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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>31 January 2023</b>
<b>Report By:</b>	<b>Head of Organisational Development, Policy &amp; Communications</b>	<b>Report No:</b>	<b>HR/23/22/AH/BMcQ</b>
<b>Contact Officer:</b>	<b>Hannah McGinty</b>	<b>Contact No:</b>	<b>01475 712760</b>
<b>Subject:</b>	<b>Employee Survey Results 2022</b>		

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## 1.0 PURPOSE AND SUMMARY

1.1  For Decision  For Information/Noting

1.2 The purpose of this report is to update the Policy and Resources Committee on the results of the latest 3 yearly Council wide Employee Survey, carried out in September-October 2022. These results reflect Employee's opinions as the Council continues to recover from the pandemic. A presentation to members will take place on the survey results prior to the Policy and Resources Committee.

1.3 The survey response for this year was 42%, which is a 10% increase on the 2018 rate of 32%. A contributing factor has been the ability of Lowland Market Research to capture partially completed responses through the online digital format.

1.4 The Employee Survey Results are available here:

<https://www.inverclyde.gov.uk/assets/attach/15746/Inverclyde-Employee-Survey-Report-2022-Full-Results.docx>

In summary, the survey results are positive overall, although there are some areas for improvement. A comparison between 2012, 2015, 2018 and the latest survey results are presented in Appendix 1 and show minor variations in results since the last survey. There are also new questions in this year's survey to reflect changes in the Council such as Hybrid working, which will be highlighted in this report.

## 2.0 RECOMMENDATIONS

2.1 It is recommended that the Policy and Resources Committee:

- note the positive results from the recent survey and the identified areas for addressing improvement;
- note that the survey results and intended actions will be shared with Council employees ensuring that communication is made with those who are non-PC users;
- note the actions outlined in paragraph 3.9 and 3.10 to address the issues arising from the survey.

**Steven McNab**  
**Head of Organisational Development, Policy & Communications**

### 3.0 BACKGROUND AND CONTEXT

- 3.1 The Council is committed to undertaking Employee Surveys on a three yearly cycle, to gain feedback on our performance as an employer. This enables us to measure employee satisfaction, the effects of change within the organisation and to compare outcomes over time. This survey is particularly important to provide information as the Council continues to recover from the pandemic.
- 3.2 The Employee Survey Questionnaire was developed in conjunction with Lowland Market Research to enable the Council to obtain feedback from employees on issues affecting them in the workplace. The questions are designed for both comparison purposes over time and to measure the effect of new policies and procedures etc. on the workforce.

Lowland Market Research will provide a member's briefing presentation of this year's survey results prior to the P&R scheduled 31<sup>st</sup> January 2023.

- 3.3 The objective of the survey, therefore, was to measure the effect of organisational changes on employees over the past 2-3 years and to gain feedback on the following areas:
- The Council as my employer
  - Me and my job
  - My performance, development and recognition
  - My working environment and my wellbeing at work
  - Supporting attendance
  - Communication across the Council
  - My supervisor/manager and me
  - Senior management (Directors and Heads of Service)
  - Supervisors/managers
  - Workplace Policies and Procedures
- 3.4 The Employee Survey was launched on the 18 August 2022 and remained open until the 14 October 2022. Every Council employee at the time was given the opportunity to complete the questionnaire. Employees who are desk based were sent a link to complete the questionnaire online. Whilst employees without PC access were sent a hard copy of the questionnaire to their home address with a return envelope. Regular reminders were sent by Lowlands and the OD service via email and ICON during the live period to encourage as many responses as possible to the survey, with the deadline date being extended twice. Due to the online format, Lowland was able to capture data from the incomplete surveys which also supported the level of response rate.
- 3.5 There was a 42% response rate, with 1,737 returns in total of the questionnaire. This is a 10% increase on the previous survey response rate where 32% (1,270) questionnaires were returned. This is the highest response total for the Council's employee survey. From the responses where the directorate was provided, the largest response was from Education, Communities & Organisational Development with 49%, and this is reflective of the workforce given the size of the directorates. The breakdown of responses is as follows:
- 30 paper/hard copies
  - 1707 online responses – 1082 completed, 655 partially completed (one or more completed questions)
- 3.6 An addition to the survey this year was the section on Hybrid working, given the ongoing pilot taking place at the Council. 37% of respondents identified that they were working as part of the new hybrid working pattern. Overall, hybrid working is reflected positively, but is not without challenges which are identified as:
- Technology – 44%

- Communication – 23%
- Social Isolation – 19%

These are juxtaposed to the benefits of hybrid working which showed 53% of responders having a better work life balance, and 34% being less distracted by working at home.

3.7 There are a number of positive results emerging from the survey, with a summary of these included available here:

<https://www.inverclyde.gov.uk/assets/attach/15747/Summary-of-Highlighted-Points-Employee-Survey-Report-2022.docx>

- Employees agree that Inverclyde Council accepts and supports equality and diversity – 91% - with 83% aware of the relevant policy.
- 88% of employees understand how their work contributes to achieving the Council's aims and objectives.
- Employees have a clear understanding of the purpose of their jobs – 96% - and what their duties are – 92%.
- 94% of employees believe they have the skills and knowledge needed for their job, and 92% know what is expected of them.
- Employees feel supported by their colleagues – 92% - and managers – 87%
- Managers are confident in their ability to manage their teams - 98% - and their budget responsibilities – 90%
- 82% of respondents were aware of e-learning training, of which 63% agree there is enough relevant content.

To reflect a majority of responses, results that equate to approximately 3 quarters (70%) is considered representative of opinion. Hence, scores over 70% indicates that we are performing very well as an employer. Anything below 70% indicates there are issues which need to be looked at and improved for employees. For example, as above, 63% agree there is relevant content available on the e-learning platform. Therefore, improvements in awareness of available resources are required. This can be done through low-cost solutions such as communication on courses through ICON and Z-cards, to increase awareness, improve accessibility, and encourage completion of courses that are already available on the platform.

3.8 There are a number of areas where improvements are required, further details can be found here:

<https://www.inverclyde.gov.uk/assets/attach/15747/Summary-of-Highlighted-Points-Employee-Survey-Report-2022.docx>

- More than half of respondents are unaware of Local Outcome Improvement Plan and the Council Corporate Plans.
- 40% of employees don't receive regular recognition or praise for doing a good job
- 19% of respondents are considering leaving the council in the next 6 months.
- 68% of managers feel their workload is excessive, with 27% of employees saying their workload was not manageable. These figures peaked in ECOD managers at 72% and HSCP employees at 28%.
- 28% of employees have experienced harassment or offensive language/behaviour from customers and clients.
- 55% of employees hear important Council news through gossip, this increases to 66% in HSCP.
- Perception and connection to Directors and Heads of Services to employees is considered low, with 60% disagreeing that time is taken to meet with staff and 45% believe that they are interested in staff opinions.

With the pandemic impacting the Council over the last 2-3 years, it is important work is done to address these areas, to engage and motivate employees, and promote Inverclyde Council as an Employer of Choice.

- 3.9 The results of the Employee Survey are vital to informing and supporting the Council actions and activities. There are current actions and work being undertaken through plans already agreed in regard to strategies such as the Communication Strategy, New Ways of Working and Hybrid working policy for example which address areas within section 3.8. A refreshed leadership programme is being rolled out which will provide managers with the skills and techniques needed to manage a flexible/hybrid workforce and address issues such as social isolation. Any revision to ongoing strategies/action plans will consider the results of the employee survey 2022.
- 3.10 The Corporate Policy Team will be supporting the completion of a Council wide self-evaluation exercise. This will be mapped against the Best Value: Revised Statutory Guidance 2020 and the PSIF Framework and will be informed by overall and service level survey results which will be shared directly with each Head of Service and Service managers. The outcome of the self-evaluation exercise will be a Council wide understanding of the key workforce areas of focus for improvement and will inform the future People and Organisational Development Strategy 2024-26, along with the Workforce Planning and Development Group and their service workforce plans.

#### 4.0 PROPOSALS

4.1 That the Policy and Resources Committee:

- note the positive results from the recent survey and the identified areas for addressing improvement;
- note that the survey results and intended actions will be shared with Council employees ensuring that communication is made with those who are non-PC users;
- note the actions outlined in paragraph 3.9 and 3.10 to address the issues arising from the survey.

#### 5.0 IMPLICATIONS

5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO	N/A
Financial		X	
Legal/Risk		X	
Human Resources	X		
Strategic (LOIP/Corporate Plan)		X	
Equalities & Fairer Scotland Duty		X	
Children & Young People's Rights & Wellbeing		X	
Environmental & Sustainability		X	
Data Protection		X	

#### 5.2 Finance

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

### 5.3 Legal/Risk

There are no legal/risk issues concerned with this report.

### 5.4 Human Resources

The results of the survey will be used to inform the development of future strategies such as the Council's People and Organisational Development Strategy and Workforce Planning.

### 5.5 Strategic

There are no strategic issues concerned with this report. Recommendations seek to promote and enhance the strategic plans in place.

### 5.6 Equalities and Fairer Scotland Duty

#### (a) Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

	YES – Assessed as relevant and an EqIA is required.
X	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed as not relevant and no EqIA is required. Provide any other relevant reasons why an EqIA is not necessary/screening statement.

#### (b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision: -

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
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X
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NO – Assessed as not relevant under the Fairer Scotland Duty for the following reasons: Provide reasons why the report has been assessed as not relevant.

**5.7 Children and Young People**

Has a Children’s Rights and Wellbeing Impact Assessment been carried out?

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YES – Assessed as relevant and a CRWIA is required.

X
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NO – Assessed as not relevant as this report does not involve a new policy, function or strategy or recommends a substantive change to an existing policy, function or strategy which will have an impact on children’s rights.

**5.8 Environmental/Sustainability**

There are no environmental issues concerned with this report.

Has a Strategic Environmental Assessment been carried out?

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YES – assessed as relevant and a Strategic Environmental Assessment is required.

X
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NO – This report does not propose or seek approval for a plan, policy, programme, strategy or document which is like to have significant environmental effects, if implemented.

**5.9 Data Protection**

Has a Data Protection Impact Assessment been carried out?

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YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.

X
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NO – Assessed as not relevant as this report does not involve data processing which may result in a high risk to the rights and freedoms of individuals.

**6.0 CONSULTATION**

6.1 The survey results have been shared with the Trade Unions locally who are supportive of the proposed actions.

**7.0 BACKGROUND PAPERS**

7.1 Employee Survey Results 2012, 2015 and 2018.

## Appendix 1

### **Inverclyde Council Employee Survey**

#### **2012, 2015, 2018 and 2022 Comparison Tables**

Prepared for:  
Inverclyde Council  
Municipal Buildings  
Greenock  
PA15 1LY

Prepared By:  
Lowland Market Research

November 2022



## 1 The council as my employer

### I have a clear understanding of the aims and objectives of the Council

	2022	2018	2015	2012
Strongly Agree	18%	17%	19%	14%
Agree	66%	71%	67%	64%
Disagree	14%	10%	12%	18%
Strongly Disagree	2%	1%	2%	4%

### I understand how my work contributes to achieving the Council's aims and objectives

	2022	2018	2015	2012
Strongly Agree	26%	27%	27%	20%
Agree	62%	66%	62%	63%
Disagree	9%	7%	10%	14%
Strongly Disagree	2%	1%	1%	3%

### I am aware of the Local Outcome Improvement Plan 2017/22

	2022	2018	2015	2012
Strongly Agree	9%	10%	13%	11%
Agree	39%	37%	38%	40%
Disagree	42%	44%	37%	38%
Strongly Disagree	10%	9%	12%	11%

### I am aware of the Council's Corporate Plan 2018/22

	2022	2018	2015	2012
Strongly Agree	8%	9%	10%	10%
Agree	38%	36%	42%	42%
Disagree	44%	46%	37%	39%
Strongly Disagree	10%	10%	10%	10%

### I am aware that my Directorate has a Directorate Improvement Plan

	2022	2018	2015	2012
Strongly Agree	11%	13%	16%	12%
Agree	40%	44%	49%	44%
Disagree	40%	35%	28%	34%
Strongly Disagree	9%	9%	7%	10%

**I am kept up to date about the changes to the Council's policies and procedures**

	2022	2018	2015	2012
Strongly Agree	12%	13%	11%	10%
Agree	53%	58%	54%	52%
Disagree	28%	24%	28%	29%
Strongly Disagree	6%	5%	6%	9%

**Inverclyde Council accepts and supports equality and diversity**

	2022	2018	2015	2012
Strongly Agree	25%	27%	25%	15%
Agree	66%	65%	64%	65%
Disagree	8%	7%	8%	15%
Strongly Disagree	2%	1%	3%	5%

**Inverclyde Council is open and honest with its employees**

	2022	2018	2015	2012
Strongly Agree	11%	11%	9%	5%
Agree	56%	58%	55%	44%
Disagree	26%	24%	27%	37%
Strongly Disagree	7%	6%	8%	14%

**Inverclyde Council is a caring and supportive employer**

	2022	2018	2015	2012
Strongly Agree	14%	14%	11%	7%
Agree	58%	60%	58%	52%
Disagree	23%	20%	24%	29%
Strongly Disagree	6%	5%	7%	12%

## 2 Me and My Job

### Overall, I am satisfied with my job

	2022	2018	2015	2012
Strongly Agree	23%	23%	22%	18%
Agree	58%	59%	58%	61%
Disagree	16%	14%	16%	15%
Strongly Disagree	4%	4%	4%	6%

### My job makes good use of my skills and abilities

	2022	2018	2015	2012
Strongly Agree	32%	32%	30%	23%
Agree	53%	52%	53%	58%
Disagree	12%	12%	14%	14%
Strongly Disagree	3%	3%	4%	4%

### I have a clear understanding of what my duties are

	2022	2018	2015	2012
Strongly Agree	42%	44%	42%	45%
Agree	50%	47%	51%	51%
Disagree	6%	6%	6%	3%
Strongly Disagree	1%	2%	1%	1%

### I have a clear understanding of the purpose of my job

	2022	2018	2015	2012
Strongly Agree	47%	49%	45%	39%
Agree	49%	47%	50%	53%
Disagree	3%	3%	4%	6%
Strongly Disagree	1%	1%	1%	2%

### My performance affects Inverclyde Council's overall performance

	2022	2018	2015	2012
Strongly Agree	34%	35%	33%	35%
Agree	55%	55%	57%	54%
Disagree	10%	7%	8%	10%
Strongly Disagree	1%	2%	2%	2%

**My work gives me a sense of personal achievement**

	2022	2018	2015	2012
Strongly Agree	39%	40%	37%	-
Agree	47%	45%	46%	-
Disagree	11%	10%	11%	-
Strongly Disagree	3%	5%	5%	-

**I am encouraged to make suggestions to improve service delivery and/or make it more efficient**

	2022	2018	2015	2012
Strongly Agree	26%	26%	24%	34%
Agree	45%	48%	45%	47%
Disagree	22%	19%	24%	14%
Strongly Disagree	7%	7%	8%	5%

**I have a say in decisions that affect my work**

	2022	2018	2015	2012
Strongly Agree	20%	20%	18%	14%
Agree	45%	46%	46%	44%
Disagree	28%	27%	27%	30%
Strongly Disagree	8%	8%	9%	12%

**I get feedback on my work**

	2022	2018	2015	2012
Strongly Agree	21%	22%	19%	14%
Agree	52%	52%	55%	48%
Disagree	21%	19%	20%	28%
Strongly Disagree	6%	7%	6%	10%

**I feel motivated to do the best job I can**

	2022	2018	2015	2012
Strongly Agree	29%	30%	28%	22%
Agree	49%	48%	46%	50%
Disagree	18%	16%	19%	19%
Strongly Disagree	4%	6%	7%	9%

**Morale is good within my team**

	2022	2018	2015	2012
Strongly Agree	18%	18%	14%	12%
Agree	39%	42%	42%	41%
Disagree	31%	27%	29%	28%
Strongly Disagree	12%	13%	15%	20%

**I have the tools and equipment necessary to do my job**

	2022	2018	2015	2012
Strongly Agree	16%	17%	17%	13%
Agree	53%	56%	59%	54%
Disagree	22%	19%	18%	24%
Strongly Disagree	9%	7%	6%	9%

**Inverclyde Council's processes and procedures help me to do my job effectively**

	2022	2018	2015	2012
Strongly Agree	12%	12%	11%	8%
Agree	53%	57%	56%	53%
Disagree	28%	25%	27%	29%
Strongly Disagree	7%	5%	7%	10%

**I am encouraged to solve my own work related problems**

	2022	2018	2015	2012
Strongly Agree	20%	18%	19%	18%
Agree	62%	64%	64%	62%
Disagree	15%	15%	14%	14%
Strongly Disagree	3%	3%	4%	5%

**I have a strong sense of loyalty to the Council**

	2022	2018	2015	2012
Strongly Agree	22%	23%	24%	19%
Agree	54%	55%	51%	52%
Disagree	19%	17%	18%	20%
Strongly Disagree	5%	5%	7%	9%

**Are you considering leaving Inverclyde Council in the near future? (i.e. within the next 6 months)**

	2022
Yes	19%
No	81%

**If yes, please indicate if any of the following are contributing factors in this decision?**

	2022
Working environment	37%
Job satisfaction	35%
Career development	29%
Conditions of Service	24%
Prospects	20%
Remuneration	16%
Conflict with colleagues/management	16%
Flexible working options	15%
Commuting	11%
Training/Further Education opportunities	10%

### 3 My performance, development and recognition

#### The Council is committed to staff training and development

	2022	2018	2015	2012
Strongly Agree	16%	18%	17%	15%
Agree	60%	61%	59%	60%
Disagree	19%	17%	19%	18%
Strongly Disagree	5%	4%	5%	7%

#### I have the skills and knowledge I need to do my job

	2022	2018	2015	2012
Strongly Agree	35%	30%	30%	31%
Agree	59%	64%	63%	61%
Disagree	5%	5%	5%	7%
Strongly Disagree	1%	1%	1%	1%

#### In the last year, I have had opportunities to learn and develop

	2022	2018	2015	2012
Strongly Agree	24%	27%	23%	19%
Agree	47%	51%	53%	46%
Disagree	22%	17%	18%	24%
Strongly Disagree	6%	5%	7%	11%

#### My supervisor / manager and I discuss my training and development needs

	2022	2018	2015	2012
Strongly Agree	26%	27%	25%	16%
Agree	48%	52%	50%	43%
Disagree	18%	15%	17%	27%
Strongly Disagree	7%	6%	8%	13%

#### I understand clearly what is expected of me in my job

	2022	2018	2015	2012
Strongly Agree	37%	37%	34%	30%
Agree	55%	54%	57%	60%
Disagree	6%	6%	7%	7%
Strongly Disagree	2%	2%	2%	3%

**I receive regular recognition or praise for doing good work**

	2022	2018	2015	2012
Strongly Agree	19%	18%	16%	11%
Agree	41%	42%	42%	38%
Disagree	29%	28%	29%	34%
Strongly Disagree	11%	12%	13%	17%

**Council's e-learning training programme**

**Are you aware of the Council's training programme which is called E-learning?**

	2022	2018	2015	2012
Yes	82%	88%	73%	67%
No	18%	12%	27%	33%

**Did you know that you can access e-learning from home?**

	2022	2018	2015	2012
Yes	78%	52%	45%	NOT ASKED
No	22%	48%	55%	NOT ASKED

**Have you accessed any of the e-learning content from your personal tablet or smart phone at home?**

	2022	2018	2015	2012
Yes	34%	11%	NOT ASKED	NOT ASKED
No	66%	89%	NOT ASKED	NOT ASKED

**Do you use e-learning on a regular basis?**

	2022
Yes	27%
No	73%

**Do you think there is enough content that is relevant to you on the e-learning platform?**

	2022
Yes	63%
No	37%



**Have you had a Performance Appraisal in the last 12 months?**

	2022
Yes	67%
No	24%
Not applicable for teachers	9%

**I believe having a yearly Performance Appraisal is beneficial to my role**

	2022
Strongly Agree	26%
Agree	47%
Disagree	21%
Strongly Disagree	7%

#### 4 My working environment and my wellbeing at work

##### Overall, I am satisfied with my physical working conditions

	2022	2018	2015	2012
Strongly Agree	20%	21%	18%	13%
Agree	58%	60%	60%	60%
Disagree	17%	15%	16%	19%
Strongly Disagree	6%	5%	5%	8%

##### I am satisfied with the noise level

	2022	2018	2015	2012
Strongly Agree	20%	21%	19%	15%
Agree	64%	64%	62%	67%
Disagree	13%	12%	15%	13%
Strongly Disagree	3%	4%	4%	4%

##### I am satisfied with cleanliness

	2022	2018	2015	2012
Strongly Agree	23%	22%	20%	13%
Agree	60%	59%	64%	61%
Disagree	13%	16%	13%	19%
Strongly Disagree	4%	4%	3%	7%

##### I am satisfied with space

	2022	2018	2015	2012
Strongly Agree	21%	21%	17%	13%
Agree	59%	57%	60%	57%
Disagree	16%	17%	17%	22%
Strongly Disagree	4%	5%	5%	8%

##### I am satisfied with layout of working area

	2022	2018	2015	2012
Strongly Agree	19%	20%	17%	10%
Agree	60%	56%	59%	62%
Disagree	15%	19%	17%	19%
Strongly Disagree	5%	5%	6%	9%

### I am satisfied with quality of equipment

	2022	2018	2015	2012
Strongly Agree	12%	15%	16%	13%
Agree	52%	60%	63%	62%
Disagree	24%	19%	16%	19%
Strongly Disagree	12%	6%	5%	6%

### I am satisfied with maintenance of equipment

	2022	2018	2015	2012
Strongly Agree	12%	15%	15%	13%
Agree	53%	64%	67%	66%
Disagree	25%	15%	14%	15%
Strongly Disagree	9%	5%	4%	5%

### I am satisfied with availability of supplies and materials

	2022	2018	2015	2012
Strongly Agree	14%	16%	15%	12%
Agree	62%	62%	66%	64%
Disagree	18%	16%	16%	18%
Strongly Disagree	6%	6%	4%	6%

### I am satisfied with health and safety precautions

	2022	2018	2015	2012
Strongly Agree	22%	21%	19%	14%
Agree	65%	68%	68%	71%
Disagree	10%	8%	10%	10%
Strongly Disagree	2%	3%	4%	1%

### I am satisfied with heating

	2022	2018	2015	2012
Strongly Agree	19%	16%	14%	8%
Agree	64%	59%	54%	53%
Disagree	13%	18%	23%	26%
Strongly Disagree	4%	6%	9%	12%

### I am satisfied with lighting

	2022	2018	2015	2012
Strongly Agree	21%	19%	17%	12%
Agree	67%	65%	65%	68%
Disagree	10%	12%	13%	14%
Strongly Disagree	2%	4%	5%	5%

### I am satisfied with ventilation

	2022	2018	2015	2012
Strongly Agree	19%	16%	14%	11%
Agree	60%	61%	58%	57%
Disagree	15%	15%	19%	22%
Strongly Disagree	6%	7%	8%	10%

### I am satisfied with general security

	2022	2018	2015	2012
Strongly Agree	24%	21%	18%	14%
Agree	67%	69%	69%	71%
Disagree	7%	7%	9%	10%
Strongly Disagree	3%	3%	4%	4%

### I am satisfied with security, of me and my personal belongings

	2022	2018	2015	2012
Strongly Agree	24%	23%	19%	11%
Agree	66%	68%	67%	69%
Disagree	7%	7%	11%	13%
Strongly Disagree	3%	2%	3%	7%

### My workload is manageable

	2022	2018	2015	2012
Strongly Agree	13%	10%	12%	10%
Agree	60%	60%	61%	66%
Disagree	19%	22%	20%	17%
Strongly Disagree	8%	8%	7%	7%

### I get help and support from colleagues

	2022	2018	2015	2012
Strongly Agree	31%	27%	25%	21%
Agree	61%	63%	64%	65%
Disagree	6%	8%	9%	11%
Strongly Disagree	1%	2%	3%	3%

### I am under more pressure than I was last year

	2022	2018	2015	2012
Strongly Agree	30%	26%	28%	25%
Agree	35%	38%	34%	38%
Disagree	31%	31%	32%	32%
Strongly Disagree	4%	4%	6%	4%

### I experience personal harassment in the form of offensive language or behaviour from colleagues / managers

	2022	2018	2015	2012
Strongly Agree	6% (Yes)	2%	3%	5%
Agree		5%	6%	8%
Disagree	94% (No)	40%	42%	48%
Strongly Disagree		53%	48%	39%

### I experience personal harassment in the form of offensive language or behaviour from customers/clients

	2022	2018	2015	2012
Strongly Agree	28% (Yes)	8%	9%	7%
Agree		19%	20%	19%
Disagree	72% (No)	41%	42%	47%
Strongly Disagree		33%	30%	27%

### I experience sexual harassment in the form of offensive language or behaviour from colleagues / managers

	2022	2018	2015	2012
Strongly Agree	0% (Yes)	0%	-	-
Agree		1%	-	-
Disagree	100% (No)	34%	-	-
Strongly Disagree		65%	-	-

**I experience sexual harassment in the form of offensive language or behaviour from customers/clients**

	2022	2018	2015	2012
Strongly Agree	3% (Yes)	1%	-	-
Agree		3%	-	-
Disagree	97% (No)	37%	-	-
Strongly Disagree		59%	-	-

**I experience sectarian abuse in the form of offensive language or behaviour from my colleagues/managers**

	2022
Yes	1%
No	99%

**I experience sectarian abuse in the form of offensive language or behaviour from customers/clients**

	2022
Yes	2%
No	98%

**I have experienced/witnessed nepotism in the workplace**

	2022
Yes	13%
No	87%

## Bullying

### I am bullied at work

	2022	2018	2015	2012
Yes	3%	4%	3%	5%
No	97%	96%	97%	95%

### If yes - I am bullied at work due to: (number of responses, not %)

	2022	2018	2015	2012
Age	10	5	5	7
Disability	2	4	1	3
Gender	3	2	3	5
Race	0	0	1	1
Religion	1	1	1	6
Sexual orientation	0	0	0	2
Other	0	0	24	--

### If you have answered yes to any of the above statements, did you access support from a manager/HR?

	2022
Yes	22%
No	78%

## Hybrid Working

### Are you or will you be working a new hybrid working pattern?

	2022
Yes	37%
No	63%

### I have adjusted well to my new hybrid working pattern?

	2022
Strongly Agree	44%
Agree	49%
Disagree	6%
Strongly Disagree	1%

### What are the challenges faced when working a hybrid working pattern?

	2022
Technology	41%
Communication	23%
Social isolation	19%
Distraction in the office	18%
Physical workspace	12%
Distraction at home	8%

### What are the benefits of working a hybrid working pattern?

	2022
Better work life balance	53%
Less distractions at home	34%
Less distractions in the office	10%

## 5 Supporting attendance

### Have you had a period of sickness absence during the past 12 months?

	2022	2018	2015	2012
Yes	50%	46%	49%	NOT ASKED
No	50%	54%	51%	NOT ASKED

### If Yes, when you came back to work, did your supervisor/manager conduct a return to work interview with you?

	2022	2018	2015	2012
Yes	69%	78%	77%	NOT ASKED
No	31%	22%	23%	NOT ASKED



## 6 Communication across the Council

### My manager keeps me informed about what is happening in the Council

	2022	2018	2015	2012
Strongly Agree	20%	16%	14%	10%
Agree	51%	54%	55%	46%
Disagree	23%	24%	26%	34%
Strongly Disagree	7%	5%	6%	10%

### If something important is happening that affects my job, I usually hear about it first from my manager

	2022	2018	2015	2012
Strongly Agree	23%	21%	18%	13%
Agree	48%	50%	51%	49%
Disagree	22%	23%	24%	27%
Strongly Disagree	7%	6%	7%	11%

### Management decisions are effectively communicated to me

	2022	2018	2015	2012
Strongly Agree	19%	16%	14%	9%
Agree	47%	51%	50%	45%
Disagree	27%	26%	28%	35%
Strongly Disagree	7%	7%	8%	11%

### When important things happen in the Council, I usually hear about them from gossip

	2022	2018	2015	2012
Strongly Agree	12%	9%	11%	19%
Agree	43%	41%	40%	43%
Disagree	39%	40%	41%	33%
Strongly Disagree	6%	10%	8%	5%

### Communication is good between my manager and me

	2022	2018	2015	2012
Strongly Agree	29%	27%	24%	20%
Agree	51%	52%	53%	54%
Disagree	15%	15%	17%	18%
Strongly Disagree	5%	6%	5%	8%

### Communication is good within my team

	2022	2018	2015	2012
Strongly Agree	32%	27%	24%	13%
Agree	54%	56%	58%	59%
Disagree	12%	13%	14%	20%
Strongly Disagree	3%	4%	4%	7%

### Communication is good between teams in my Directorate

	2022	2018	2015	2012
Strongly Agree	12%	10%	8%	NOT ASKED
Agree	50%	52%	48%	NOT ASKED
Disagree	29%	31%	34%	NOT ASKED
Strongly Disagree	8%	7%	9%	NOT ASKED

### Team Meetings

#### Please indicate how often you have team meetings?

	2022	2018	2015	2012
Weekly	27%	24%	24%	17%
Fortnightly	10%	12%	10%	12%
Monthly	23%	25%	29%	29%
Quarterly	10%	15%	8%	11%
Less often	19%	14%	16%	18%
Never	11%	10%	13%	14%

#### I would like to have more team meetings than we currently do

	2022	2018	2015	2012
Strongly Agree	12%	10%	9%	13%
Agree	27%	25%	26%	30%
Disagree	52%	56%	56%	49%
Strongly Disagree	9%	9%	9%	8%

#### My team meetings provide a means of communicating information to employees which affects their jobs

	2022	2018	2015	2012
Strongly Agree	21%	20%	17%	15%
Agree	64%	65%	63%	62%
Disagree	11%	11%	15%	17%
Strongly Disagree	4%	4%	5%	6%

**Questions asked during team meetings usually receive an answer**

	2022	2018	2015	2012
Strongly Agree	20%	18%	16%	10%
Agree	64%	65%	62%	63%
Disagree	12%	13%	15%	19%
Strongly Disagree	4%	4%	7%	7%

**I am satisfied with the frequency of team meetings**

	2022	2018	2015	2012
Strongly Agree	18%	17%	16%	11%
Agree	50%	50%	53%	53%
Disagree	23%	24%	22%	26%
Strongly Disagree	9%	9%	9%	11%

**My manager listens to me and takes reasonable action in response to feedback I give to him or her**

	2022	2018	2015	2012
Strongly Agree	23%	22%	18%	13%
Agree	59%	59%	61%	61%
Disagree	13%	15%	14%	18%
Strongly Disagree	5%	5%	7%	8%

**Forms of communication used are generally easy to understand**

	2022	2018	2015	2012
Strongly Agree	22%	20%	16%	NOT ASKED
Agree	68%	71%	70%	NOT ASKED
Disagree	7%	6%	9%	NOT ASKED
Strongly Disagree	3%	3%	5%	NOT ASKED

**I am kept up-to-date about my Service's achievements**

	2022	2018	2015	2012
Strongly Agree	15%	16%	13%	NOT ASKED
Agree	51%	56%	51%	NOT ASKED
Disagree	26%	22%	28%	NOT ASKED
Strongly Disagree	8%	6%	8%	NOT ASKED

**Inverclyde Council - Internet/Online presence.**

***Are you aware that Inverclyde Council has the following? (Yes)***

	2022
Twitter	83%
Facebook	71%
Instagram	29%
TikTok	9%
ICON	90%
A council website – Inverclyde.gov.uk	98%
A tourism/visitor website – discoverinverclyde.com	66%

**How often do you access the Council website?**

	2022
Daily	11%
Weekly	20%
Monthly	16%
Less frequently	40%
Never	13%

***Do you mostly access the council website for work purposes or for personal reasons?***

	2022
Work	75%
Personal	25%

**How often do you access the ICON, the council intranet?**

	2022
Daily	33%
Weekly	24%
Monthly	10%
Less frequently	18%
Never	15%

## 7 My supervisor/manager and me

### My supervisor/manager is approachable

	2022	2018	2015	2012
Strongly Agree	52%	48%	45%	38%
Agree	41%	45%	48%	51%
Disagree	5%	5%	5%	7%
Strongly Disagree	2%	3%	3%	4%

### My supervisor/manager supports and helps me to do the best job I can

	2022	2018	2015	2012
Strongly Agree	45%	40%	38%	30%
Agree	42%	46%	44%	50%
Disagree	11%	11%	14%	15%
Strongly Disagree	2%	3%	3%	5%

### My supervisor/manager understands what I do in my job

	2022	2018	2015	2012
Strongly Agree	46%	40%	39%	30%
Agree	42%	46%	47%	52%
Disagree	9%	10%	11%	14%
Strongly Disagree	2%	4%	3%	4%

### My supervisor/manager lets me know the performance standards that are expected of me

	2022	2018	2015	2012
Strongly Agree	43%	37%	34%	24%
Agree	44%	48%	52%	51%
Disagree	11%	12%	11%	20%
Strongly Disagree	2%	3%	3%	5%

### My supervisor/manager deals with employees who are performing poorly

	2022	2018	2015	2012
Strongly Agree	23%	19%	16%	11%
Agree	46%	45%	50%	47%
Disagree	23%	26%	24%	32%
Strongly Disagree	8%	9%	10%	10%

**My supervisor/manager regularly monitors my performance and discusses it with me**

	2022	2018	2015	2012
Strongly Agree	25%	23%	20%	13%
Agree	45%	47%	49%	39%
Disagree	25%	24%	24%	39%
Strongly Disagree	5%	6%	7%	9%

**My supervisor/manager lets me know when I have done a good job**

	2022	2018	2015	2012
Strongly Agree	32%	26%	25%	20%
Agree	41%	47%	45%	46%
Disagree	20%	20%	21%	25%
Strongly Disagree	7%	8%	9%	9%

**My supervisor/manager encourages me to think of new ways to improve service delivery**

	2022	2018	2015	2012
Strongly Agree	29%	26%	24%	18%
Agree	44%	46%	46%	44%
Disagree	22%	21%	22%	30%
Strongly Disagree	5%	7%	7%	9%

**My supervisor/manager considers my ideas and suggestions**

	2022	2018	2015	2012
Strongly Agree	33%	27%	28%	21%
Agree	48%	54%	51%	53%
Disagree	14%	14%	15%	18%
Strongly Disagree	5%	6%	6%	8%

**My supervisor/manager is available when I need to see him or her**

	2022	2018	2015	2012
Strongly Agree	37%	30%	30%	23%
Agree	49%	56%	57%	56%
Disagree	11%	10%	10%	15%
Strongly Disagree	3%	4%	4%	6%

**My supervisor/manager clearly explains decisions that affect my Service, my team and me**

	2022	2018	2015	2012
Strongly Agree	32%	25%	25%	20%
Agree	47%	53%	51%	52%
Disagree	16%	17%	19%	21%
Strongly Disagree	5%	5%	6%	7%

**My supervisor/manager provides opportunities for me to express my views on my job**

	2022	2018	2015	2012
Strongly Agree	32%	26%	27%	20%
Agree	47%	53%	52%	49%
Disagree	17%	16%	16%	24%
Strongly Disagree	4%	5%	6%	7%

**My supervisor/manager consults me on matters where I can contribute**

	2022	2018	2015	2012
Strongly Agree	34%	27%	27%	20%
Agree	47%	53%	53%	53%
Disagree	15%	15%	14%	21%
Strongly Disagree	4%	4%	6%	7%

**My supervisor/manager gives me the information I need to do my job properly**

	2022	2018	2015	2012
Strongly Agree	34%	27%	25%	19%
Agree	50%	56%	57%	57%
Disagree	13%	14%	14%	19%
Strongly Disagree	3%	3%	5%	6%

**My supervisor/manager is good at delegating**

	2022	2018	2015	2012
Strongly Agree	33%	28%	28%	20%
Agree	49%	54%	51%	53%
Disagree	13%	13%	14%	19%
Strongly Disagree	5%	5%	7%	8%

**My supervisor/manager takes decisions quickly when needed**

	2022	2018	2015	2012
Strongly Agree	35%	28%	26%	19%
Agree	47%	53%	52%	54%
Disagree	13%	15%	15%	18%
Strongly Disagree	5%	4%	7%	9%

**My supervisor/manager effectively deals with poor attendance**

	2022	2018	2015	2012
Strongly Agree	27%	21%	20%	14%
Agree	53%	60%	60%	62%
Disagree	15%	13%	15%	16%
Strongly Disagree	5%	6%	5%	8%

## 8 Senior Management

### I know who my senior managers are

	2022	2018	2015	2012
Strongly Agree	32%	42%	49%	38%
Agree	47%	50%	43%	52%
Disagree	16%	7%	6%	6%
Strongly Disagree	6%	1%	2%	3%

### I know who my head of service is

	2022
Strongly Agree	36%
Agree	54%
Disagree	7%
Strongly Disagree	3%

### Directors and heads of service take time to meet staff / Senior managers take time to meet staff

	2022	2018	2015	2012
Strongly Agree	11%	18%	18%	12%
Agree	29%	36%	38%	33%
Disagree	40%	34%	32%	41%
Strongly Disagree	20%	12%	12%	14%

### Directors and heads of service are interested in staff's opinions / Senior managers are interested in staff's opinions

	2022	2018	2015	2012
Strongly Agree	10%	15%	15%	11%
Agree	35%	40%	43%	36%
Disagree	37%	32%	31%	37%
Strongly Disagree	18%	13%	12%	16%

### Directors and heads of service provide a clear vision for my Directorate on where the Council is going / Senior managers provide a clear vision for my Directorate on where the Council is going

	2022	2018	2015	2012
Strongly Agree	11%	16%	15%	9%
Agree	41%	44%	42%	41%
Disagree	32%	31%	32%	36%
Strongly Disagree	16%	9%	10%	14%



## 9 Supervisors / Managers

### I am confident in my skills and abilities to manage my team

	2022	2018	2015	2012
Strongly Agree	49%	40%	37%	43%
Agree	49%	57%	58%	55%
Disagree	1%	2%	3%	2%
Strongly Disagree	0%	0%	2%	0%

### My current workload is excessive

	2022	2018	2015	2012
Strongly Agree	30%	25%	25%	25%
Agree	38%	36%	31%	39%
Disagree	31%	37%	41%	36%
Strongly Disagree	1%	1%	3%	1%

### I understand my budget responsibilities

	2022	2018	2015	2012
Strongly Agree	31%	33%	30%	37%
Agree	59%	56%	55%	54%
Disagree	8%	8%	13%	6%
Strongly Disagree	3%	3%	3%	3%

### I can easily access professional advice and support to help me work effectively

	2022	2018	2015	2012
Strongly Agree	27%	26%	19%	25%
Agree	57%	59%	63%	61%
Disagree	15%	12%	15%	12%
Strongly Disagree	2%	3%	3%	3%

### My supervisor/manager provides the information, guidance and support to help me work effectively.

	2022	2018	2015	2012
Strongly Agree	37%	30%	22%	29%
Agree	47%	53%	60%	54%
Disagree	15%	13%	12%	14%
Strongly Disagree	25%	4%	6%	4%

## 10 Workplace Policies and Procedures

### How aware are you of the following policies and/or practices? (Aware)

	2022	2018
Equality and Diversity Policy	83%	84%
Cycle to Work Scheme	80%	--
Family Friendly and Work Life Balance Policy	76%	78%
Dignity and Respect at Work Policy	73%	70%
Performance Appraisal Scheme (SJC)/Professional Update (Teachers)	72%	84%
Employee Benefits Booklet	60%	--
Buy and Bank Leave Scheme	54%	60%
Health and Wellbeing Hub	52%	--
Domestic Abuse Policy	50%	--
Corporate Induction Programme	44%	48%
Menopause Policy	38%	--
Carer's Positive Award and Support available to Carers	36%	36%
Reservist Policy	19%	17%