged to come up with new and better ways of doing things

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	67.4	68.4	70.4	66.7	76.5	64.5
Neutral	18.8	18.4	15.5	18.9	11.8	20.2
NET Disagree	13.2	13.2	12.7	13.3	11.8	15.3

I am able to challenge the way things are done

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	57.4	60.5	64.8	61.1	61.8	50.8
Neutral	21.2	18.4	15.5	20.0	22.1	23.4
NET Disagree	20.5	21.1	18.3	16.7	16.2	25.8

I feel like I am still learning and developing

	All staff	Delivery	Economic	Policy	Corporate	Transport
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NET Agree	74.6	82.9	73.2	76.7	82.4	67.7
Neutral	13.2	9.2	9.9	8.9	11.8	18.5
NET Disagree	11.2	7.9	16.9	12.2	5.9	11.3

I am clear about how my role contributes to the success of the Combined Authority

	All staff	Delivery	Economic	Policy	Corporate	Transport
NET Agree	75.0	86.8	73.2	74.4	85.3	68.5
Neutral	17.0	13.2	14.1	18.9	10.3	19.4
NET Disagree	5.6	0.0	9.9	4.4	2.9	8.9