
Report to : Audit & Scrutiny Committee

Date of Meeting: 18th April 2024

Subject: Staff Survey 2023

Report by: Strategic Director, Partnership & Performance

1.0 Purpose

- 1.1. This report provides the Audit & Scrutiny Committee with details of the 2023 Council-wide Staff Survey, and gives further information as to how results will be communicated, and used to inform future work.

2.0 Recommendations

- 2.1. That Committee notes the report, commenting and challenging as appropriate.

3.0 Considerations

- 3.1. Clackmannanshire Council undertook its most recent staff survey in November to December 2023.
- 3.2. Over this period, 787 responses were received, giving a council wide response rate of 32%. This represents a 6 percentage point increase on the last survey undertaken in 2021.
- 3.3. In support of increasing uptake, managers at all levels were provided with a management toolkit consisting of frequently asked questions, toolbox talk scripts, and a promotional materials pack for their individual areas.
- 3.4. Additionally, regular reminders about the survey were issued via management cascade, all staff emails and the clacks.gov.uk/staff site, in addition to paper copies being issued to various Council sites, and home addresses (for those on maternity or long term sickness leave). Lastly, all members of staff with access to a PC were issued with a personalised invitation to complete the survey, via email, from the Chief Executive.
- 3.5. The survey report (attached at Appendix 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.

- 3.6. For 2023, the overall staff engagement level for the organisation is 67%, which is a 1 percentage point reduction from the 2021 survey level of 68%.
- 3.7. Overall, engagement in the organisation has risen by 4 percentage points from 2018, where this baseline for engagement was first established.
- 3.8. Feedback from staff is most positive with regards to having a sense of achievement for the work they undertake, and being treated with dignity and respect (at a Council wide level).
- 3.9. However, views become more mixed with consideration to themes such as feeling valued and supported (55% positive response rate), and being given the opportunity to make decision relating their roles (66%).
- 3.10. Of particular note is a reduction in mental health across the Council workforce, with 52% of respondents rating their mental health from 'fair', to 'very poor'.
- 3.11. In terms of more generalised (free text) feedback, there were clear themes amongst the 436 comments received. These focussed on internal communications (20%), IT services (15%), leadership and visibility (10%) and staff wellbeing (8%).
- 3.12. The full range of feedback is included within the Staff Survey report, which is attached at Appendix A.

4.0 Next Steps

- 4.1. The results outlined at Annex A of this report will be pivotal in supporting ongoing work to develop the Council's approach to themes such as employee health and wellbeing, internal communications, and leadership development.
- 4.2. In particular, the results of this survey will be instrumental in feeding the development of the Council's Strategic Workforce Plan 2025-29 in addition to further development of the target operating model (TOM).
- 4.3. 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 Forum
 - 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** (Please double click on the check box)

- 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** (Please detail)

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 N/a

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".

Appendix A - Staff Survey Report 2023

11.0 Background Papers

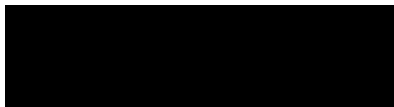
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Alistair Hair	Team Leader – Workforce Development and Learning	2045

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnership and Performance	



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Chlach Mhanann



Staff Survey Report

2023

1.0 Introduction

Our Survey Approach

- 1.1 This survey presents the results of the 2023 Council-wide staff survey, the first of a new set of staff surveys utilising a refreshed question set.
- 1.2 The survey includes several questions which have been maintained from previous surveys (2018-2021)¹. 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 30 October 2023 and closed on 8 December 2023. For the first time 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. There were also further steps taken in design to ensure the anonymity of all employees.
- 1.4 Paper surveys were returned via ballot boxes at various Council locations, or through secure internal mail. Web responses were collated through a secure online survey platform, 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 of posters, QR codes, toolbox talk scripts, regular articles for the online intranet and personalised emails / letters from the Chief Executive. In addition, all managers were provided with a communications toolkit including a range of assets for use.

¹ A full set of tabular results is included within this report at **ANNEX A**

Survey Responses

- 1.6 From 2,467 surveys issued to Council employees, a total of 787 responses were received – equivalent to an overall response rate of 32%. This response rate compares favourably when compared to the last staff survey undertaken (26% in 2021).
- 1.7 Overall, the response rate of 32% is strong for a survey of this kind and size (see **figure 1**). Providing additional context is **figure 2** of this report, which presents an overview of survey respondents from across Council directorates.

Figure 1: Survey Response

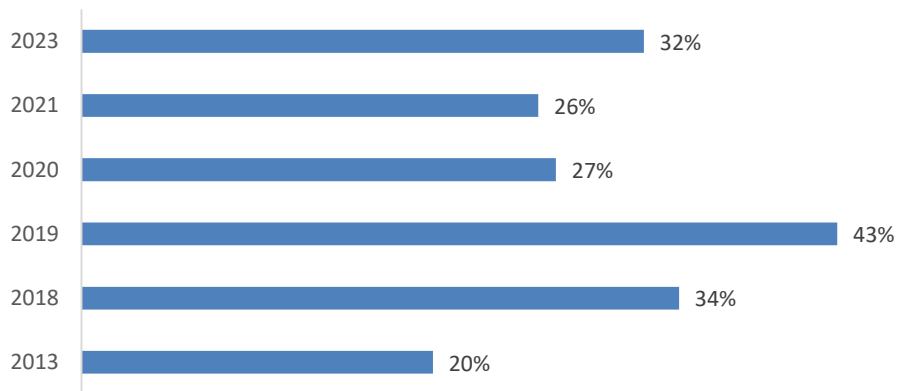


Figure 2: Profile of survey respondents (n=787)

Directorate	Number	%
HSCP	90	11%
P&P	70	9%
People	438	56%
Place	153	19%
Prefer not to say/No response	36	5%

This report

- 1.8 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.
- 1.9 It should be noted that no figures are available for 2022, as no Council-wide survey was undertaken during this year.
- 1.10 Following approval of this report, work will continue to analyse results in conjunction with staff and Trade Unions, so as to make use of the valuable feedback which has been provided (see S3.3 of this report for further information).
- 1.11 This approach will mirror and build upon work undertaken to date, which has seen the outputs of the 2021 Council-wide staff survey form the foundation for the Council’s Interim Workforce Strategy (2023-25). For further context, the outputs of this 2021 survey were directly influential in the development of work with:
- 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

1.12 The 2023 survey asked for employee's views on a range of issues relating to their work and workplace, across the following themes:

- My work;
- My health and wellbeing; and
- Communication.

Employee Engagement

1.13 The 2023 survey asked employees to consider a series of five statement, designed to provide an aggregated 'employee engagement' score for the organisation. These questions 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)

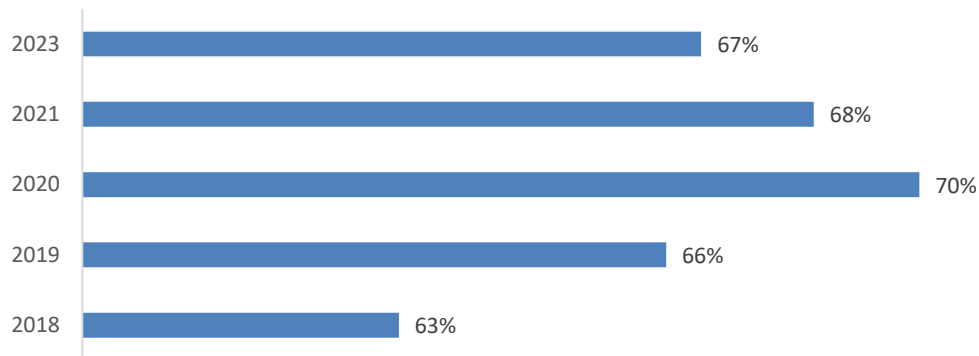
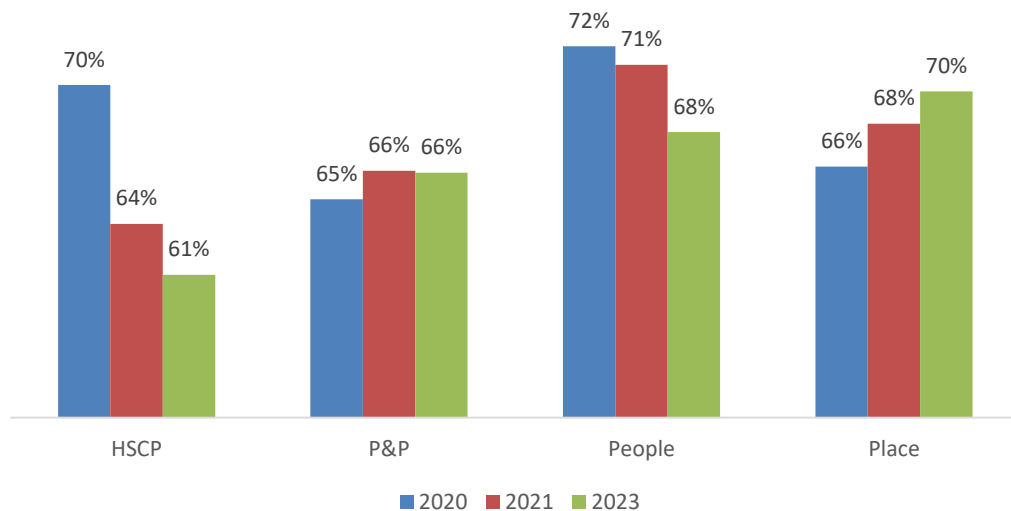


Figure 4: Engagement by Directorate (2020 – 2023)



- 1.14 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:
- I feel that I am treated with dignity and respect in my team – 74% agree
 - I feel a sense of achievement for the work I do – 72%
- 1.15 Views are more divided when considering the other engagement indicators, including being given opportunities to make decisions relating to their role, and being clear about how they contribute to the organisation’s goals.
- I am given the opportunity to makes decisions relating to my role – 66%
 - I am clear about how I contribute to the organisation’s goals – 67%
- 1.16 As with the last Council-wide survey (2021), views are less favourable with regards to staff feeling valued for the work they undertake, with just over half of respondents (55%) responding positive on this measure. This is similar to the 2021 result of 57%. Of note, is that a significant portion of free text comments (see S.2.43) reflect a lack of general communication with staff, which may be contributory to this specific ‘feeling valued’ question, and responses provided.
- 1.17 Overall, responses to the engagement indicator questions have taken an average 2 percentage point drop from the last Council-wide survey. Views across directorate areas remain broadly consistent to the headline figures, with overall results on a Council-wide basis showing a slight decline in overall positivity (see **figures 5 & 6**).

Figure 5: Employee Engagement Scores – 2018 to 2023



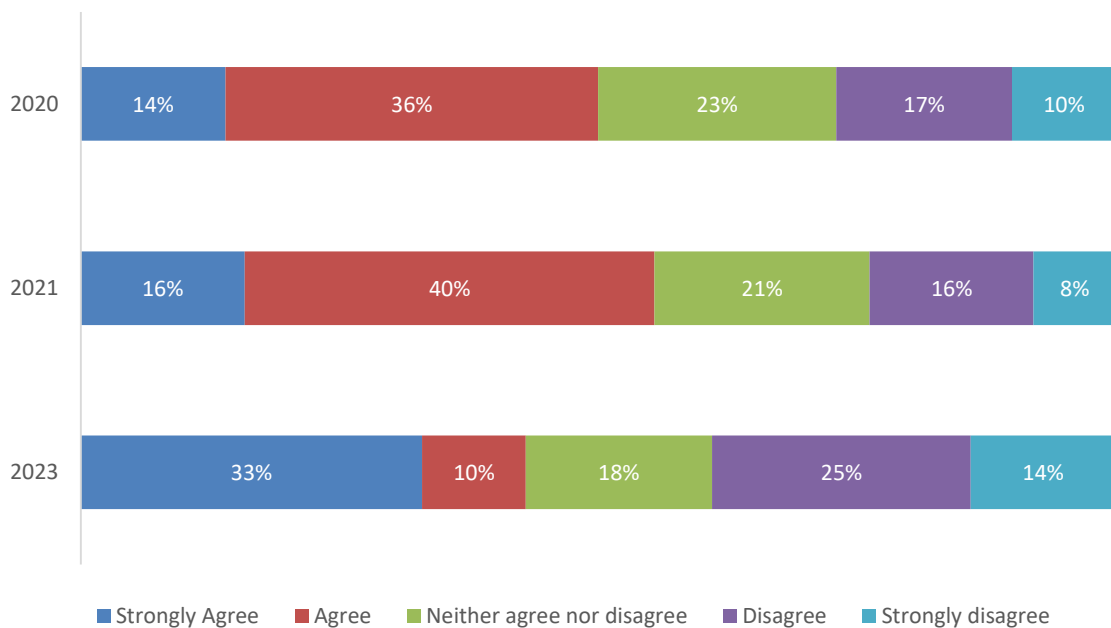
Figure 6: 2023 Employee engagement by directorate (agreement with statements)

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	58%	72%	68%	48%	60%
P&P	64%	70%	69%	60%	67%
People	68%	75%	73%	56%	67%
Place	69%	78%	76%	58%	71%

My Work

1.18 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.

Figure 7: I have all the tools I need to do my job effectively

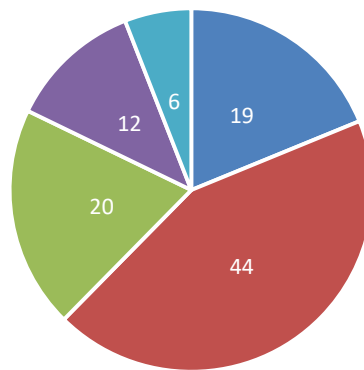


1.19 In terms of having the right tools to undertake their roles, employees are somewhat mixed in their responses (see **figure 7**). Whilst 43% of employees responded positively (either strongly agree or agree) to this question, 38% of respondents responded negatively (either disagree, or strongly disagree).

1.20 Overall, this score of 43% represents an 13-percentage point drop from the 2021 survey (56%). Free text survey responses may give an insight into the reasons for this decline, particularly where ongoing issues with IT equipment are consistently noted in feedback (see S2.46).

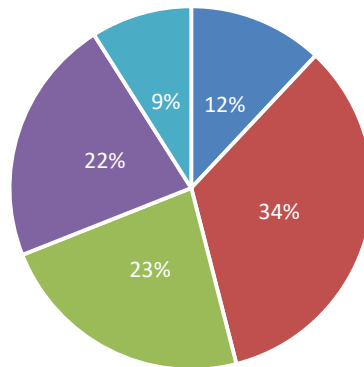
Figure 8: I am given access to (and time to access) learning & development opportunities

I am given access to L&D Opportunities



■ Strongly Agree ■ Agree ■ Neither agree no disagree ■ Disagree ■ Strongly disagree

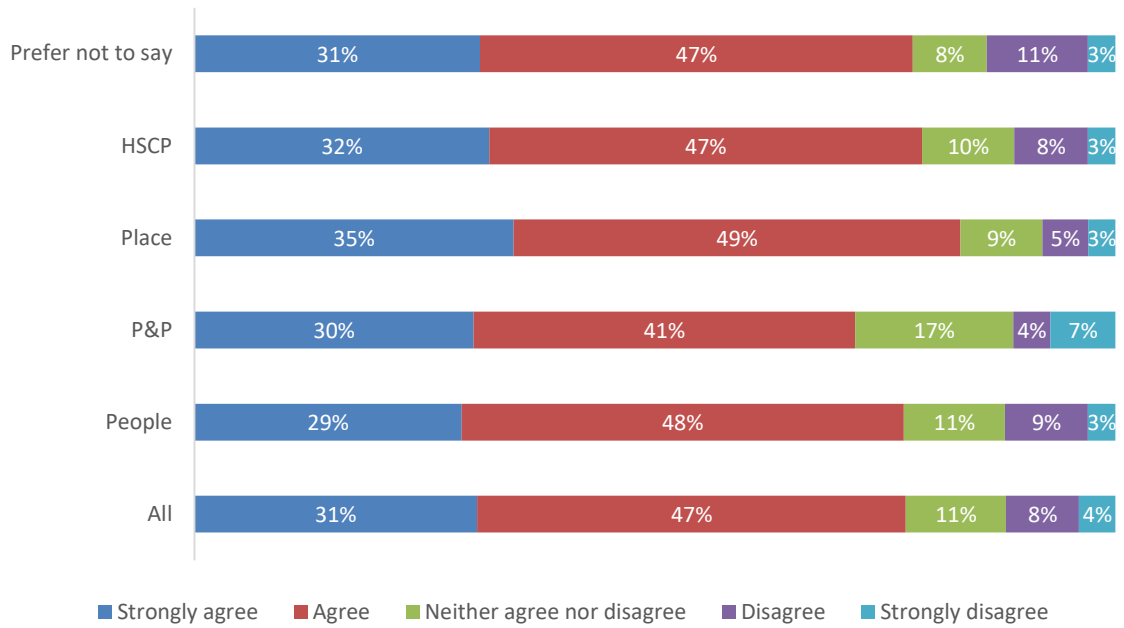
I have time to access L&D opportunities



■ Strongly Agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree

1.21 Survey findings at **figure 8** indicate that the majority of employees (63%) are given access to learning and development opportunities, however having time to access these opportunities is challenging, with 46% of employees responding positively. Responses across directorate areas are also largely consistent in responses to these questions.

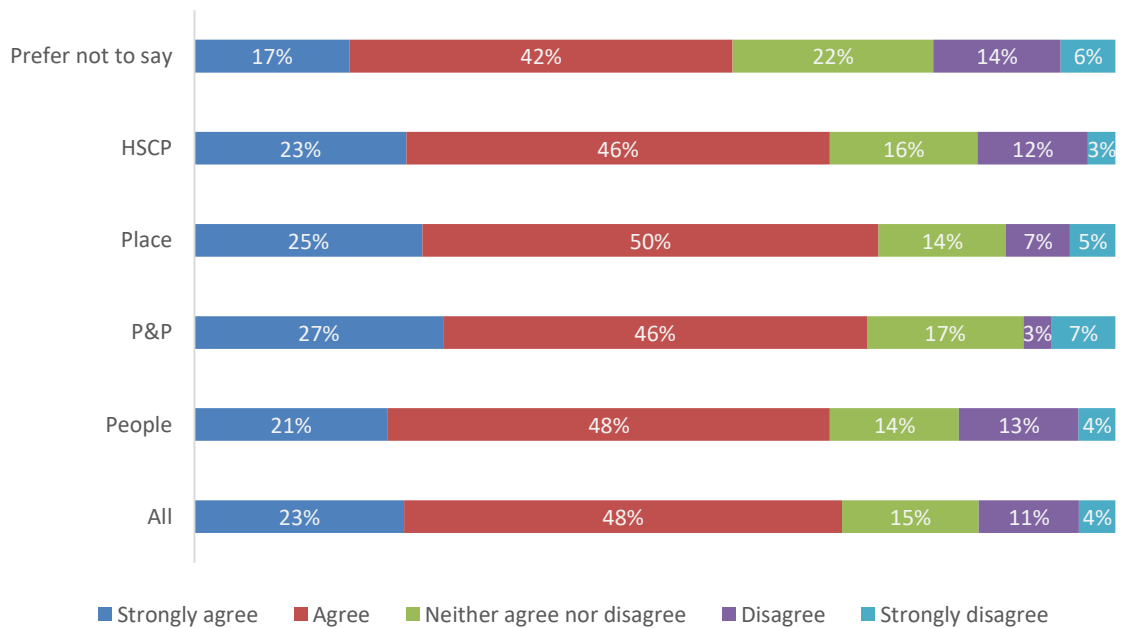
Figure 9: I feel confident in raising issues or dangers where I see them



1.22 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.

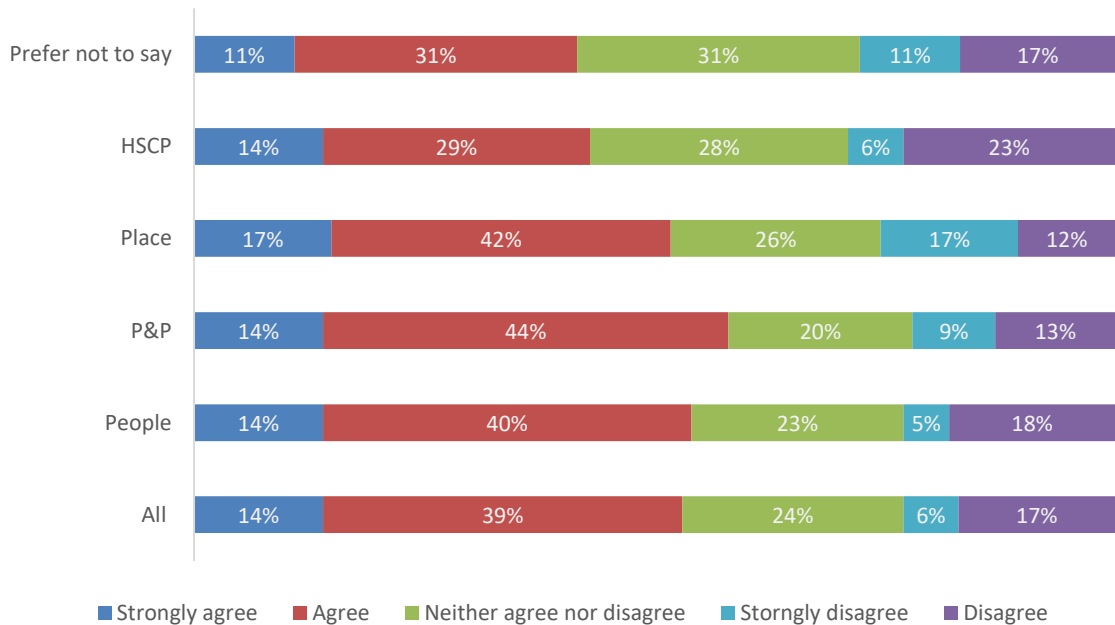
1.23 In terms of directorate responses, the Place directorate are most positive in their response to this question (84%), with P&P being less confident (although still in the majority) with a positive response level of 71%.

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



1.24 In the majority, employees responded positively to the question of whether they feel safe to voice ideas, or suggest new ways of working (71%), with relative consistency across all directorate areas.

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



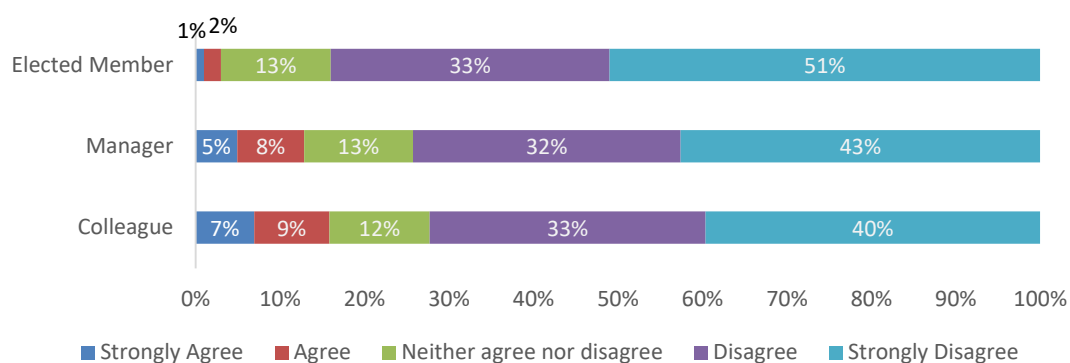
1.25 Just over half of employees (53%) responded positively when asked if they received feedback or acknowledgement on issues raised, with a high level of apathy (e.g. neither agree nor disagree) to this question (24%). In terms of directorate feedback, there are statistical variations, with health and Social Care Partnership staff being less confident in their response when compared to other areas (43% positive response level).

1.26 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 free text comments, where a lack of communication with staff is also highlighted (see S2.44).

Bullying & Harassment

- 1.27 The 2023 Council-wide survey 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



- 1.28 From the feedback received across these questions, a total of 127 respondents had experienced bullying & harassment from a colleague, 98 from a manager, and 24 from an Elected Member (see **figure 13**).

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

Aspect	No.	% of headcount
Colleagues	127	5%
Managers	98	4%
Elected Members	24	1%

- 1.29 Overall, 7% of employees (or 176 respondents) 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.
- 1.30 Whilst this does not give an accurate figure of *all employees* who have experienced bullying and harassment, it does provide an indicative figure which compares well to past survey results where a similar question has been asked².

² The 2019 Council-wide survey noted that 15% of respondents had experienced bullying or harassment, which was a 3 percentage point drop from the 2018 figure of 18%. Questions relating to bullying and harassment were not included within the 2020 or 2021 survey question set, due to a focus on how the COVID-19 pandemic impacted upon staff.

Flexible Working

1.31 In conjunction with the Scottish social organisation Flexibility Works, the 2023 Council-wide survey asked several questions in relation to flexible working across directorates. The aim being to provide useful feedback ahead of a 2024 assessment of how embedded flexible working is across directorates, and the barriers to further implementing flexible working initiatives.

1.32 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?

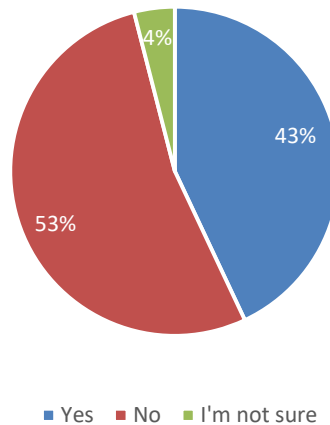
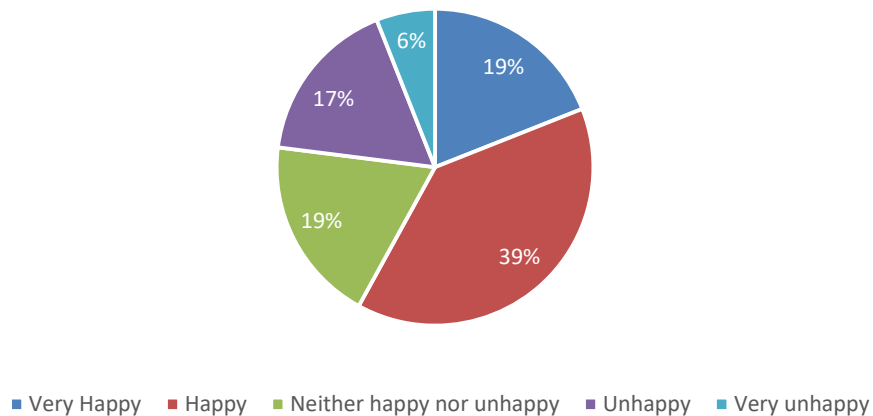


Figure 15: How happy are you with your work life balance?

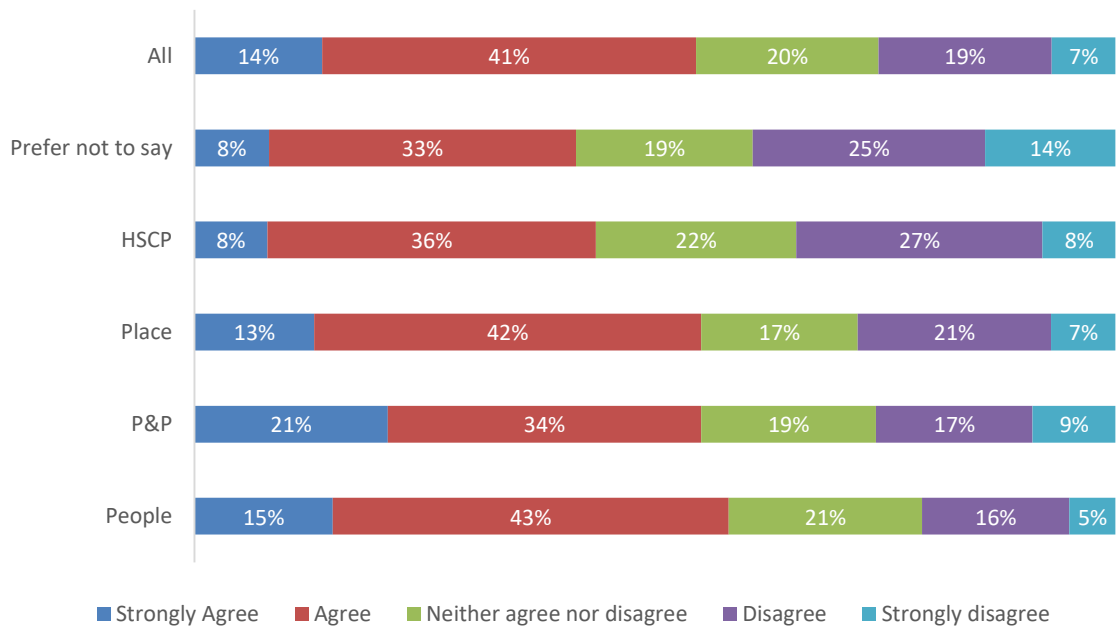


1.33 The majority of staff (or 58%) are either very happy, or happy with their current work life balance, with a relatively similar percentage (53%) of staff working flexibly at the moment. It is expected that as work moves forward with Flexibility Works further insights will become available as to how the Council can address perceived issues, or identify new opportunities, with flexible working.

Communication

1.34 The 2023 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



1.35 In terms of general communication, 55% of all staff responded positively. There are also variations across directorates with regards to this question, with the HSCP scoring lowest (44% positive response rate), and the People Directorate scoring the highest (58%).

1.36 Overall, responses to this question highlight the need for further exploration of how the Council communicates with its staff members, particularly on a Council-wide basis. This is compounded by the findings with regards to staff having contact with their manager (see **figure 17**). With the majority of staff (69%) responding positively, this may mean that team contact and communication is viewed more favourably to Council-wide communication across directorates.

1.37 However, it must be acknowledged that with regards to contact with their manager, there has been a 3 percentage point drop in positive responses from the COVID-19 wellbeing survey, undertaken in summer 2020.

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

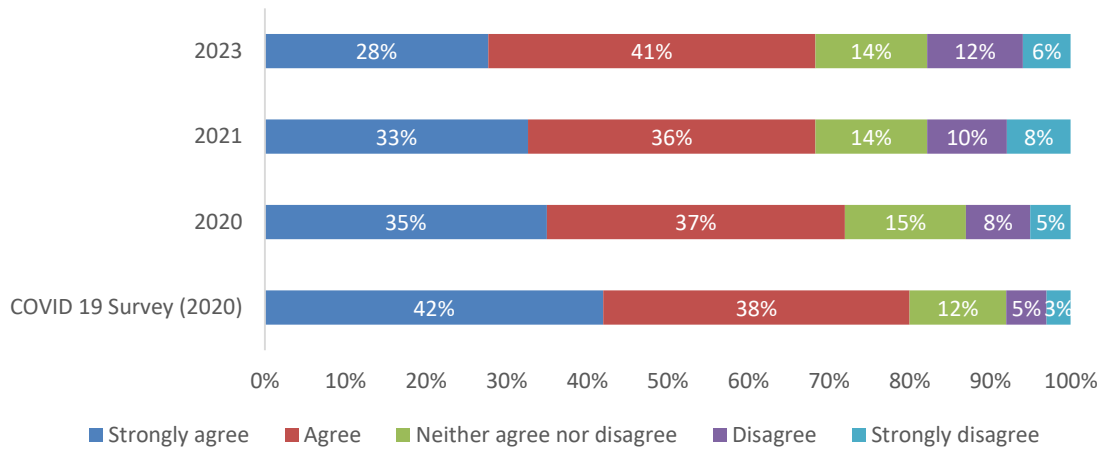
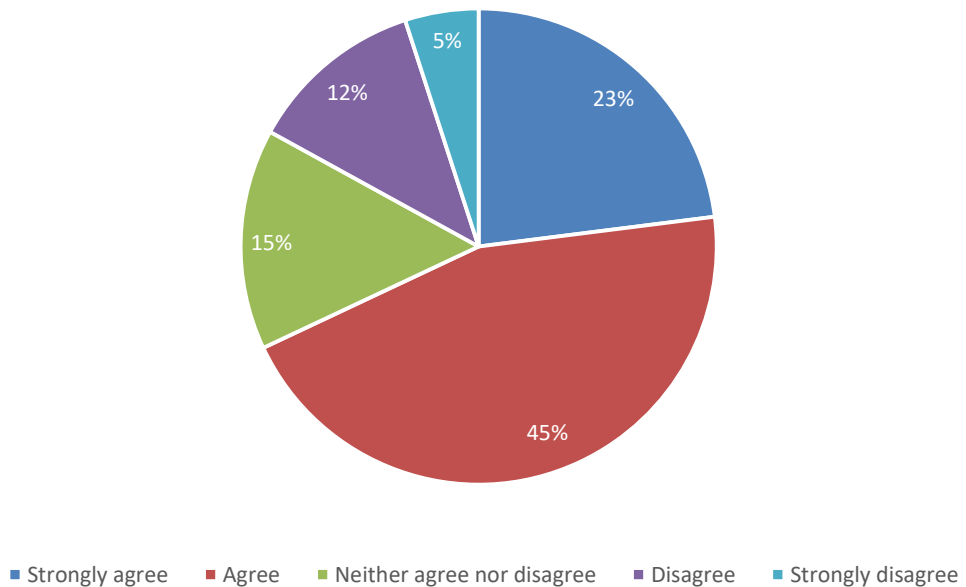
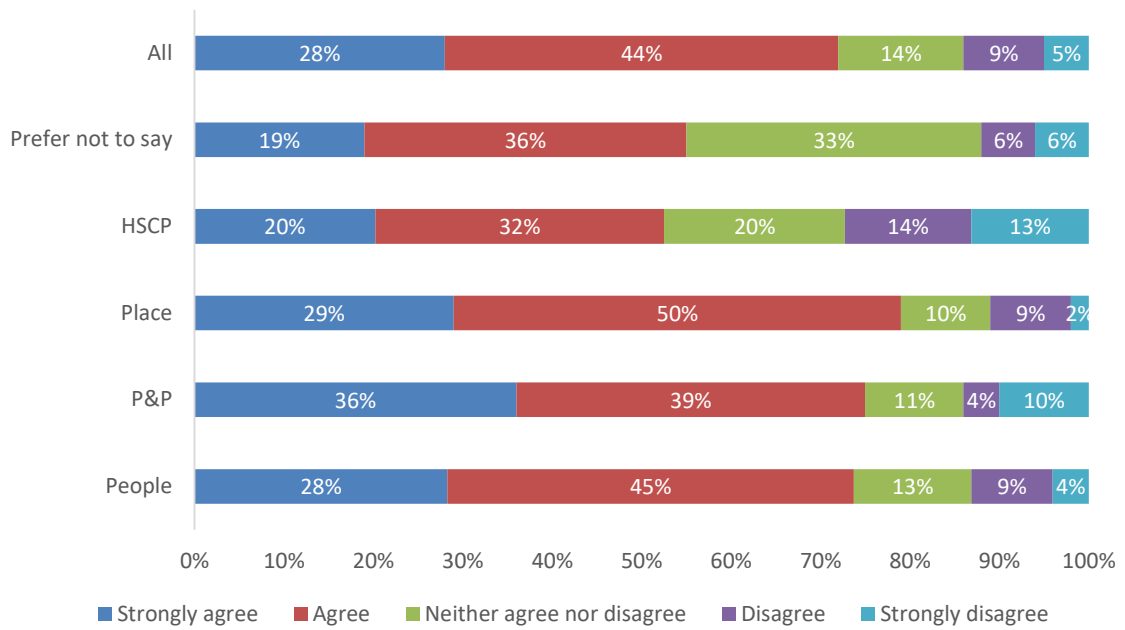


Figure 18: My team communicate well together



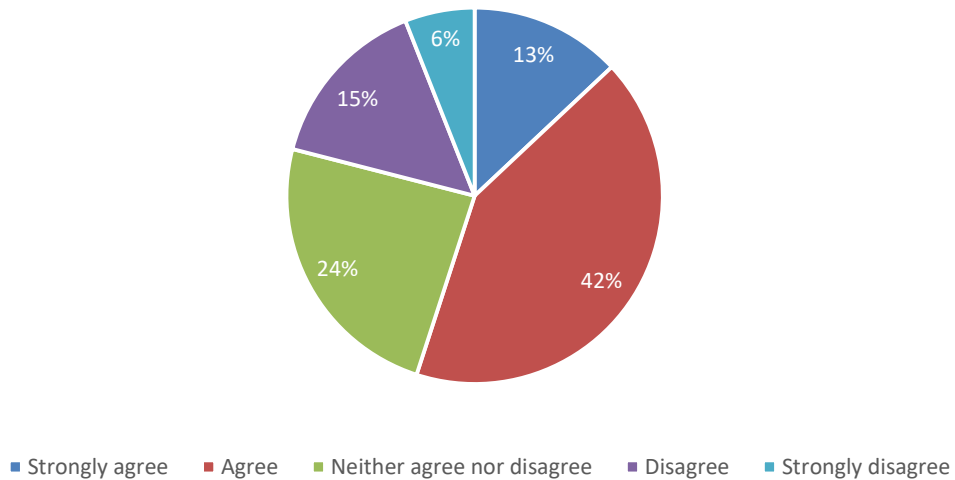
1.38 Aligned to the question focusing on contact with managers, was whether teams communicate well together (see figure 18). Findings show that the majority of staff (68%) agree that their team communicate well together, which sits as complimentary to most staff indicating that they have enough contact with their manager (with good communication being a foundational building block of a positive and inclusive organisational culture).

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



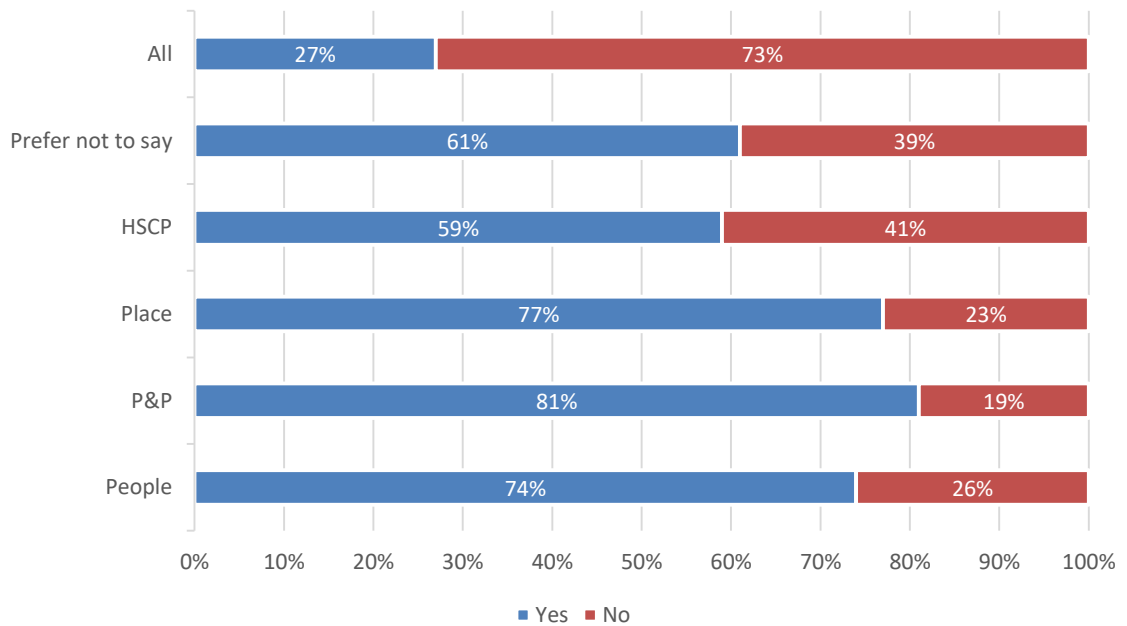
1.39 Overall, 72% of respondents feel that leaders in their area are visible, and they know who they are. There are however variations across Directorates, with the HSCP responding lower on for this question (52%).

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



1.40 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, 55% of employees 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)

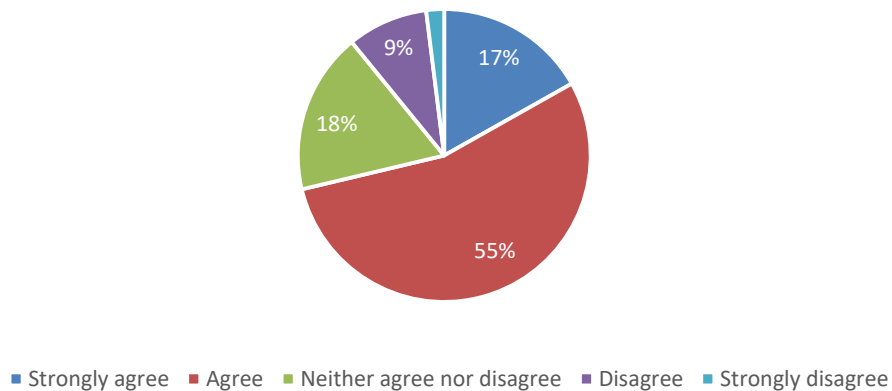


- 1.41 The Constructive Conversations process is the Council’s method of managing staff performance. Launched in 2023, the this process places an emphasis on the regularity and quality of conversations between staff and managers (rather than following a snapshot process at a fixed point in time).
- 1.42 Results from the question presented at **figure 21** show that Council-wide, 74% of employees have had a Constructive Conversations meeting with their manager. However, it must be emphasised that this is only a percentage of *respondents*, rather than a full per headcount figure for the Council.

Health & Wellbeing

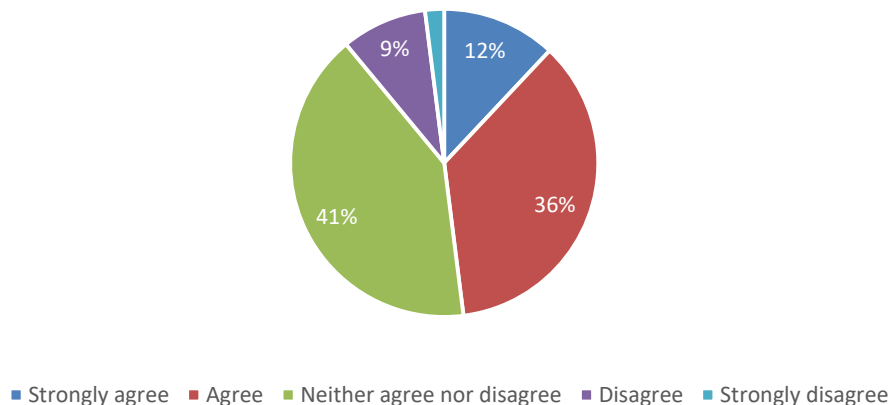
- 1.43 The survey asked a range of questions with regards to health and wellbeing, recognising the importance of having staff who are physically and mentally well as being a core indicator of having a positive organisational culture, and the Council being a good place to work. The results are presented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

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



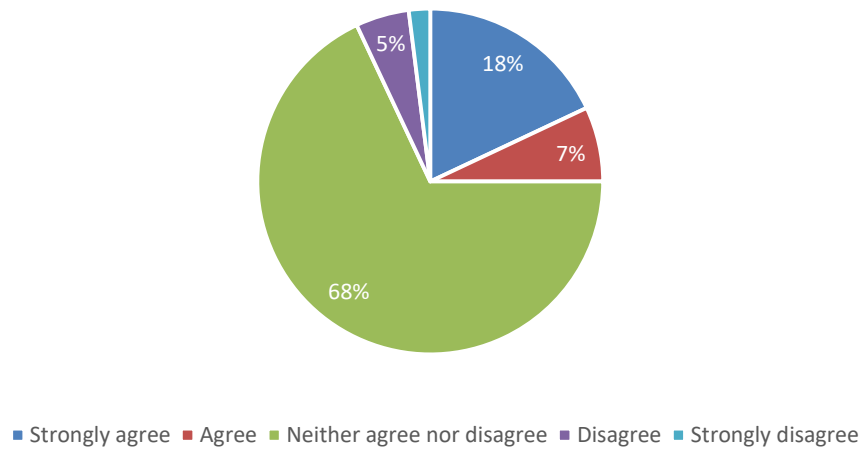
- 1.44 Survey findings indicate that the majority of employees (72%) know where to find support for their health, safety and wellbeing, with no significant statistical variations across Directorate areas. 11% of respondents indicated that they did not know where to find supports. Of interest is that 18% of respondents were apathetic to this question, which may indicate that these employees have yet to have cause to look for supports.

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



- 1.45 Survey findings indicate the minority of employees (48%) 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.

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



1.46 Unlike other survey questions, when asked whether wellbeing supports have been useful, a majority portion of respondents (68%) were apathetic in their response. 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?

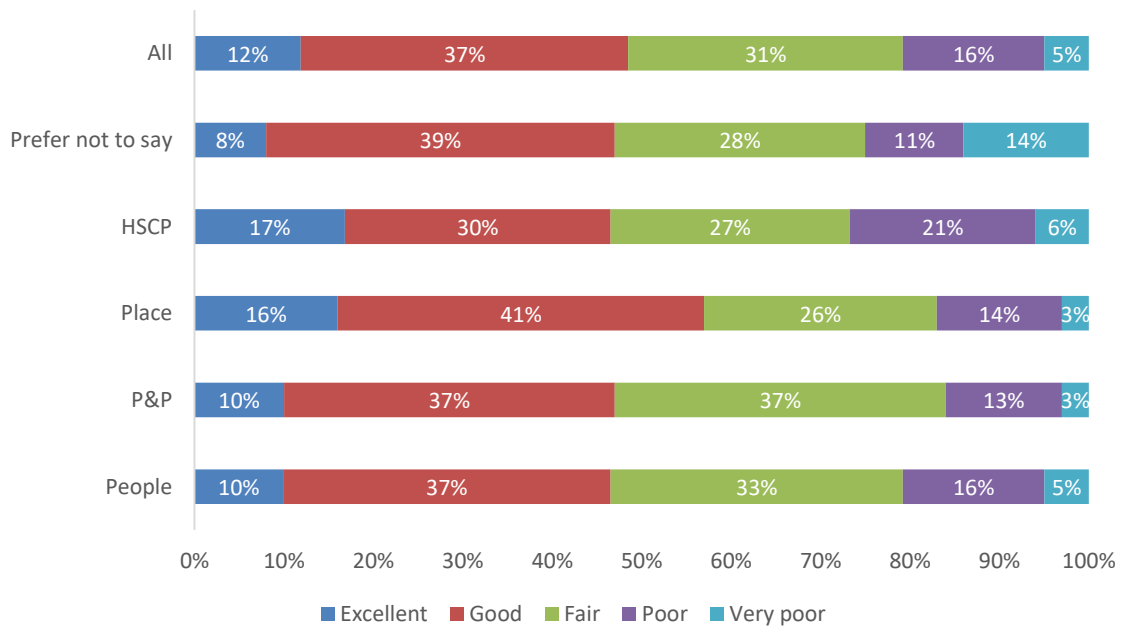
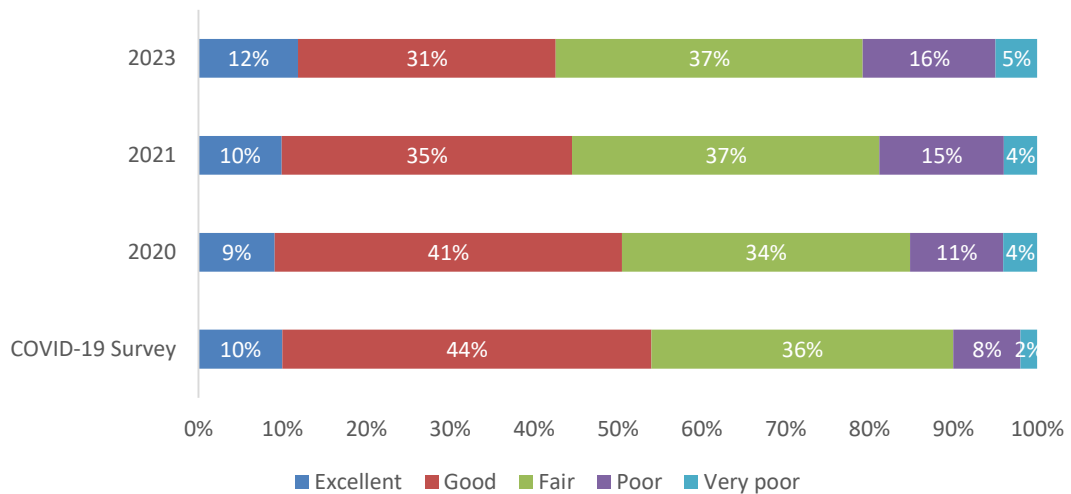


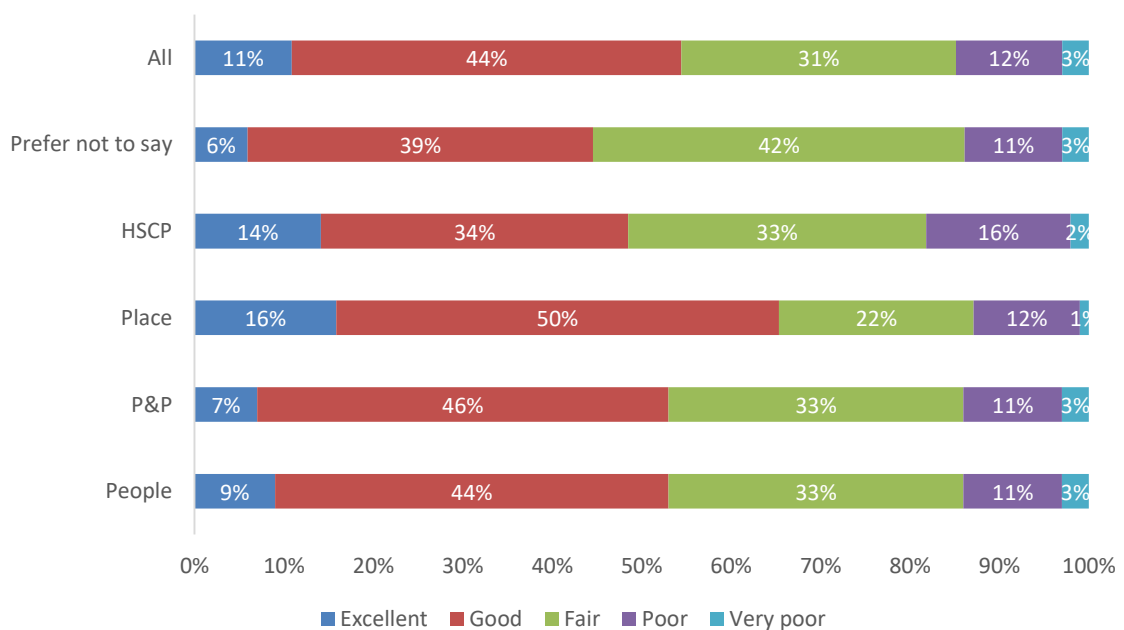
Figure 26: Rating of mental health (year on year trends)



1.47 Overall, 52% of employees who responded to the survey rated their mental health as from 'fair' to 'very poor'. (see figure 25). Results are consistent in the main across directorates, with the Place Directorate having the most positive responses, with 57% of staff rating their mental health as 'excellent' or 'good'.

1.48 When reviewing the mental health of employees on an annual basis, as per figure 26, there has been a 5 percentage point drop in employees rating their mental health as either 'excellent' or 'good'. As a consequence, those rating their mental health as either 'poor' or 'very poor' has increased by 11 percentage points on a Council-wide basis.

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

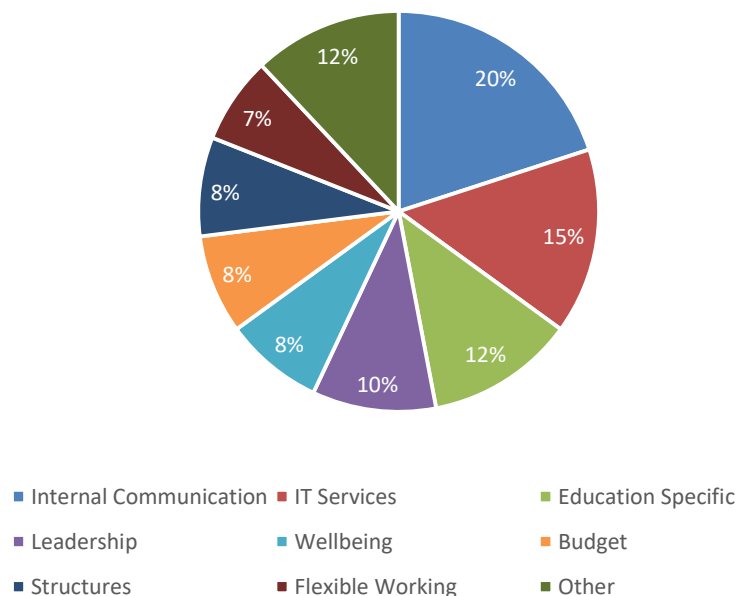


- 1.49 55% of respondents have rated their physical wellbeing as being ‘excellent’ or ‘good’ (see **figure 27**). As with the mental health indicator, the Place Directorate has relatively higher positive responses to this question, with 66% of employees rating their physical health as ‘excellent’ or ‘good’.
- 1.50 Overall, responses to survey questions around both mental and physical wellbeing show the importance of both continuing, and developing wellbeing supports for staff. As such, the continuation of the Healthy Working Lives group will be critical in developing new supports 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

- 1.51 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’.
- 1.52 All free text responses to the questions were read, and themed accordingly. A total of 436 valid free comments were received across all Directorate areas³. **Figure 28** below shows the prevalence of survey themes in the free text responses received.

Figure 28: Free text responses by theme



³ Comments were deemed ‘invalid’ where they included no substantive content, e.g. ‘n/a’, ‘No’, or ‘no comment’.

- 1.53 20% of comments related to **internal communications**, with a focus on the need for further communication with staff, more regular consultation, and further visibility of leaders and managers (on a Council-wide basis).
- 1.54 Comments may point to a need to develop Council-wide communication as a means to ensuring that staff are listened to, and valued for the work they undertake. In addition, comments reflect a perception that a lack of communication and engagement has contributed to a decrease in overall staff wellbeing, particularly with regards to mental health.
- 1.55 The regularity of communication was also raised, with staff commenting on the need for regular, more formal conversation with leadership from across the Council, so as to better understand decisions, and increase overall staff morale.
- 1.56 Comments regarding **provision of IT** (15% of overall comments) focussed on perceived challenges with accessing systems, and wider system down-time. Staff commented that ongoing challenges were impacting on productivity, and the ability to be effective when hybrid working (such as working from home, or within communities).
- 1.57 In addition, comments were received regarding the challenges of addressing IT issues, with a lack of communication, and difficulty of receiving a response to queries being a regular theme across comments received.
- 1.58 Comments around **leadership** (10% of overall comments) focussed on the need for more regular contact, meetings, and updates from management, and are reflected across all Council directorates. In particular, comments were received which related to the increased pace of change, and ongoing restructures impacting on staff morale (particularly where there is an associated lack of communication and update).
- 1.59 Respondents also commented critically on the availability of management, with a lack of regular meetings, or supervision being a contributing factor to uncertainty within roles, and a reduction in wellbeing.
- 1.60 General comments on **staff wellbeing** focussed on a perceived fall in staff morale within the Council, which may be reflective of feedback received with regards to being 'valued for the work I undertake' (see **figure 6** of this report).
- 1.61 Further comments with regards to wellbeing demonstrate positivity towards team based relations and working, however this is contrasted by comments on wider Council communication, lack of resources, and financial constraint being contributory to feelings of confusion, or low morale.

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 or communication), 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 receive feedback or acknowledgement on issues raised or highlighted
I am kept up to date about what is happening in my team, and around the organisation

- 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 / TLF⁴ 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.

⁴ 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%	18%	20%	46%	16%	13%	5%
I feel valued for the work I do	55%	28%	18%	37%	17%	19%	9%
I feel a sense of achievement for the work I do	73%	13%	26%	47%	14%	9%	4%
I feel that I am treated with dignity and respect within my team	75%	12%	31%	44%	14%	8%	4%
I am clear about how I contribute to the organisation's goals	66%	10%	19%	47%	23%	8%	2%
I have all the tools I need to do my job effectively	43%	39%	10%	33%	18%	25%	14%
I am given access to learning and development opportunities within my role	63%	18%	19%	44%	20%	12%	6%
I am given the time to access learning and development opportunities	46%	31%	12%	34%	23%	22%	9%
I feel confident in raising issues or dangers where I see them	78%	12%	31%	47%	11%	8%	4%
I feel safe to voice ideas, or suggest new ways of working	71%	15%	23%	48%	15%	11%	4%
I receive feedback or acknowledgement on issues raised or highlighted	53%	23%	14%	39%	24%	17%	6%
I have experienced bullying and harassment from a colleague	16%	73%	7%	9%	12%	33%	40%
I have experienced bullying and harassment from a manager	13%	75%	5%	8%	13%	32%	43%
I have experienced bullying and harassment from an Elected Member	3%	84%	1%	2%	13%	33%	51%

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?	43%	53%	4%

	Very happy	Happy	Neither happy nor unhappy	Unhappy	Very unhappy
How happy are you with your current work life balance?	19%	39%	19%	17%	6%

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	55%	26%	14%	41%	20%	19%	7%
I have enough contact with my manager / supervisor / chargehand	69%	18%	28%	41%	14%	12%	6%
My team communicate well together	68%	17%	23%	45%	15%	12%	5%
Leaders in my area are visible, and I know who they are	72%	14%	28%	44%	14%	9%	5%
I have access to information about what's happening around the Council at my place of work	55%	21%	13%	42%	24%	15%	6%

COMMUNICATION (CONT)

	Yes	No
My manager has had a Constructive Conversation meeting with me (or my team)	73%	27%

	Yes	No
Are you familiar with the Council's vision and values?	73%	27%

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	72%	11%	17%	55%	18%	9%	2%
I am able to easily access wellbeing supports once I have found them	48%	11%	12%	36%	41%	9%	2%
The wellbeing support I have accessed have been useful	25%	7%	7%	18%	68%	5%	2%

	Excellent	Good	Fair	Poor	Very poor
How would you rate your mental health right now?	12%	37%	31%	16%	5%
How would you rate your physical wellbeing right now?	11%	44%	31%	12%	3%

