

---

**Report to: Audit and Scrutiny Committee**

---

**Date of Meeting: 17<sup>th</sup> April 2025**

---

**Subject: Staff Survey 2024**

---

**Report by: Acting Senior Manager – HR & Workforce Development**

---

## **1.0 Purpose**

- 1.1. This report provides the Audit & Scrutiny Committee with details of the 2024 Council-wide Staff Survey, and gives further information as to how results will be communicated, and used to inform future work.

## **2.0 Recommendations**

Members of the Audit & Scrutiny Committee are asked to:

- 2.1. **Note** the results of the survey attached at **ANNEX A**.
- 2.2. **Agree** the move to a bi-annual survey process.

## **3.0 Considerations**

- 3.1. Clackmannanshire Council undertook its most recent staff survey in October to December 2024.
- 3.2. Over this period, 340 responses were received, giving a council wide response rate of 13%. This is the lowest uptake for a Council-wide staff survey since 2018.
- 3.3. Whilst results are statistically valid (with a minimum response rate of 336 required, and 340 received) the results are still low, and as a result of the respondent make up, markedly skewed to the People Directorate (which accounts for 52% of total responses).
- 3.4. As such, responses cannot be said to be representative of the Council as a whole, however are still useful as a snapshot of employee feelings at the time the survey was undertaken.

*Why was response so low?*

- 3.5. Ahead of the survey a robust communication campaign was undertaken, with reminder being issued across a range of channels both in print and digital, in addition to managers at all levels being provided with a management toolkit

consisting of frequently asked questions, toolbox talk scripts, and a promotional materials pack for their individual areas.

- 3.6. Despite this, a record low for engagement with the survey was recorded. Whilst reasoning for this dis-engagement is entirely anecdotal, some discussions with staff and managers undertaken by the HR and Workforce Development suggest reasons to include:
- Lack of engagement due to the perception of nothing changing as a result of annual surveys;
  - Survey fatigue – too many surveys on different topics being issues in quick succession; and
  - On going challenges with budget resulting in a dis-engagement with corporate processes such as the staff survey.
- 3.7. As such, the 2024 survey will be the last annual survey the Council will undertake, with future surveys being undertaken on a bi—annual basis, the first of which will be undertaken in autumn 2026.
- 3.8. In doing so, it is intended to create space between surveys, and provide Officers sufficient time to both feedback results, take appropriate action on results, and embed changes which can then be reported on prior to the next survey round.

#### *Survey findings*

- 3.9. The survey report (attached at **Annex A**), provides detail on the engagement levels of our employees, both at an organisational and directorate level. Additional analysis is provided for each survey question asked, with comparative data provided from the 2018 - 2021 survey results where available and relevant.
- 3.10. For 2024, the overall staff engagement level for the organisation is 69%, which is a 2 percentage point increase from the 2023 survey level of 67%.
- 3.11. Feedback from staff is most positive with regards to having a sense of achievement for the work they undertake, being treated with dignity and respect (at a Council wide level), and feeling confidence in reporting issues or dangers where staff see them.
- 3.12. However, views become more mixed with consideration to themes such as feeling valued and supported, having appropriate tools to undertake roles, working flexibly, and having time to access learning and development.
- 3.13. The full range of feedback is included within the Staff Survey report, which is attached at **ANNEX A**.

## **4.0 Next Steps**

- 4.1. The results outlined at **Annex A** of this report will be pivotal in supporting the development of the Council's new Strategic Workforce Plan for 2025-28.

4.2. However, we also recognise the importance of feedback to staff and trade unions on these results. As such, a range of work will be undertaken in the coming months to ensure that the Council recognises the input of staff, and makes use of the valuable feedback provided. This will include:

- Staff / Trade Union discussions on results
- SLF & TLF sessions to feedback results and seek management input
- Internal communications thanking staff for their input, trailing results, and outlining the way forward.

## 5.0 Sustainability Implications

5.1. None.

## 6.0 Resource Implications

6.1. *Financial Details*

6.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes ☒

6.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes ☒

6.4. *Staffing*

## 7.0 Exempt Reports

7.1. Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☐

## 7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

### (1) Our Priorities

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all ☐

Our families; children and young people will have the best possible start in life ☐

Women and girls will be confident and aspirational, and achieve their full potential ☐

Our communities will be resilient and empowered so that they can thrive and flourish ☐

(2) **Council Policies**

Complies with relevant Council Policies



**8.0 Equalities Impact**

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes ☐

No ☐

**9.0 Legality**

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☐

**10.0 Appendices**

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

*2024 Staff Survey Report*

**11.0 Background Papers**

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☒

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Alastair Hair	Senior Manager – HR and Workforce Development	

**Approved by**

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director – Partnership and Performance	



**Clackmannanshire  
Council**

[www.clacks.gov.uk](http://www.clacks.gov.uk)

Comhairle Siorrachd  
Chlach Mhanann



# Staff Survey Report

## 2024

## 1.0 Introduction

### Our Survey Approach

- 1.1 This survey presents the results of the 2024 Council-wide staff survey.
- 1.2 The survey includes several questions which have been maintained from previous surveys (2018-2023)<sup>1</sup>. Specifically, 5 questions are asked to allow us to create a staff engagement index, which provides a useful insight into the overall engagement of Council staff (from the year 2018 to date). In addition, the survey asked employees to provide their views on a number of themes; their work, their health and wellbeing, and communication.
- 1.3 In administering the survey, a combined web-based and postal survey were used. The survey was issued on 28 October 2024 and closed on 6 December 2024. The survey was managed entirely by the Council's Workforce Development & Learning team, and was anonymous and confidential. All survey communications made it clear that responses could not be attributed to any specific staff member.
- 1.4 Paper surveys were returned via sealed ballot boxes at various Council locations, or through secure internal mail. Web responses were collated through a secure online survey platform (Google Forms), accessible only to members of the Workforce Development & Learning team.
- 1.5 Communication undertaken both prior to, and during the survey period was robust (so as to promote the survey as widely as possible). This included the creation and distribution of posters, QR codes, toolbox talk scripts, regular articles for the online CONNECT and GLOW intranets, and MS Teams Channel messages. In addition, all managers were provided with a communications toolkit including a range of assets for use.

---

<sup>1</sup> A full set of tabular results is included within this report at **ANNEX A**

Survey Responses

1.6 From 2,683 surveys issued to Council employees, a total of 340 responses were received – equivalent to an overall response rate of 13%. This response rate is less favourable when compared to the last staff survey undertaken (32% in 2023) and is the lowest recorded response rate since 2018.

*Can we rely on these results?*

1.7 The Service area breakdowns for the 2024 survey are outlined at **figure 2** of this report.

1.8 With consideration to our organisation size (2,683), a *minimum* statistically significant sample size<sup>2</sup> would be considered as 336 responses. As such, whilst results can be said to be statistically valid (by some 4 responses), the breakdown and spread of respondent profiles (see fig 2) is not enough to be able to fully rely on the survey as an indicator of ‘council wide’ engagement and perceptions. This is compounded by 52% of results coming from one directorate area (People Directorate).

1.9 That being said, the results are still useful in providing a snapshot of workforce views at the time the survey was undertaken, and could be considered useful as an indicator of themes for future development.

Figure 1: Survey Response

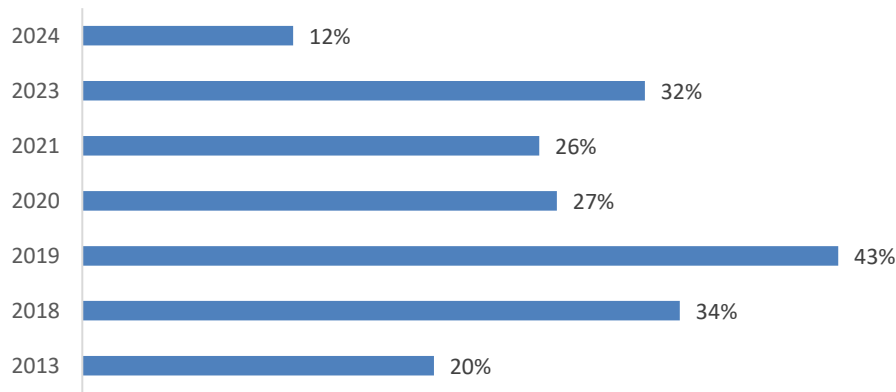


Figure 2: Profile of survey respondents (n=340)

Directorate	Number	%
HSCP	34	10%
P&P	74	22%
People	176	52%
Place	39	11%
Prefer not to say	17	5%

<sup>2</sup> <https://www.qualtrics.com/blog/calculating-sample-size/>

## This report

- 1.10 The remainder of this report sets out key findings across the main survey themes, including comparisons with previous surveys where relevant and available. All figures are rounded up or down to the nearest whole number. Similarly, aggregated figures presented in the report text (such as the combined percentage of 'strongly agree' and 'agree' responses) may not sum to results presented in figures and tables due to rounding.
- 1.11 Following consideration of this report, work will continue to analyse results in conjunction with staff and Trade Unions, so as to make use of the limited but valuable feedback which has been provided (see S2.2 of this report for further information). Additionally, a full communication campaign will be undertaken to promote the results with staff and ensure that they are thanked for their input and feedback.
- 1.12 Any actions identified as a result of this survey, and through the work noted above, will be integrated where appropriate into the Strategic Workforce Plan 2025-28.
- 1.13 This approach mirrors the action taken by Officers to form the foundation for the Council's Interim Workforce Strategy (2023-25). For further context, the outputs of work were directly influential in the development of:
- A refresh of the Council's induction programme (ongoing);
  - The creation and delivery of a new staff performance management system; and
  - Development of further staff wellbeing initiatives and resources.

## Survey Themes

- 1.14 The 2024 survey asked for employee's views on a range of themes relating to their work and workplace: The survey themes included:
- My work;
  - My health and wellbeing; and
  - Communication.



Employee Engagement

- 1.15
- The 2024 survey asked employees to consider a series of five statements, that when combined are designed to provide an aggregated ‘employee engagement’ score for the organisation. They are as follows:
- I am given the opportunity to make decisions relating to my role;
  - I feel valued for the work I do;
  - I feel a sense of achievement for the work I do;
  - I feel that I am treated with dignity and respect within my team; and
  - I am clear about how I contribute towards the organisations goals.
- 1.16
- These statements mirror the question set from the 2018-2021 surveys, providing a useful benchmark of overall engagement with the organisation.

Figure 3: Overall Staff Engagement (aggregated)

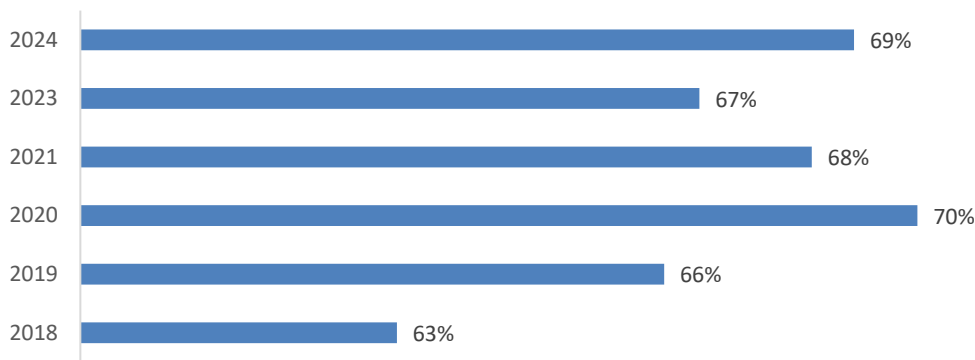
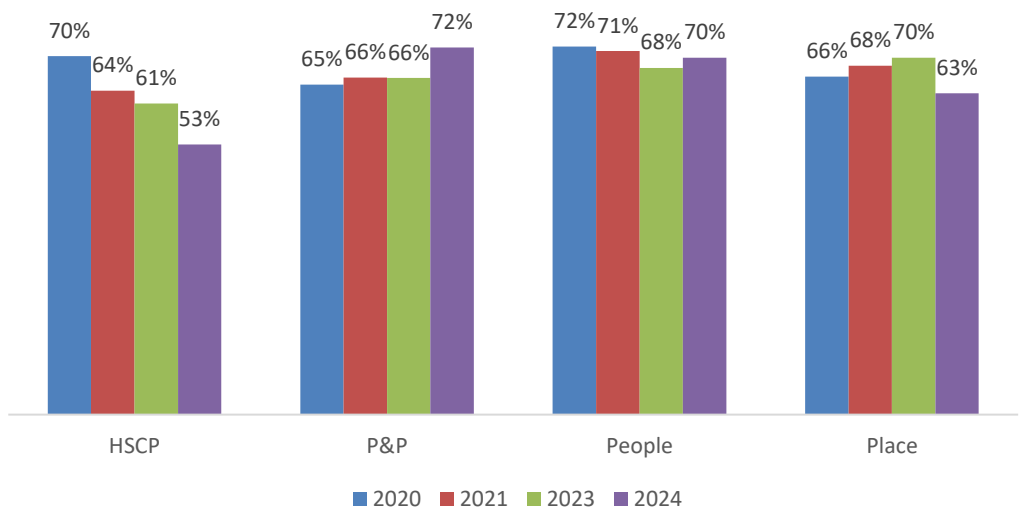


Figure 4: Overall Engagement by Directorate (2020 – 2024)



1.17 Overall, views from the engagement questions are most positive in relation to employees being treated with dignity and respect, and for feeling a sense of achievement in the work they undertake, mirroring results from the 2023 survey:

- I feel that I am treated with dignity and respect in my team – 76%
- I feel a sense of achievement for the work I do – 71%

1.18 Views are less favourable when considering the other engagement indicators, including feeling valued for the work they undertake, and being given the opportunity to make decisions relating their role.

- I am given the opportunity to makes decisions relating to my role – 66%
- I feel valued for the work I do – 59%

Figure 5: Employee Engagement Scores – 2018 to 2023

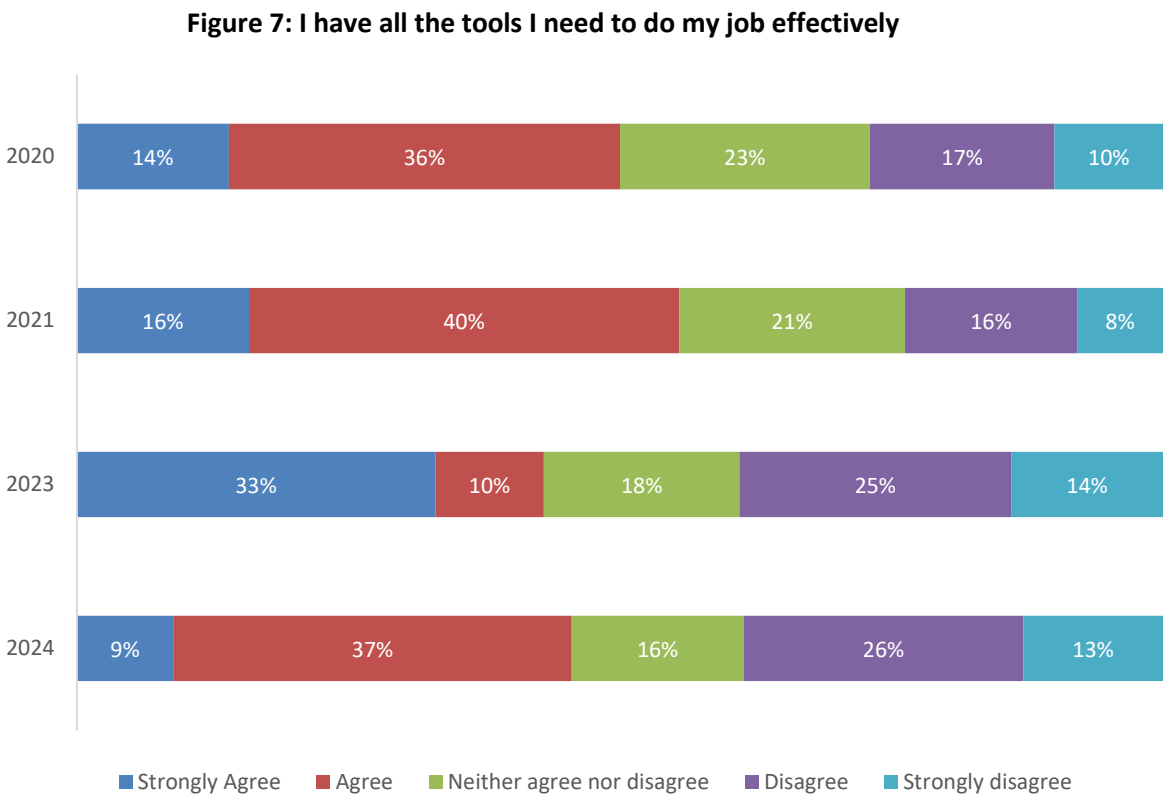


Figure 6: 2024 Employee engagement by directorate (agreement with statements)

Directorate	I am clear about how I contribute to the Organisation's goals	I feel that I am treated with dignity and respect within my team	I feel a sense of achievement for the work I do	I feel valued for the work I do	I am given the opportunity to make decisions relating to my role
HSCP	44%	65%	74%	44%	38%
P&P	73%	70%	69%	66%	80%
People	74%	77%	76%	59%	65%
Place	67%	72%	54%	51%	72%

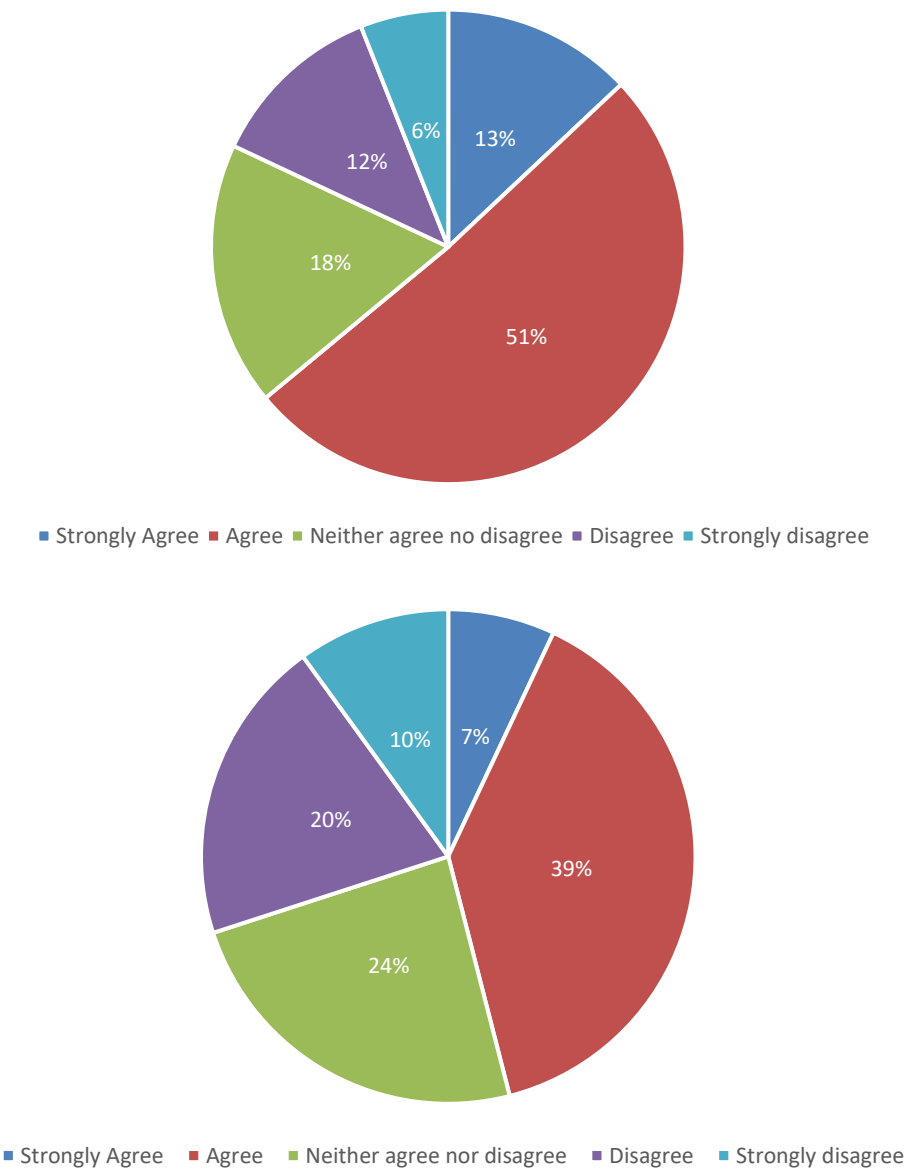
My Work

1.19 The survey asked employees a range of questions relating to ‘my work’, which provided information on statements relating to aspects of their working life including learning and development, health and safety, and having the tools needed to undertake one’s job effectively.



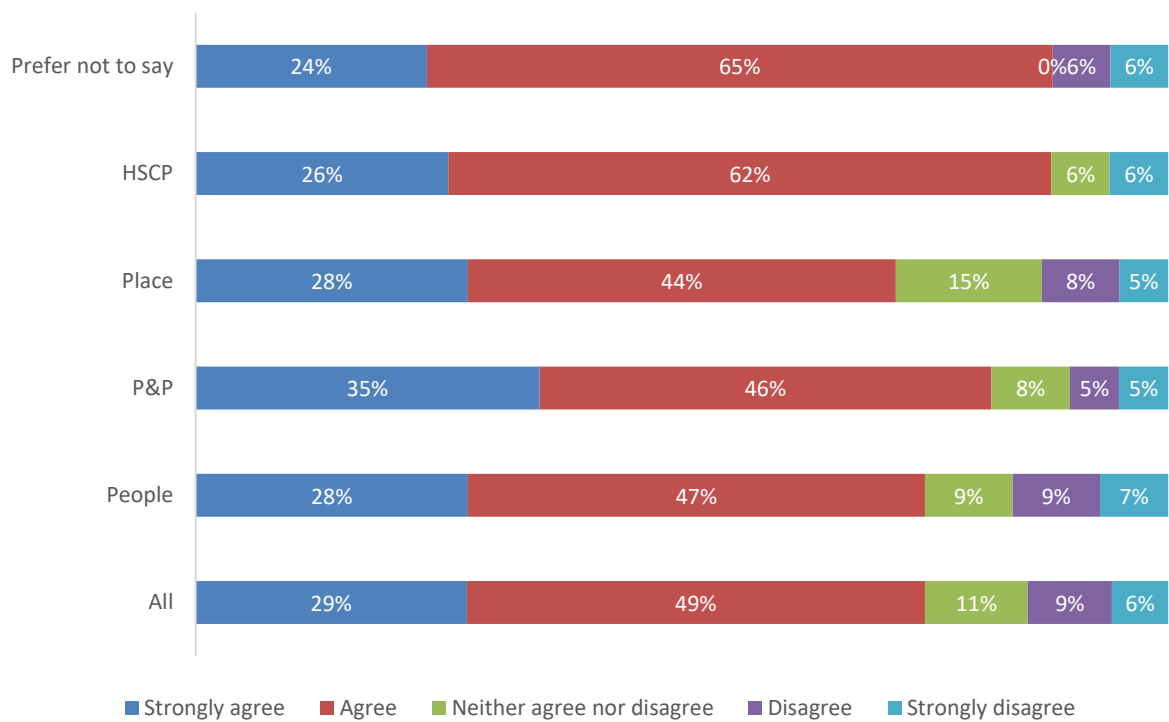
- 1.20 In terms of having the right tools to undertake their roles, employees are somewhat mixed in their responses (see **figure 7**). Whilst 46% of employees responded positively (either strongly agree or agree) to this question, 39% of respondents responded negatively (either disagree, or strongly disagree).
- 1.21 Of note here is that whilst in the 2023 survey 33% of respondents strongly agreed to the question of having the right tools, only 9% agreed this year. We do however, need to take cognisance of both the low level of response, and the skew in figures to the People Directorate.
- 1.22 Overall, the score of 46% represents an 3-percentage point increase from the 2023 survey (43%). Feedback on the reasoning for these low levels can be gained when looking at thematic analysis of survey free text responses (included in this report at page 23)

Figure 8: I am given access to (and time to access) learning & development opportunities



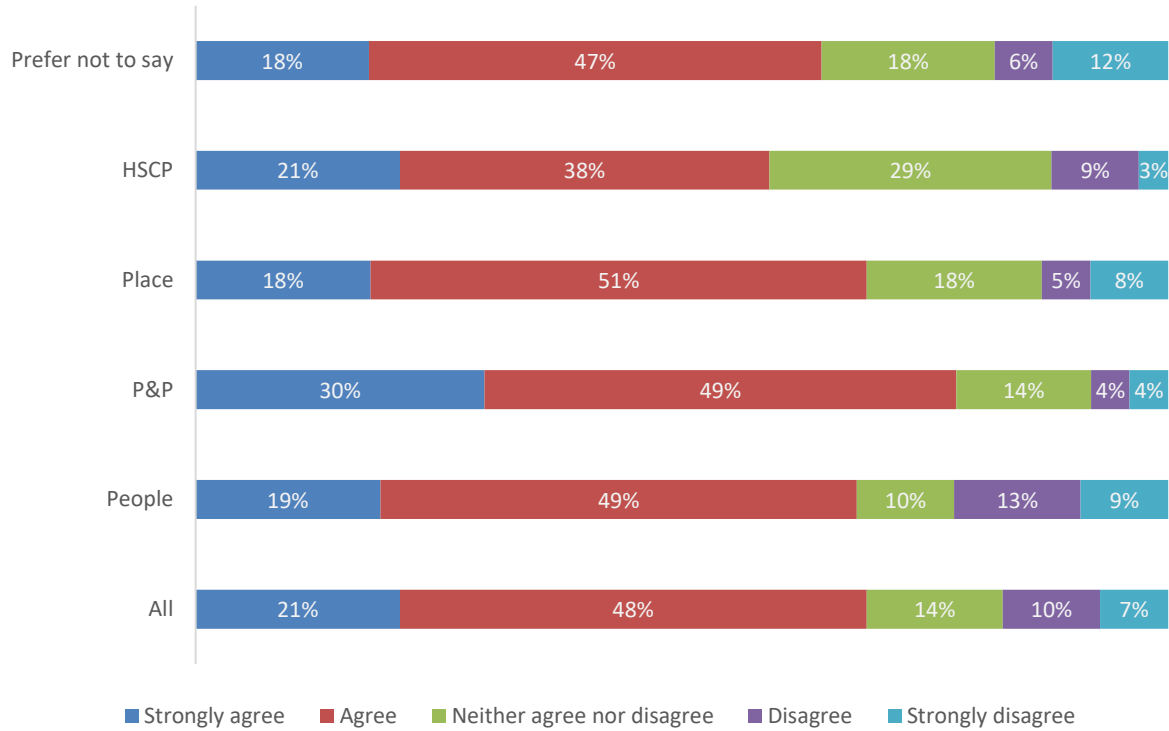
1.23 Survey findings at **figure 8** indicate that 64% of employees are given access to learning and development opportunities (which is similar to last years result of 63%), however having time to access these opportunities remains challenging, with 46% of employees responding positively (which is the same figure as 2023).

Figure 9: I feel confident in raising issues or dangers where I see them



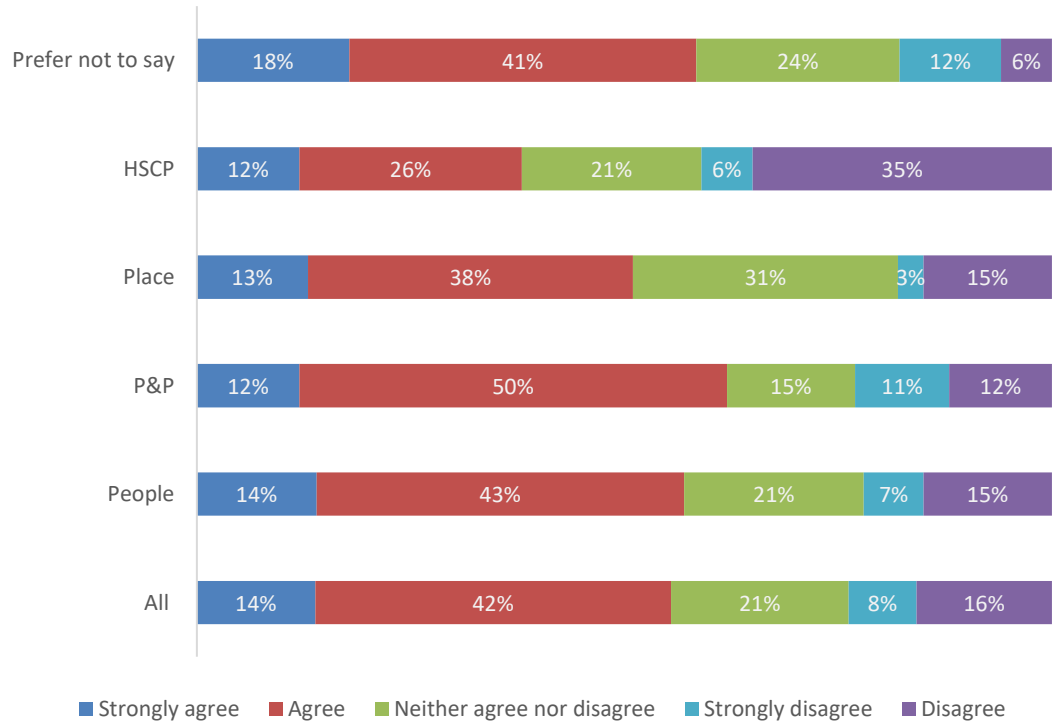
- 1.24 Employees, in the majority, are confident in raising issues or dangers where they see them (78%). This question was included to provide a baseline quantitative figure which will be used to support developments in health and safety culture within the organisation.
- 1.25 In terms of directorate responses, the HSCP are most positive in their response to this question (88%), with Place being less confident (although still in the majority) with a positive response level of 72%.
- 1.26 Overall, results with regards to this question represent a 25 percentage point increase in positive return from the 2023 survey (53%). Despite low response levels to the survey, this may reflect positively on the work undertaken to date within the Council’s health and safety team in support of a more generative H&S culture across the organisation, including:
- Revised suite of health and safety policies, including a H&S Strategy, and Health and Wellbeing Strategy;
  - Risk profiling meetings undertaken with all managers across the organisation;
  - A significant increase in the number and scope of risk assessments across all directorates;
  - Significant investment in training for all managers including IOSH Managing Safely;
  - Development of the online Evotix Portal for reporting and recording incidents; and
  - Thematic site visits being undertaken by the team to identify risks

Figure 10: I feel safe to voice ideas, or suggest new ways of working



1.27 In the majority, employees responded positively to the question of whether they feel safe to voice ideas, or suggest new ways of working (69%).

Figure 11: I receive feedback or acknowledgement on issues raised or highlighted

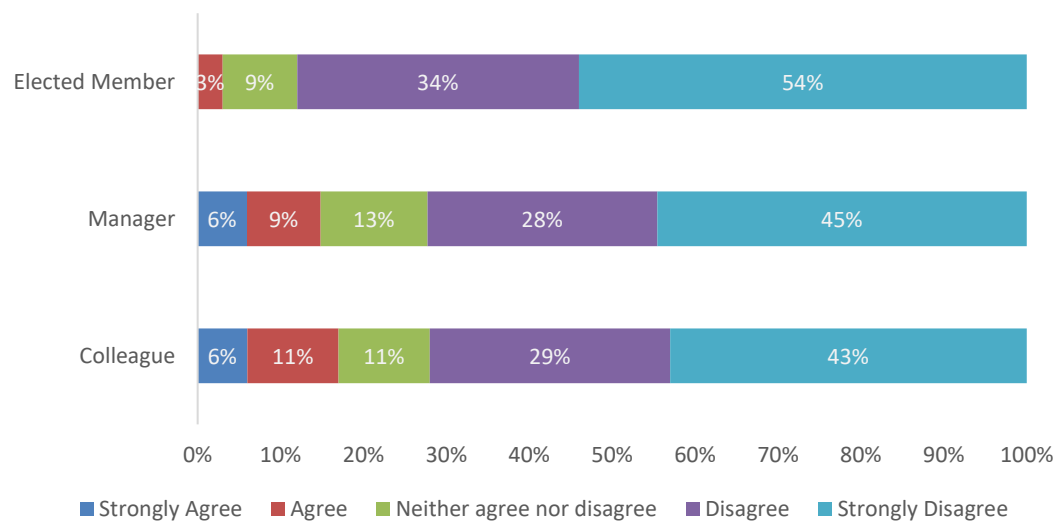


- 1.28 Just over half of employees (56%) responded positively when asked if they received feedback or acknowledgement on issues raised. In terms of directorate feedback, there are statistical variations, with health and Social Care Partnership staff being less confident in their response when compared to other areas (38% positive response level).
- 1.29 Where there is general confidence in raising issues (see **figure 9**), combined with less positive responses to receiving feedback, this may point to a need for managers to 'close the loop' on any feedback or issues which staff raise. This is also reflected in the thematic free text summary, where a lack of communication with staff is also highlighted (see page 23).

Bullying & Harassment

1.30 In a similar manner to the 2023 survey, this years iteration asked the same question in relation to bullying and harassment in three different variations covering staff, managers, and Elected Members. The following feedback was received.

Figure 12: I have experienced bullying & harassment from a colleague, manager, or Elected Member



1.31 From the feedback received across these questions, a total of 59 respondents had experienced bullying & harassment from a colleague, 48 from a manager, and 12 from an Elected Member (see figure 13).

Figure 13: Bullying & harassment as a % of Council Population

Aspect	No.	% of headcount
Colleagues	59	2%
Managers	48	2%
Elected Members	12	<1%

1.32 Overall 119 respondents to the survey have experienced bullying and harassment from either a colleague, manager or Elected Member (or a combination of either), with the highest proportion experiencing bullying and harassment from a colleague.

1.33 It should be noted however that this does not give an accurate figure of *all employees* who have experienced bullying and harassment, and is only indicative of those who have responded to the survey. Regardless, the findings here do emphasise the importance of the Council’s work to date with regards to dignity and at work, and the robust policy and procedure base which is now in place.



Flexible Working

- 1.34
- As with the previous years survey, the Council has worked in conjunction with the Scottish social organisation Flexibility Works to ask several questions in relation to flexible working across directorates. The aim being to provide useful feedback both against last years results, and looking forward to the ongoing work with engaging staff and managers on working flexibly within the Council, and the policies and processes which are in place to support this.
- 1.35
- This work is being undertaken in recognition of the benefits which flexible working can have not only on the culture of an organisation, but on wider areas such as:
  - Employee engagement;
  - Productivity;
  - Reduced sickness absence;
  - Improved mental health and wellbeing; and
  - Attraction of quality candidates to the Council.

Figure 14: Do you work flexibly at the moment?

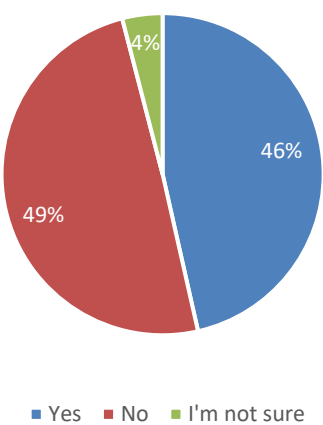
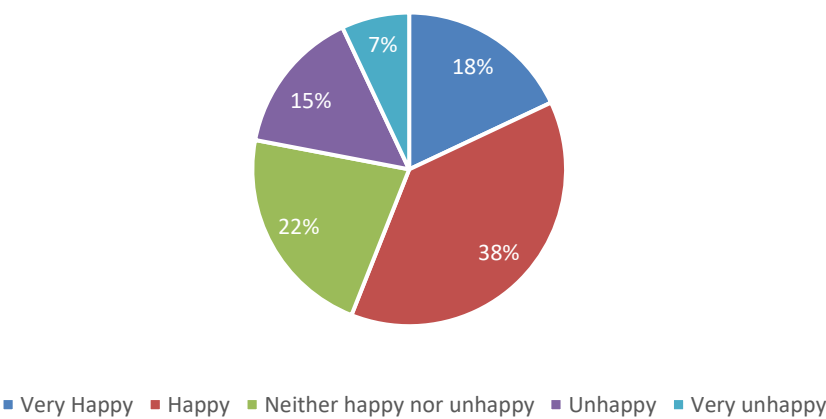


Figure 15: How happy are you with your work life balance?

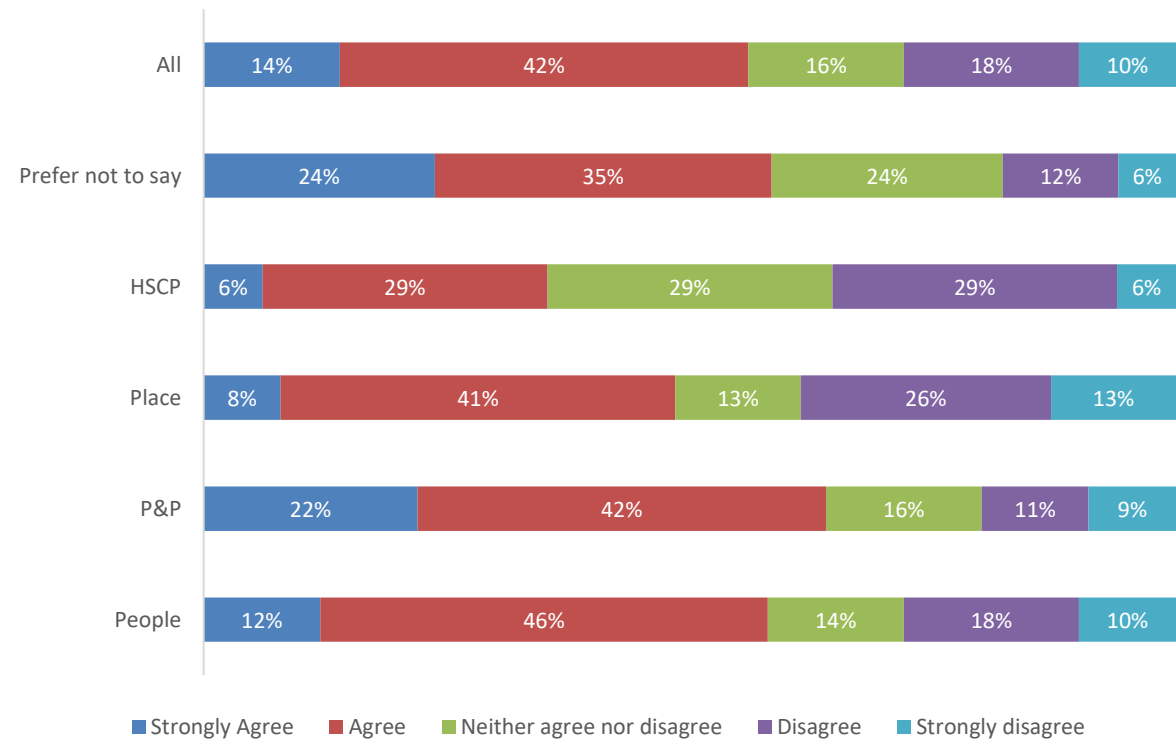


- 1.36
- The majority of staff (or 56%) are either very happy, or happy with their current work life balance, with 46% of respondents working flexibly at the moment.
- 1.37
- It should be acknowledged however that the demographics of the limited respondent set for this years survey may impact on the validity of these results, with a significant proportion of respondents coming from education where true flexible working can be challenging due to classroom arrangements.

Communication

- 1.38
- The 2024 Council-wide survey asked employees for their views on communication, covering both team-based and Council-wide communication, visibility of leaders and utilisation of the Constructive Conversations process.

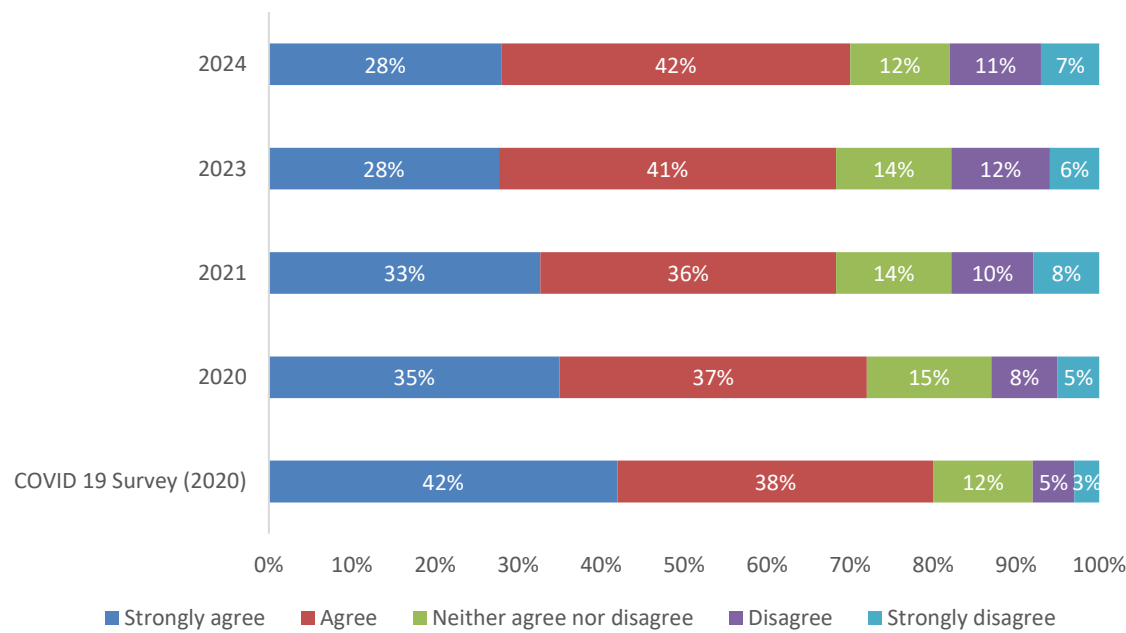
Figure 16: I am kept up to date about what is happening in my team, and round the organisation



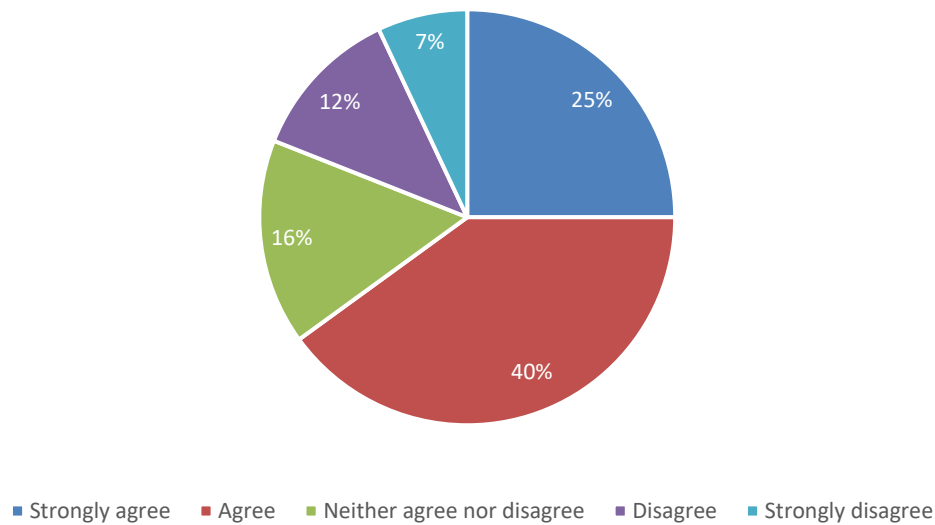
- 1.39
- In terms of general communication, 56% of all staff responded positively. There are also variations across directorates with regards to this question, with the HSCP scoring lowest (35% positive response rate), and the P&P Directorate scoring the highest (64%).

- 1.40 Overall, responses to this question as with the previous years survey, highlight the need for exploration of how the Council communicates with its staff members, particularly on a Council-wide basis, and in a way that is appropriate for the diverse range of staff we have.
- 1.41 This is compounded by the findings with regards to staff having contact with their manager (see **figure 17**). With the majority of staff (70%) responding positively, this may mean that team contact and communication is viewed more favourably to Council-wide communication across directorates.
- 1.42 It should however be noted that when compared to historical data such as the COVID-19 survey, staff perceptions on having sufficient contact with their manager have dropped from a 80% positive return, to the 70% figure of 2024.

**Figure 17: I feel I have enough contact with my manager / supervisor / chargehand**

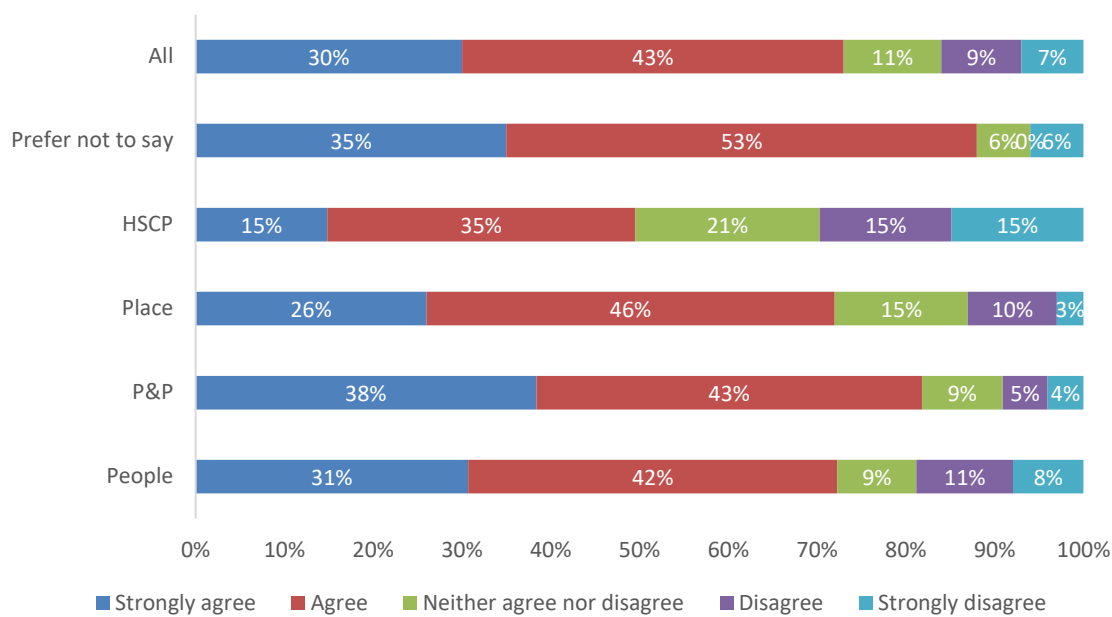


**Figure 18: My team communicate well together**



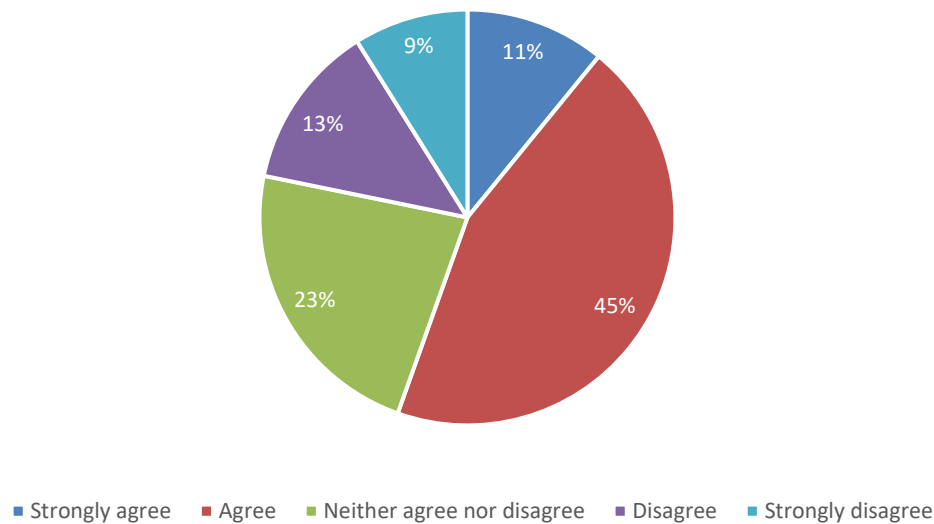
- 1.43 Aligned to the question focusing on contact with managers, was whether teams communicate well together (**see figure 18**). Findings show that the majority of staff (65%) agree that their team communicate well together, which sits as complimentary to most staff indicating that they have enough contact with their manager.
- 1.44 However, cognisance need to be taken with regards to the 35% of respondents who responded either apathetically, or negatively to this question, due to the importance of good communication at all levels of the organisation. Further information on communication is provided in the free text response summary of this report, provided at page 23.

Figure 19: Leaders in my area are visible, and I know who they are



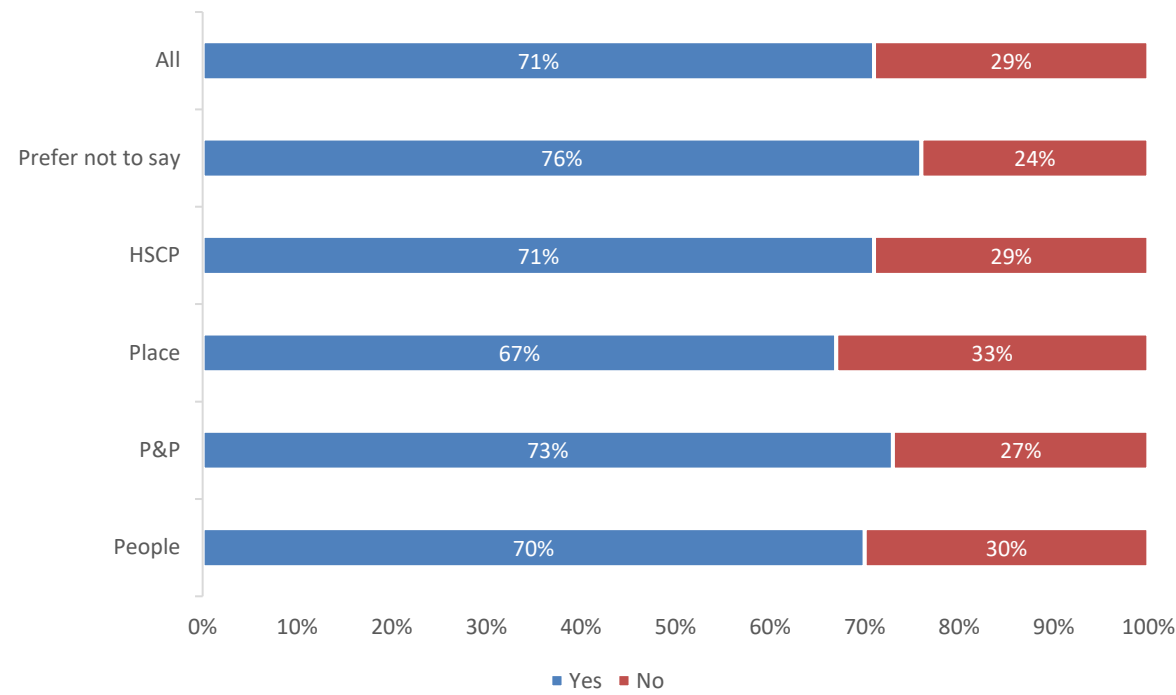
1.45 Overall, 73% of respondents feel that leaders in their area are visible, and they know who they are. There are however variations across Directorates, with the HSCP responding lower on for this question (50%), which is similar to the results from 2023.

Figure 20: I have access to information about what’s happening around the Council at my place of work



1.46 The question of having access to information (at **figure 20**), sits as complimentary to the question outlined at **figure 16** concerning being kept up to date about what is happening in the organisation. Overall, 56% of respondents feel they can access information about what’s happening within the organisation (the intention of this question being to highlight how easy, or otherwise, information is to access across all Council workplaces).

**Figure 21: My manager has had a Constructive Conversations meeting with me (or my team)**

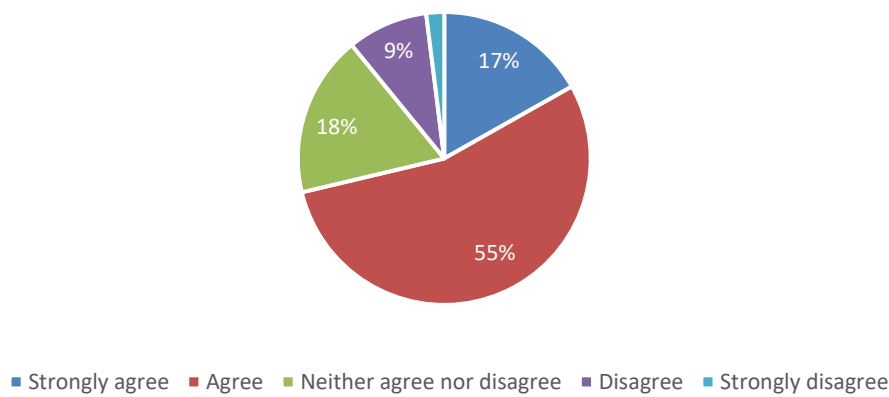


- 1.47 The Constructive Conversations process is the Council’s method of managing staff performance. Launched in 2023, this process places an emphasis on the regularity and quality of conversations between staff and managers (rather than following a snapshot process at a fixed point in time).
- 1.48 Results from the question presented at **figure 21** show that Council-wide, 71% of respondents have had a Constructive Conversations meeting with their manager which is a drop of 3 percentage points from last year. As with other results though, feedback to this question is only representative of respondents to the survey, rather than the staff population as a whole, and as such should be viewed as a useful indicator, rather than accurate to actual uptake.

Health & Wellbeing

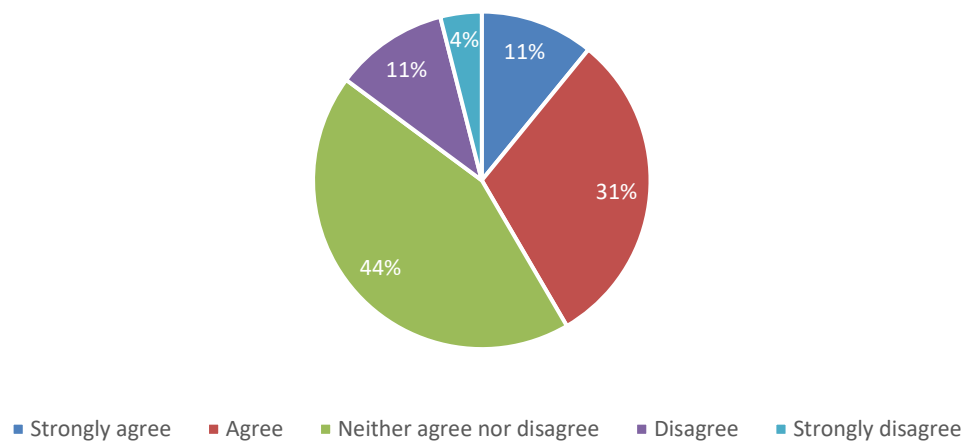
1.49 The survey asked a range of questions with regards to health and wellbeing, recognising the importance of having staff who are physically and mentally well as being a core indicator of having a positive organisational culture, and the Council being a good place to work. The results are presented below.

Figure 22: I know where to find support for my health, safety and wellbeing



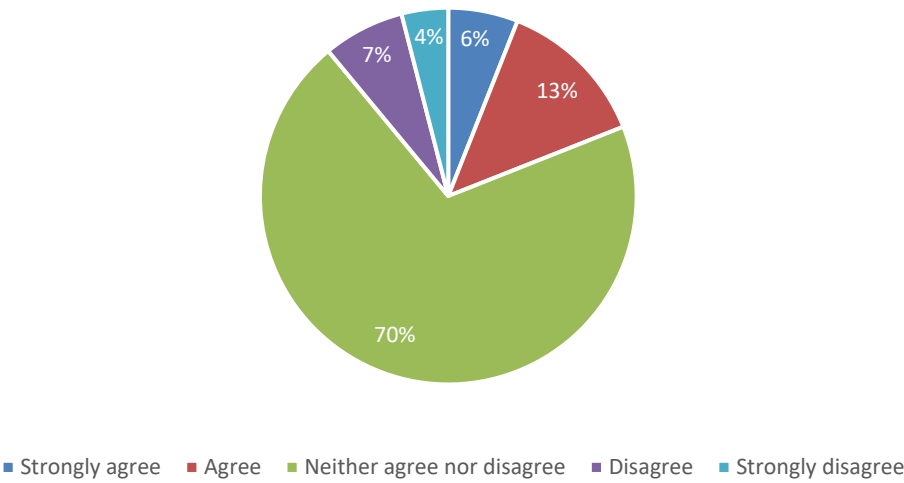
1.50 Survey findings indicate that the majority of employees responding to the survey (72%) know where to find support for their health, safety and wellbeing. 10% of respondents indicated that they did not know where to find supports, which is similar to last years results.

Figure 23: I am able to easily access wellbeing supports once I have found them



1.51 Survey findings indicate that 44% of respondents have been easily able to access wellbeing supports once they have found them. This may indicate difficulties with either accessing systems, information, or raising referrals via line management, and is a 4 percentage point decrease from last year (48%).

Figure 24: The wellbeing supports I have accessed have been useful



1.52 Unlike other survey questions, when asked whether wellbeing supports have been useful, a majority portion of respondents (70%) were apathetic in their response. In a similar manner to last year, this may indicate that a significant proportion of respondents have not had cause to access the variety of wellbeing supports currently offered by the Council, or that further work is required to promote what is currently available.

Figure 25: How would you rate you mental wellbeing right now?

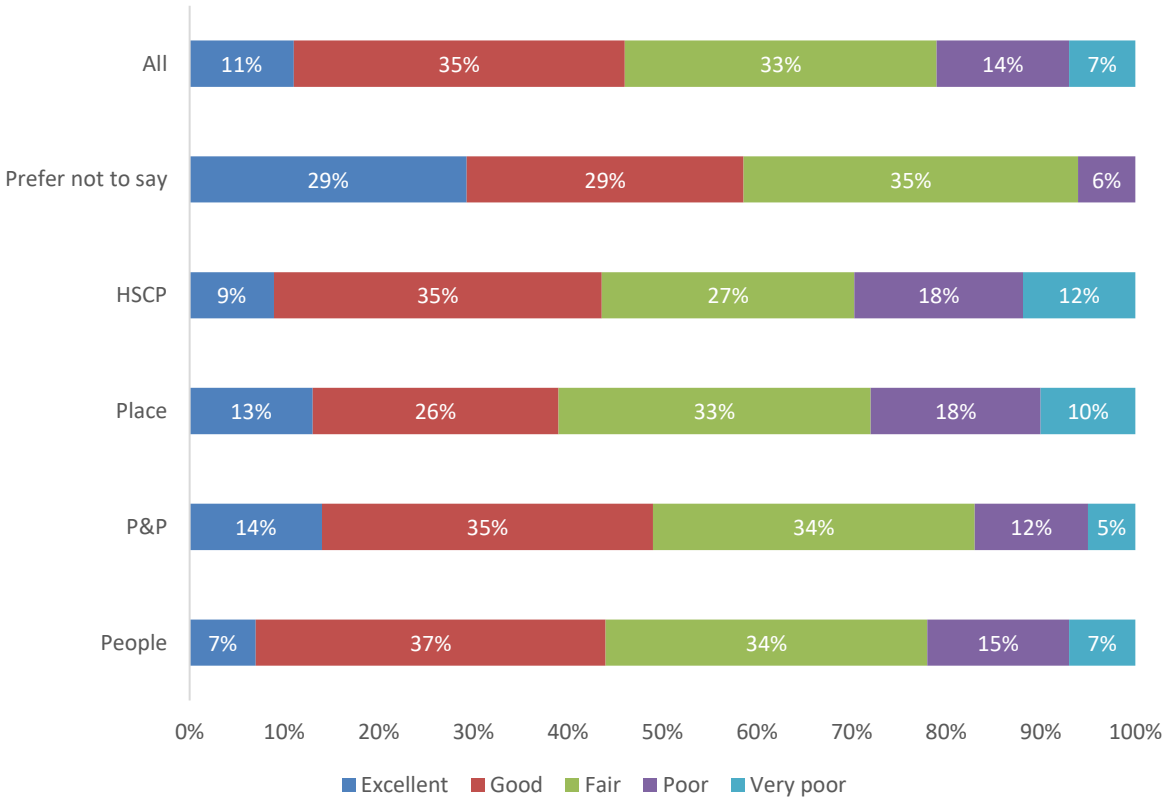
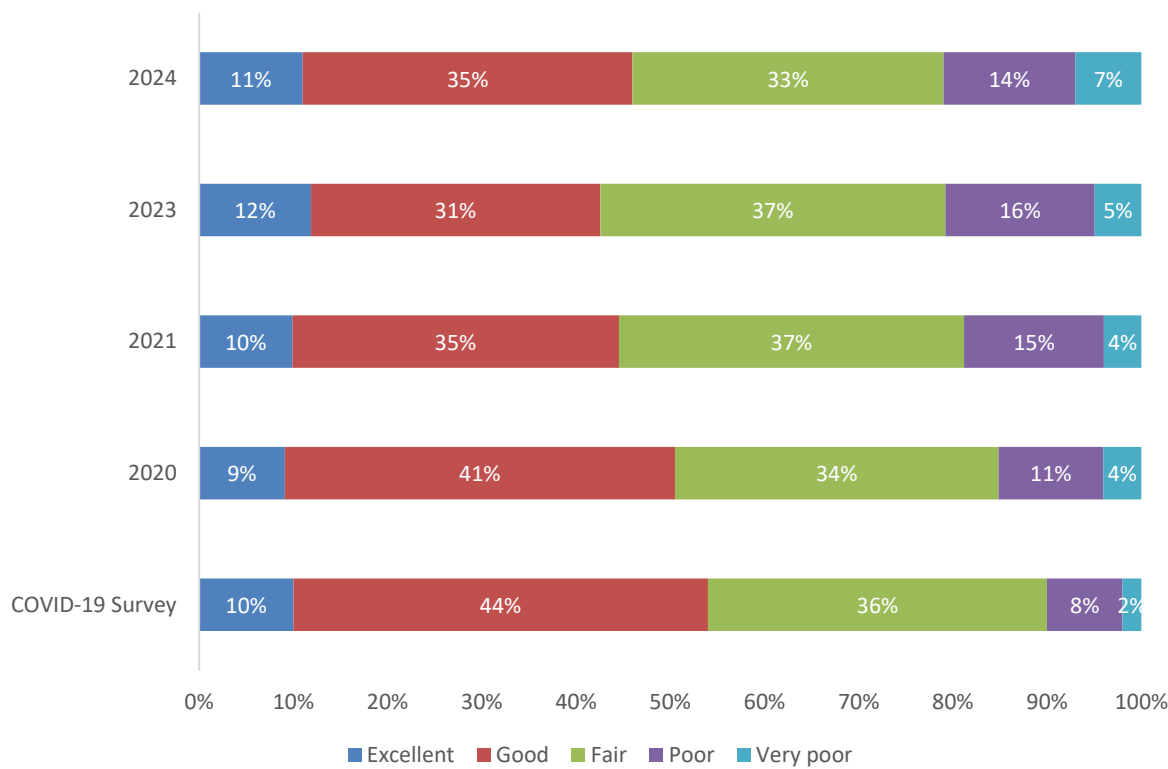




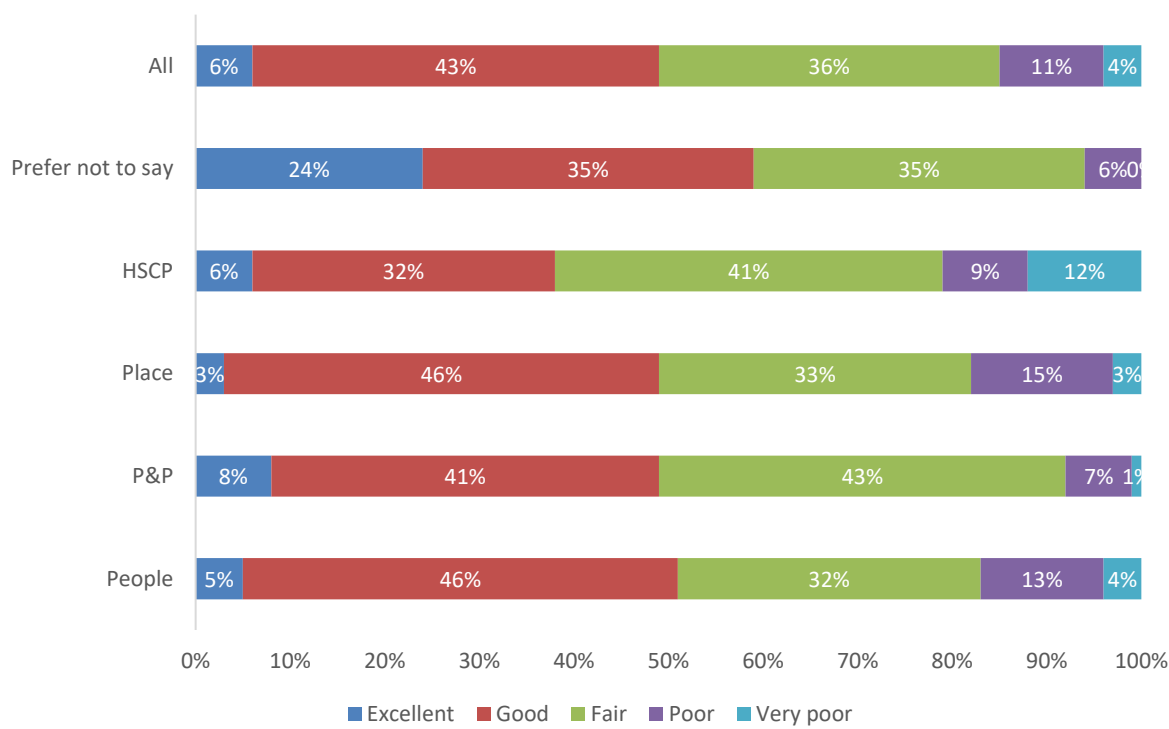
Figure 26: Rating of mental health (year on year trends)



1.53 Overall, 21% of employees who responded to the survey rated their mental health as from ‘poor’ to ‘very poor’. (see figure 25). There are statistical variations across Directorates, which should be noted, however the low response rate (with a significant skew in result to the People Directorate) may result in a less accurate picture of staff mental health when compared to last year.

1.54 When reviewing the mental health of employees on an annual basis, as per figure 26, there has been a 3 percentage point increase in employees rating their mental health as either ‘excellent’ or ‘good’. However, as with all questions within the data set, the low response levels may create a less accurate picture of mental health across the Council.

Figure 27: How would you rate your physical wellbeing right now?



- 1.55 85% of respondents have rated their physical wellbeing as being ‘excellent’, ‘good’, or ‘fair’ (see **figure 27**). As with other questions there remains statistical variations in Directorate responses, with P&P having the highest level of positive response (51%), or 92% if including the ‘fair’ indicator.
- 1.56 Overall, responses to survey questions around both mental and physical wellbeing show the importance of both continuing, and developing wellbeing supports for staff. The re-establishment of the Healthy Working Lives group has been critical in this regard, with the group identifying key themes and promotional areas which not only seek to address issues where they become apparent but take a preventative approach which will ensure the positive physical and mental wellbeing of staff across all directorates.

## Other Comments

- 1.57 The survey also gave employees the opportunity to add any further written comments regarding their wellbeing, their work, or communication. These were collected over two questions, namely 'Do you have any suggestions which would improve working in your team or the wider Council', and 'Do you have any further comments'.
- 1.58 All free text responses to the questions were read, in full, and themed accordingly. A total of 255 valid free comments were received across all Directorate areas<sup>3</sup>. It should be noted that free text responses are non-attributable to service areas, or individual responses.
- 1.59 Many responses highlighted issues with **communication** within the Council. Respondents fed back on a perceived lack of transparency and timely information sharing, leading to confusion and frustration across some directorates. Allied to this was a feeling that better communication could help with concerns around **job security** and organisational changes, where a lack of information was creating uncertainty in teams.
- 1.60 Feedback from free text responses also saw respondents note concerns around lack of adequate **resources or equipment**, with some noting the perceived use of out-dated hardware. In addition, there were concerns noted around issues with accessing timely IT support, having insufficient laptops, and obsolete devices which hindered productivity.
- 1.61 There were numerous mentions across free text responses in relation to **staffing levels** and the impact it has on workload and staff morale. Staff also commented on a lack of **work-life balance** due to this issue, resulting in feelings of stress, burnout, and a negative impact on overall mental wellbeing.
- 1.62 In terms of **leadership & development**, comments reflected a perceived disconnect between senior management and frontline employees. There were also comments around a lack of trust, and micro-managing from some leaders. Feedback also talked of the need for more visible and supportive leadership with the Council, as well as better decision making which sought the input of staff (although this does sit at odds with general survey feedback where 73% of respondents found their leaders to be visible).
- 1.63 Many staff reflected on the desire for more **training and development**, and that current training programmes were inadequate, and therefore did not address their professional growth requirements. Allied to this, staff also commented on the want for more **collaboration and teamwork** opportunities, citing siloed working as a barrier to achieving better outcomes.

---

<sup>3</sup> Comments were deemed 'invalid' where they included no substantive content, e.g. 'n/a', 'No', or 'no comment'.

What Next?

- 2.0
- Whilst there is some variation in employment engagement across directorates, survey data indicates that overall engagement is more likely to be linked to an employee’s views on specific aspects of their work (e.g. equipment, communication or training), rather than the directorate or team they work in, their current working environment or their length of employment with the Council.
- 2.1
- Specifically, survey analysis has identified the following key drivers of engagement, and as such provides an insight into possible areas where performance should be maintained, with areas where potential performance improvement should be considered.

Figure 29: Drivers of engagement

Areas correlating with positive employee engagement (potential areas to maintain performance)
I feel that I am treated with dignity and respect within my team
I feel as sense of achievement for the work I do
I feel confident in raising issues or dangers where I see them
Areas correlating to less positive engagement (potential improvement areas)
I feel valued for the work I do
I have the tools I need to do my job effectively
I am given time to access learning and development opportunities
I am able to work flexibly

- 2.2
- Moving forward it is essential that these results are discussed and communicated across a range of channels, both to address perceived challenges and acknowledge the input and time which staff have given to creating this important feedback.
- 2.3
- As such, a series of events and forums will be taken forward including:
  - Staff / Trade Union Staff Survey Forum (to analyse and make recommendations for development
  - SLF / TLF<sup>4</sup> sessions to feedback results and seek input from management
  - Internal communication of results across various channels including but not limited to Intranet and CONNECTED magazine articles, toolbox talk feedback, and video based feedback.

<sup>4</sup> SLF – Senior Leadership Forum / TLF – Team Leaders Forum

## ANNEX A: FULL TABULAR RESULTS

## MY WORK

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I am given the opportunity to make decisions relating to my role	66%	20%	21%	45%	14%	13%	7%
I feel valued for the work I do	58%	28%	16%	42%	14%	19%	9%
I feel a sense of achievement for the work I do	71%	13%	23%	48%	16%	7%	6%
I feel that I am treated with dignity and respect within my team	76%	14%	34%	42%	11%	9%	5%
I am clear about how I contribute to the organisation's goals	71%	12%	23%	48%	17%	7%	5%
I have all the tools I need to do my job effectively	46%	39%	9%	37%	16%	26%	13%
I am given access to learning and development opportunities within my role	64%	18%	13%	51%	18%	12%	6%
I am given the time to access learning and development opportunities	46%	30%	7%	39%	24%	20%	10%
I feel confident in raising issues or dangers where I see them	78%	15%	29%	49%	11%	9%	6%
I feel safe to voice ideas, or suggest new ways of working	69%	17%	21%	48%	14%	10%	7%
I receive feedback or acknowledgement on issues raised or highlighted	56%	24%	14%	42%	21%	8%	16%
I have experienced bullying and harassment from a colleague	17%	72%	6%	11%	11%	29%	43%
I have experienced bullying and harassment from a manager	15%	73%	6%	9%	13%	28%	45%
I have experienced bullying and harassment from an Elected Member	3%	88%	0%	3%	9%	34%	54%

## FLEXIBLE WORKING

Flexible working is when you have some choice and control over when, where and how much you work, to help you balance your work and home life. There are lots of different types of flexible working e.g. hybrid working, part time hours and being able to change your start and finish times. For frontline workers, flexible working also includes things like being able to swap shifts and having an input to rotas

	YES	NO	Not sure
Based on this description, do you work flexibly at the moment?	46%	49%	4%

	Very happy	Happy	Neither happy nor unhappy	Unhappy	Very unhappy
How happy are you with your current work life balance?	18%	38%	22%	15%	7%

## COMMUNICATION

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I am kept up to date with what is happening in my team, and around the organisation	56%	28%	14%	42%	16%	18%	10%
I have enough contact with my manager / supervisor / chargehand	70%	18%	28%	42%	12%	11%	7%
My team communicate well together	65%	19%	25%	40%	16%	12%	7%
Leaders in my area are visible, and I know who they are	73%	16%	30%	43%	11%	9%	7%
I have access to information about what's happening around the Council at my place of work	56%	22%	11%	45%	23%	13%	9%

## COMMUNICATION (CONT)

	Yes	No
My manager has had a Constructive Conversation meeting with me (or my team)	71%	29%

	Yes	No
Are you familiar with the Council's vision and values?	75%	25%

## HEALTH & WELLBEING

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I know where to find support for my health, safety, and wellbeing	70%	15%	19%	51%	14%	11%	4%
I am able to easily access wellbeing supports once I have found them	44%	15%	11%	31%	44%	11%	4%
The wellbeing support I have accessed have been useful	19%	11%	6%	13%	70%	7%	4%

	Excellent	Good	Fair	Poor	Very poor
How would you rate your mental health right now?	11%	35%	33%	14%	7%
How would you rate your physical wellbeing right now?	6%	43%	36%	11%	4%

