



**Walsall**  
Council

Your Views Matter Employee Survey 2023  
Summary of results - January 2024



# Methodology



The survey took place between 5 October and 10 November 2023. All Council employees excluding agency, casual staff and those engaged inside\* / outside IR35 were eligible to take part. The survey covered: your job , working at Walsall Council, line and senior management, teamwork, performance management, communication and information, organisational change, wellbeing, health and safety, bullying and harassment, equality and diversity, future at the Council.



Where employees had a council email address or their personal email address was known, an email invitation including a unique online survey link was sent. A further 125 employees were sent a paper copy of the survey to their home address. A series of reminder emails were sent throughout the survey period.

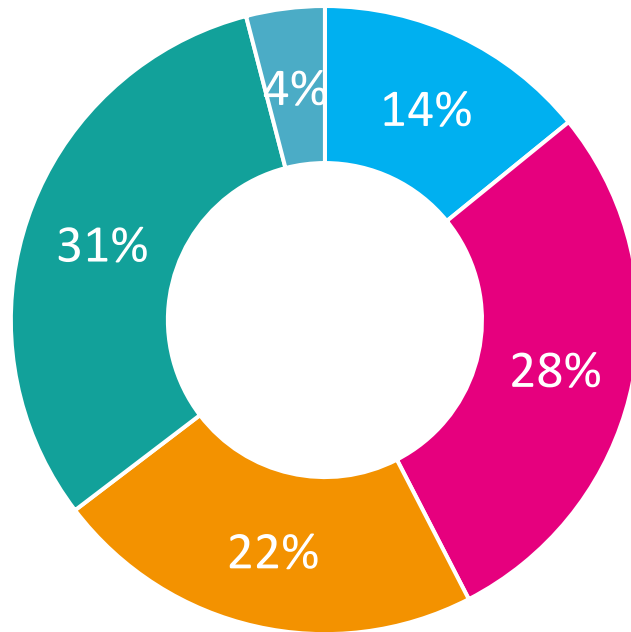


In total 1,577 employees responded, this equates to **53%** response rate, up from 44% in 2021. **This sample size produces data with a maximum margin of error of  $\pm 1.7\%$  at a 95% level of confidence.**

*\*Due to slight but important differences in employment a separate survey was conducted (Nov – Jan) for agency, casual staff and those engage inside IR35.*

# Directorate response rates

Overall % response by directorate



■ ASC, PH & Hub ■ Childrens ■ EC&C ■ R&T ■ Unknown

Response rate within directorate:

- Adult Social Care, PH and The Hub 56% (+9)
- Childrens 52% (+9)
- EC&C 48% (+1)
- Resources & Transformation 49% (+6)

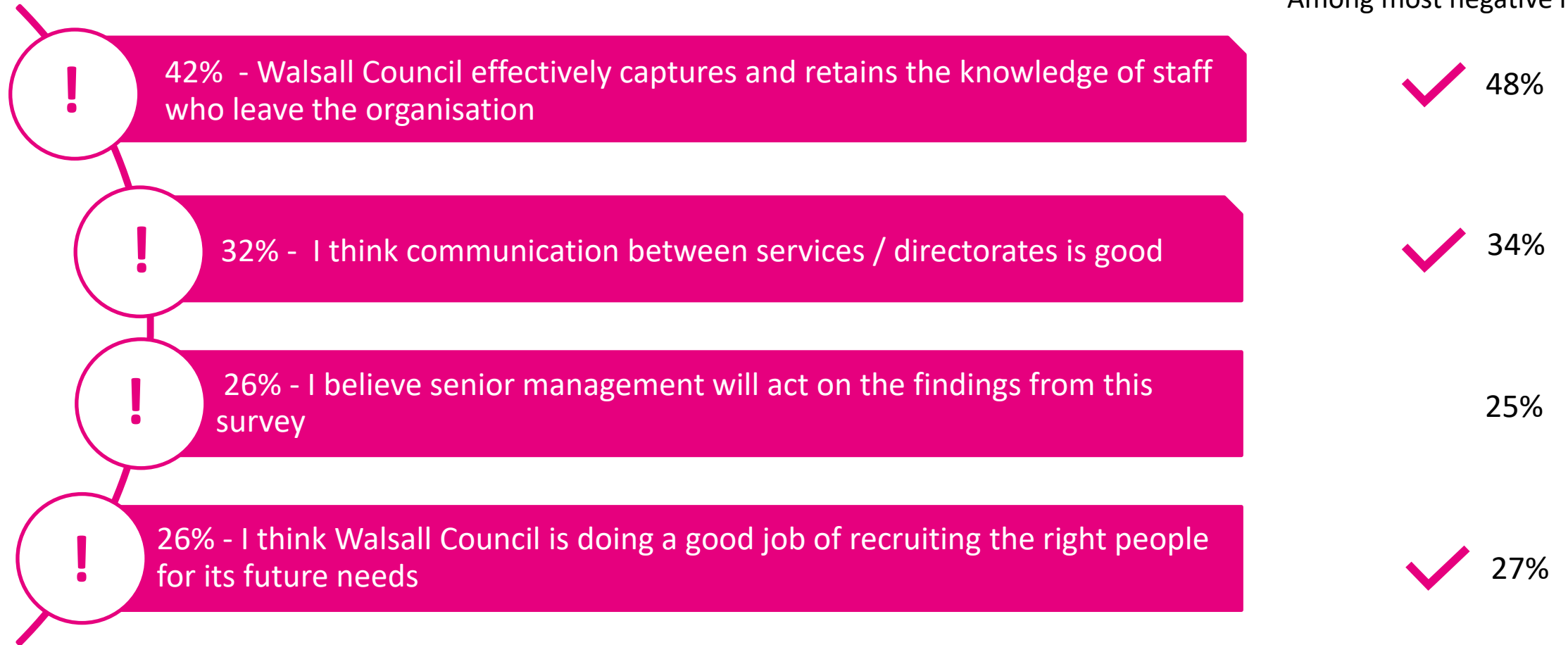
*(diff from 2021 response)*

# The aspects of the workplace experience that are most commonly rated positively (% agree / satisfied) are mostly consistent with those seen in 2021



# Knowledge retention and the quality of communications between directorates continue to produce the highest negativity (% disagree / dissatisfied)

Among most negative in 2021



# Biggest improvements since 2021 (percentage points)

+6

There are opportunities to develop my career at Walsall Council (48% NET agree)

+6

My own personal morale at work is good (70% NET agree)

+6

I would recommend Walsall Council as a great place to work (56% NET agree)

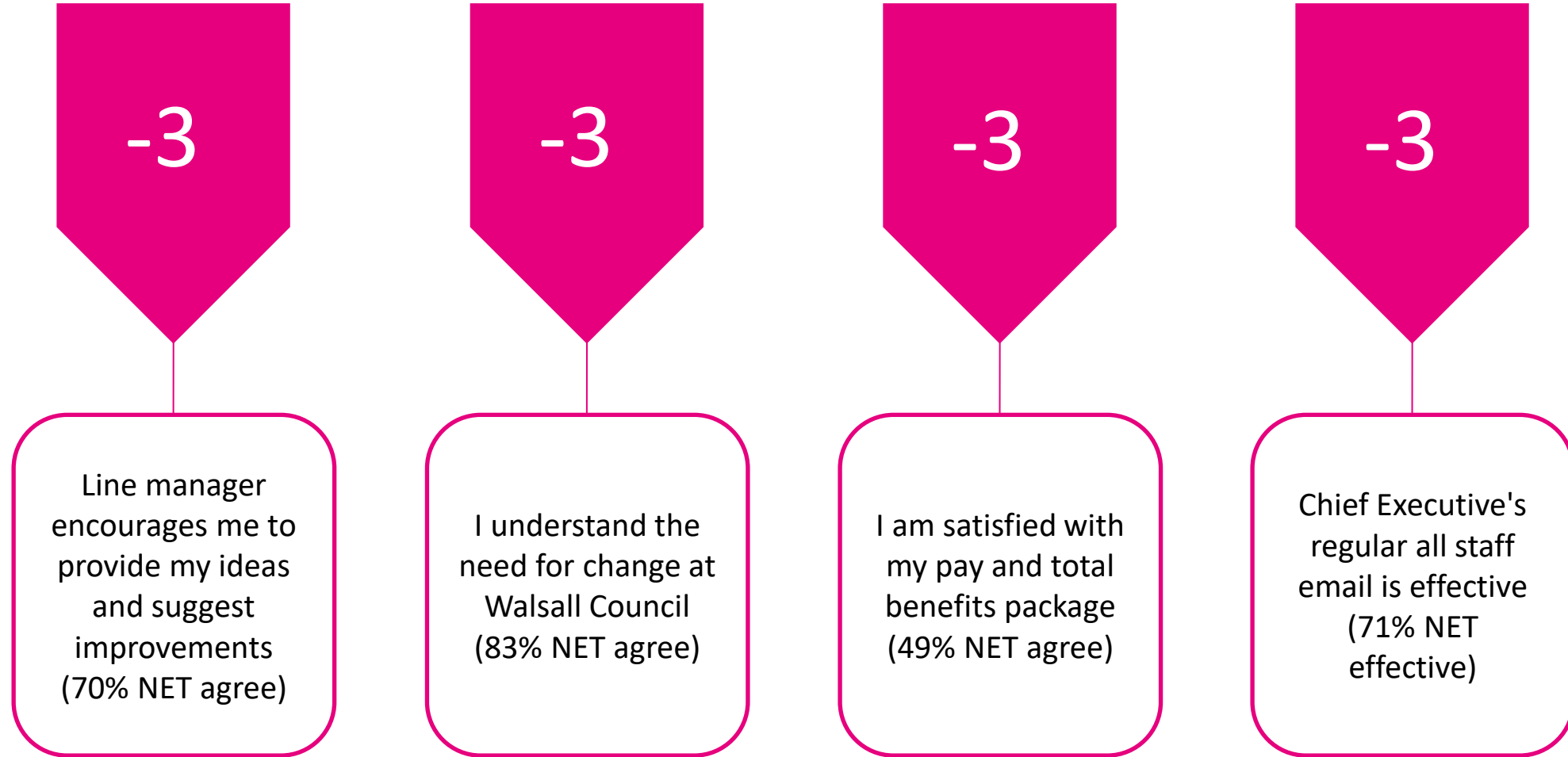
+6

Inside Walsall News (staff intranet) is effective (75% NET agree)

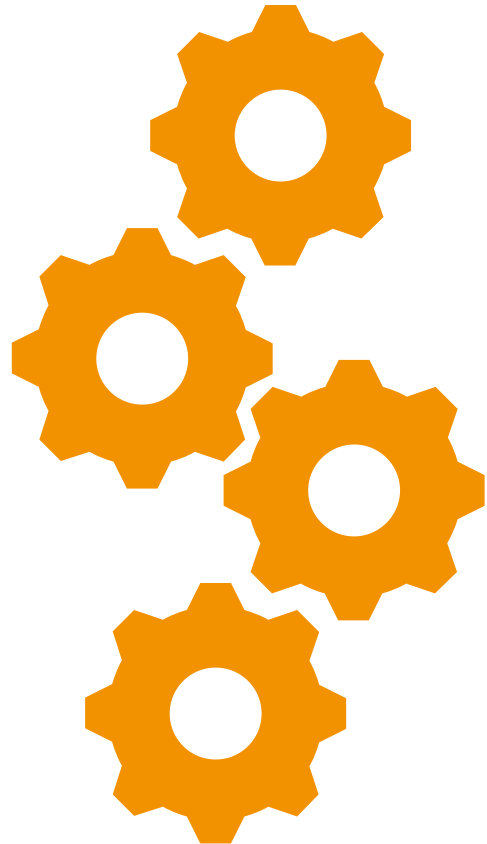
+6

I think I have a positive future ahead of me at Council (57% NET agree)

# The declines since 2021 are marginal and all are for indicators where views are predominantly positive (excluding satisfaction with pay and benefits)



# Looking at the previously identified key drivers of employee engagement, feeling supported and being recognised for high quality performance have improved



I feel supported by Walsall Council

57%  +4

I feel valued and recognised for the work I do

52%  +2

I feel that Walsall Council is going in the right direction

50%  +2

Walsall Council recognises high quality performance / work

46%  +4

Walsall Council values new ideas and innovations from staff

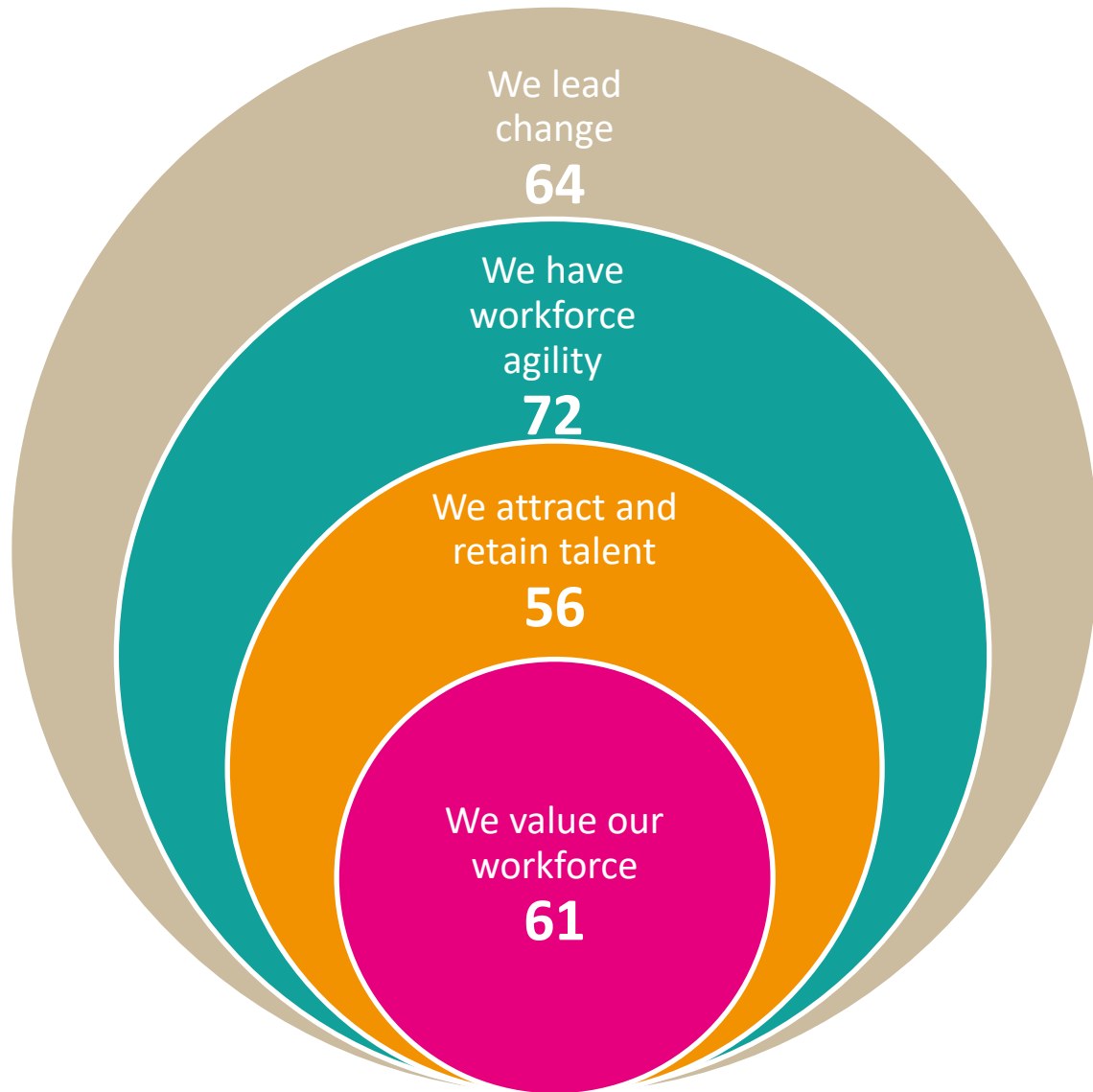
47%  +2



# Employee Engagement – scores have increased across all 3 strands



# Values Index



\* Wording change compared to 2017

Values Index Themes	2021
<b>Leading change</b> In my job I am clear what is expected of me I understand how my work contributes to the council's vision and priorities There are opportunities for me to develop my career at Walsall Council Walsall Council motivates staff to deliver the best possible Service My manager is good at supporting me through change Senior managers effectively manage change	64
<b>Workforce agility</b> I have access to the training and development I need to do my job I have access to the tools (physical resources, equipment and technology etc.) I need to do my job effectively Walsall Council values new ideas and innovations from staff My line manager encourages staff to work as a team My line manager encourages me to provide my ideas and suggest improvements My team effectively work together and support one another People in my team actively share their knowledge and experience	70
<b>Attracting and retaining talent</b> I think I have a positive future ahead of me at Walsall Council I am proud when I tell others I work for Walsall Council I would recommend Walsall Council as a great place to work I am satisfied with my pay and total benefits package I think Walsall Council is doing a good job of recruiting the right people for its future needs Walsall Council's workforce is representative of the community it serves I am not thinking of leaving Walsall Council in the next 12 months	60
<b>Valued workforce</b> I feel valued and recognised for the work I do Walsall Council recognises high quality performance/work My line manager gives me regular constructive feedback on how I am doing APC useful in terms of providing constructive feedback you can act on The communication channels WC uses are effective* My line manager is good at supporting me through change I am satisfied that my personal health and safety is treated seriously at work	62

An increasing number of employees feel that they have the right tools and training they need to work effectively. Beneath a stable understanding of how roles connect to the council's vision and priorities, feelings of pride and inspiration are increasing.

**Motivated Employees**

I am proud when I tell others I work for Walsall Council **59%** (+3)

I understand how my work contributes to the council's vision and priorities **76%** (-1)

Walsall Council inspires me to do the best in my job **46%** (+5)

**Enabling employees**

I feel empowered to do my job **69%** (+1)

In my job, I am clear what is expected of me **80%** (+2)

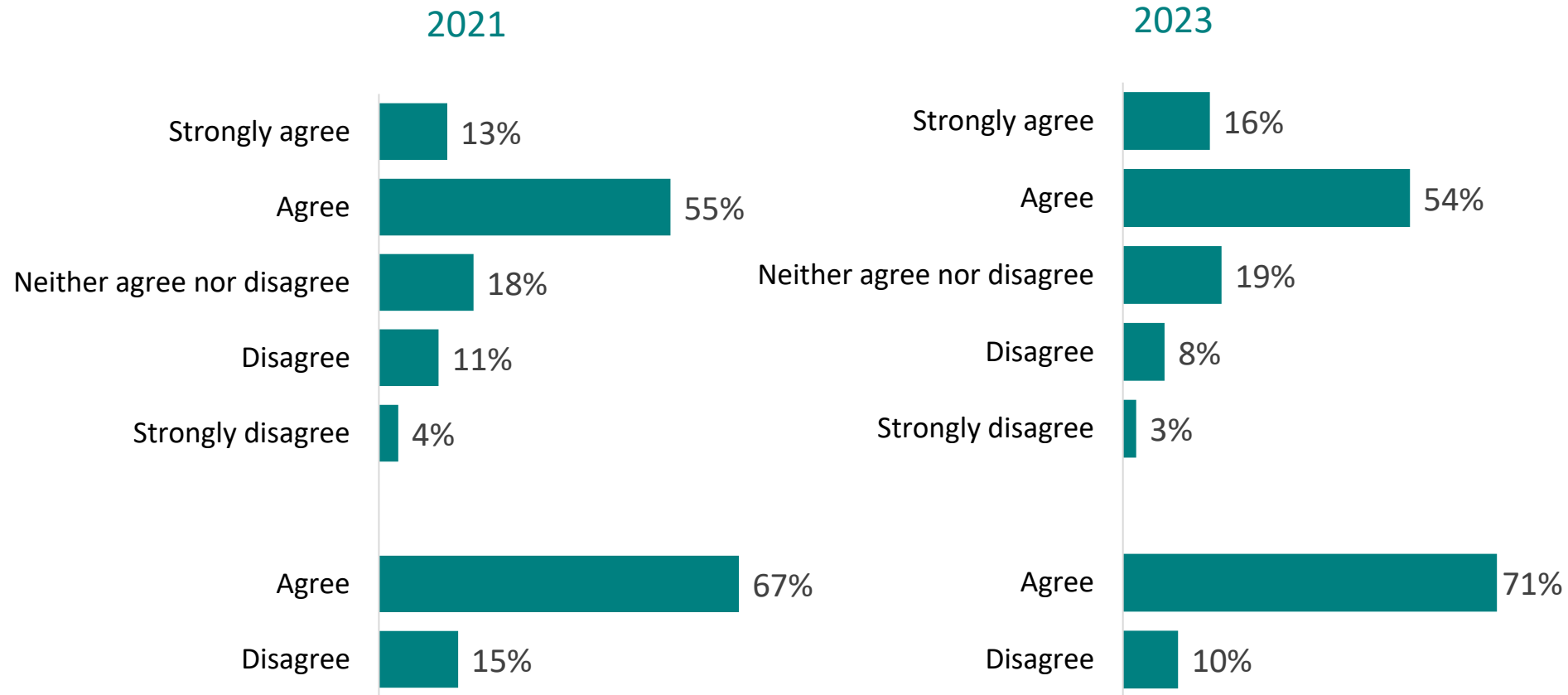
I have access to the training and development I need to do my job **73%** (+3)

I have the tools I need to do my job effectively **72%** (+4)

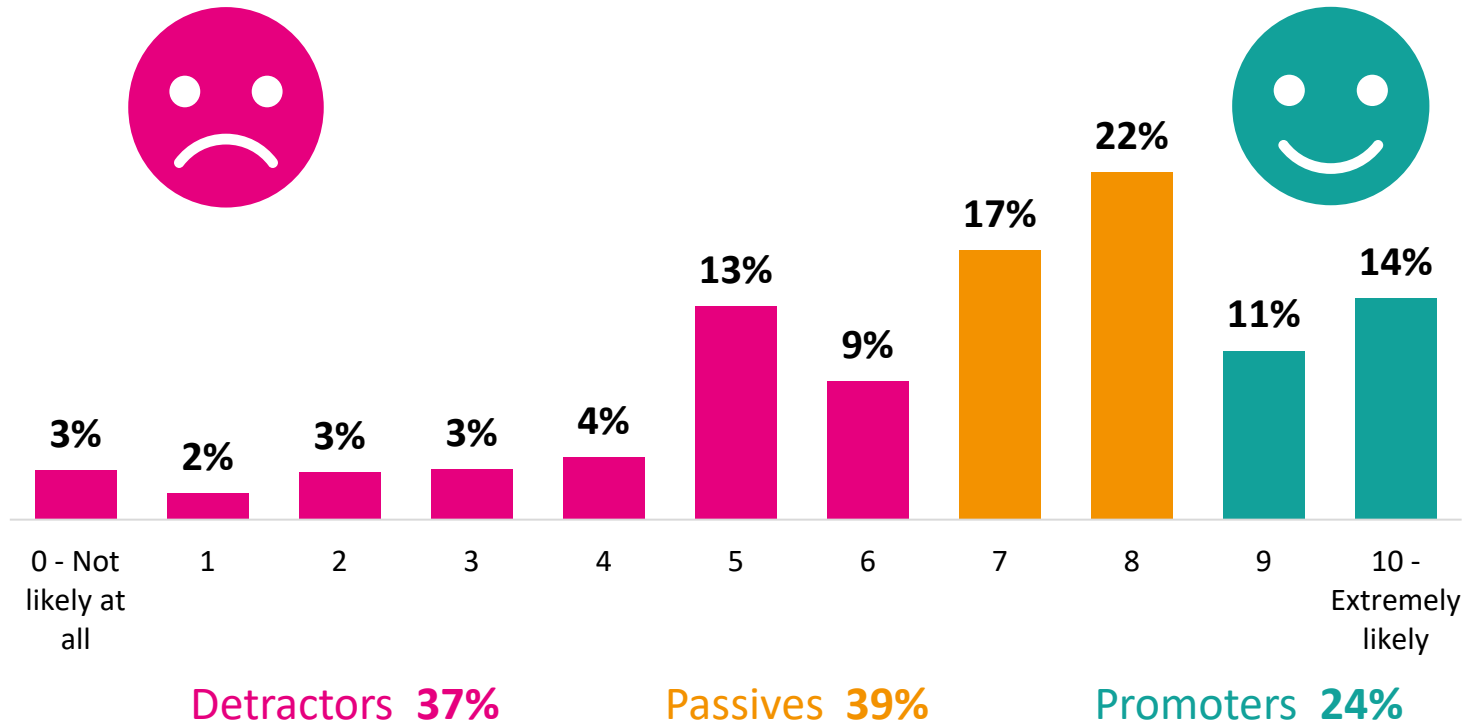


# The proportion of employees satisfied overall with their present job has increased 4ppts. The proportion dissatisfied has fallen by 5ppts.

Overall, I am satisfied with my current job



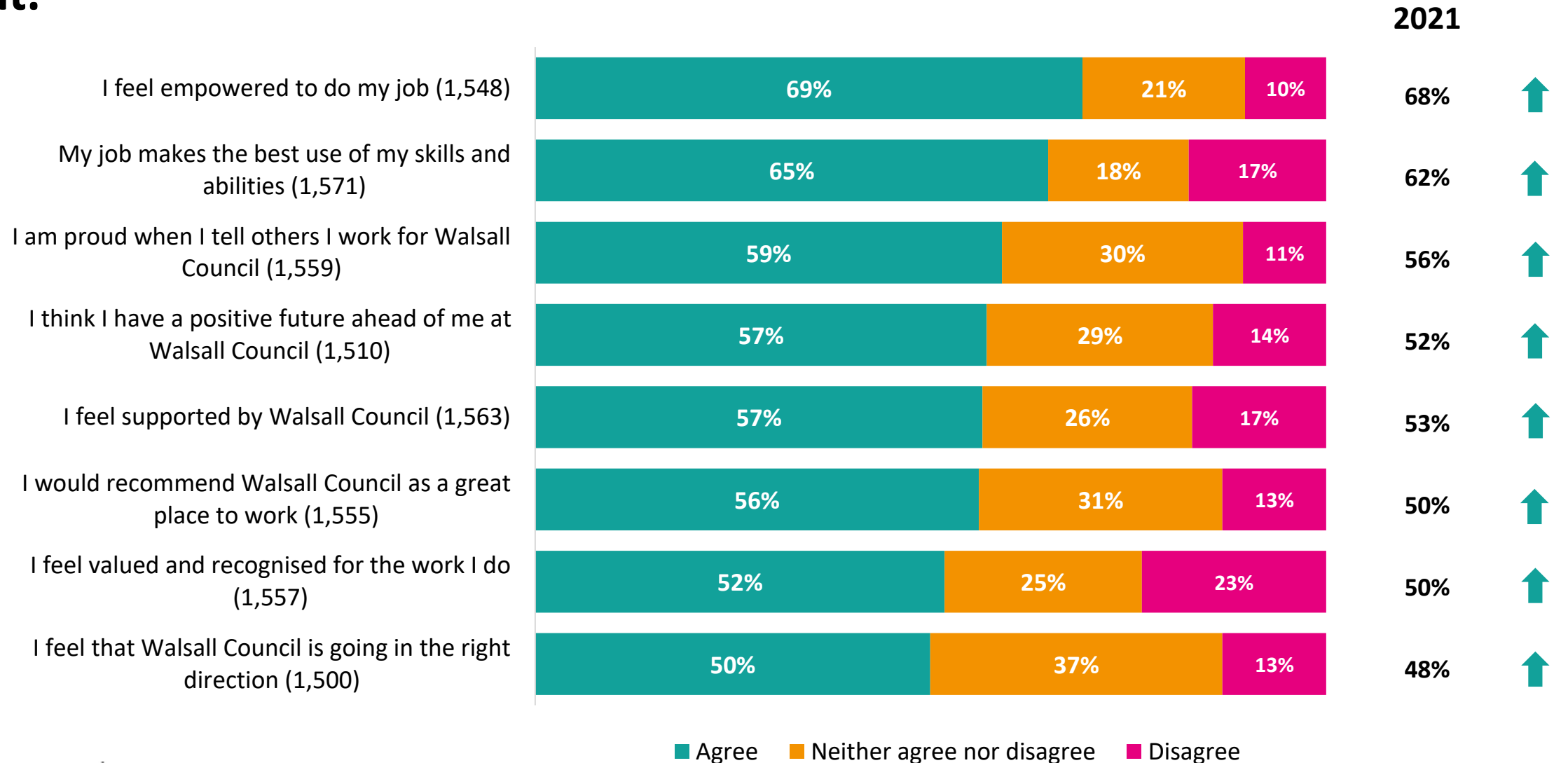
# The Net Promoter Score (measure of advocacy of the council) continues to improve



**Net Promoter Score -13**

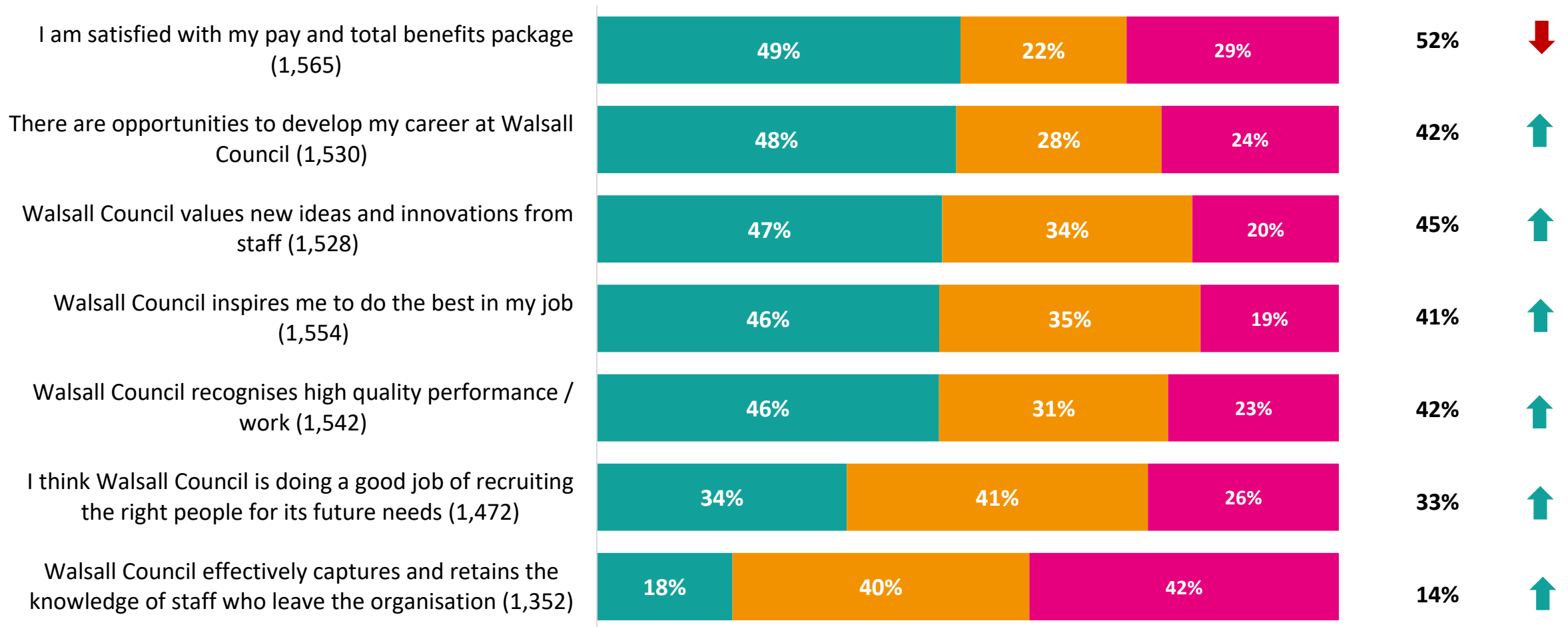
	2017	2021	2023	
Detractors	55%	43%	37%	-6%
Passives	30%	35%	39%	+4%
Promoters	15%	22%	24%	+2%
NPS	-40%	-21%	-13%	+8

# Statements for which a majority are positive, but room for improvement evident.



# Statements that half of employees or less agree with.

2021

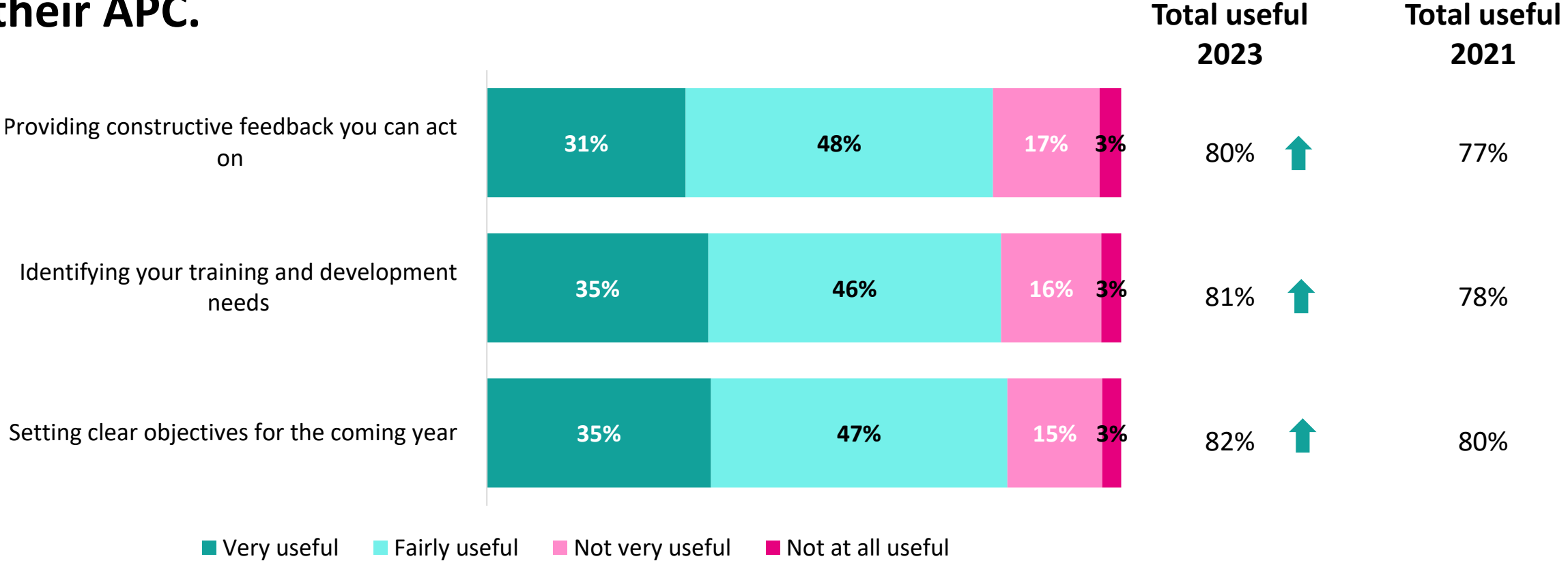


■ Agree   
 ■ Neither agree nor disagree   
 ■ Disagree



Q1, Q2 & Q3 Sample base in parenthesis

# Just under half of employees have had an APC in the last 12 months (48%), down 8-percentage points in 2021. Overall, participants continue to find value in their APC.



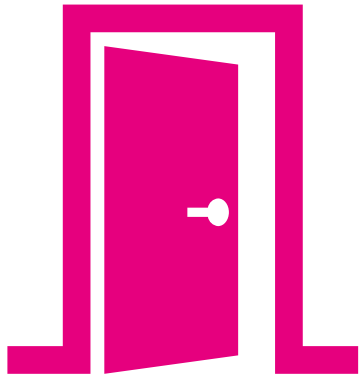
Those who have had an APC in the last 12 months are significantly more likely to agree that there are opportunities to develop their career at Walsall Council (58%), than those who have not had such a conversation (40%).



Q14. How useful or not useful was your last APC in terms of the following?  
Sample base: respondents who have received an APC (n=702)

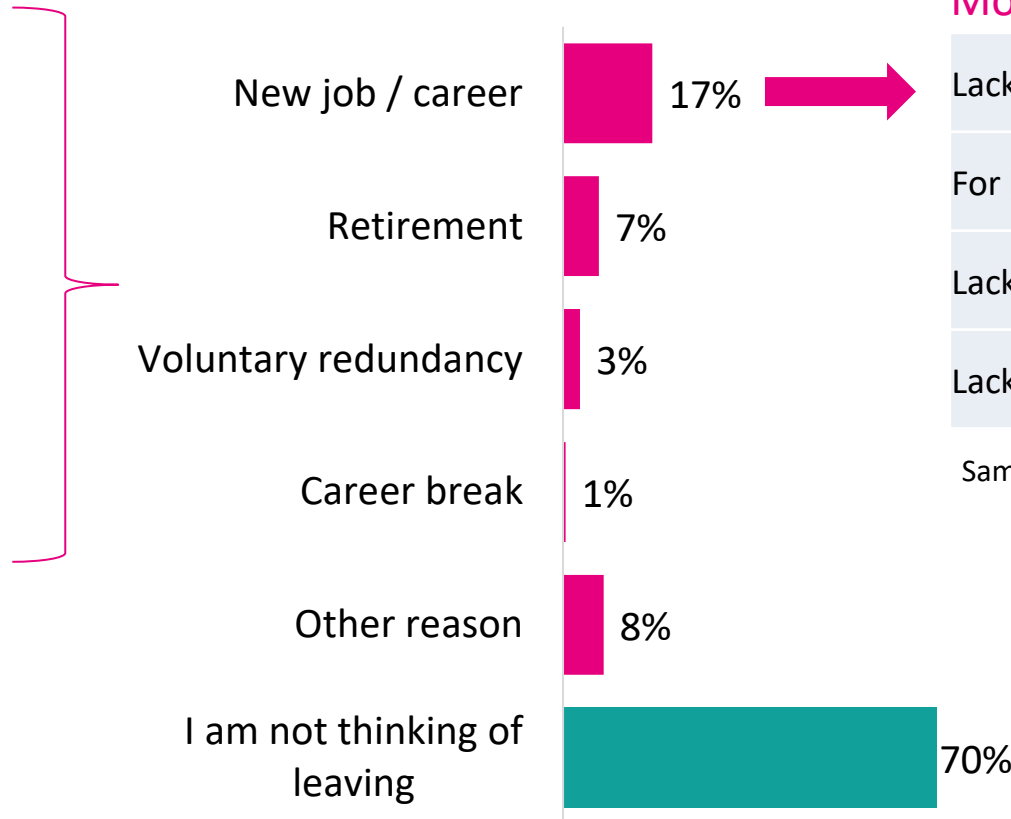


# Retention has slightly improved since 2021, however 30% of council employees are thinking about leaving



30%...

are thinking about leaving the council in the next 12 months (34% in 2021) (based on valid responses)



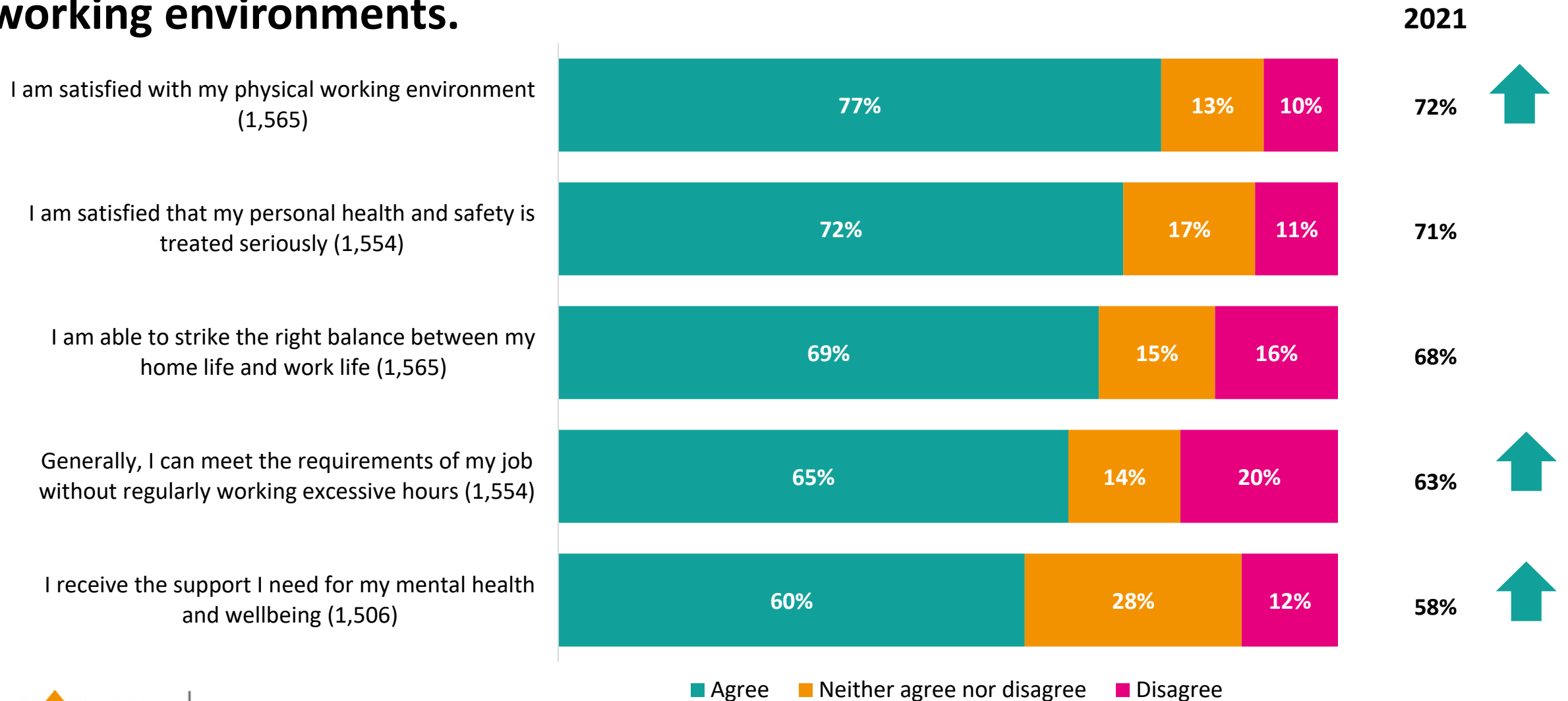
## Most common reasons

Lack of progression / career opportunities	57%
For better pay and benefits	45%
Lack of recognition / appreciation	38%
Lack of job satisfaction	34%

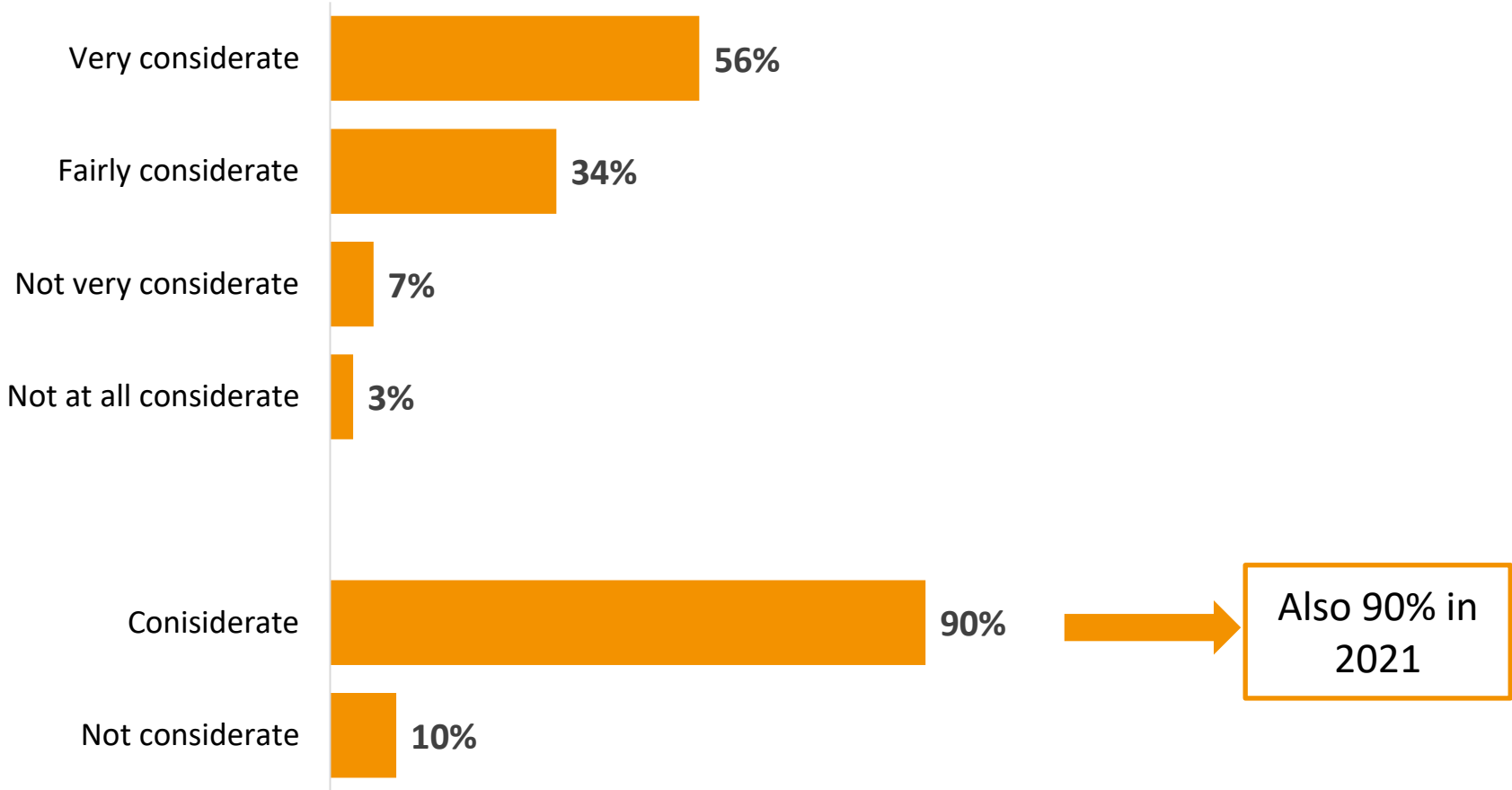
Sample base: 226

Lack of progression was also the most common reason given in 2021 (56%)

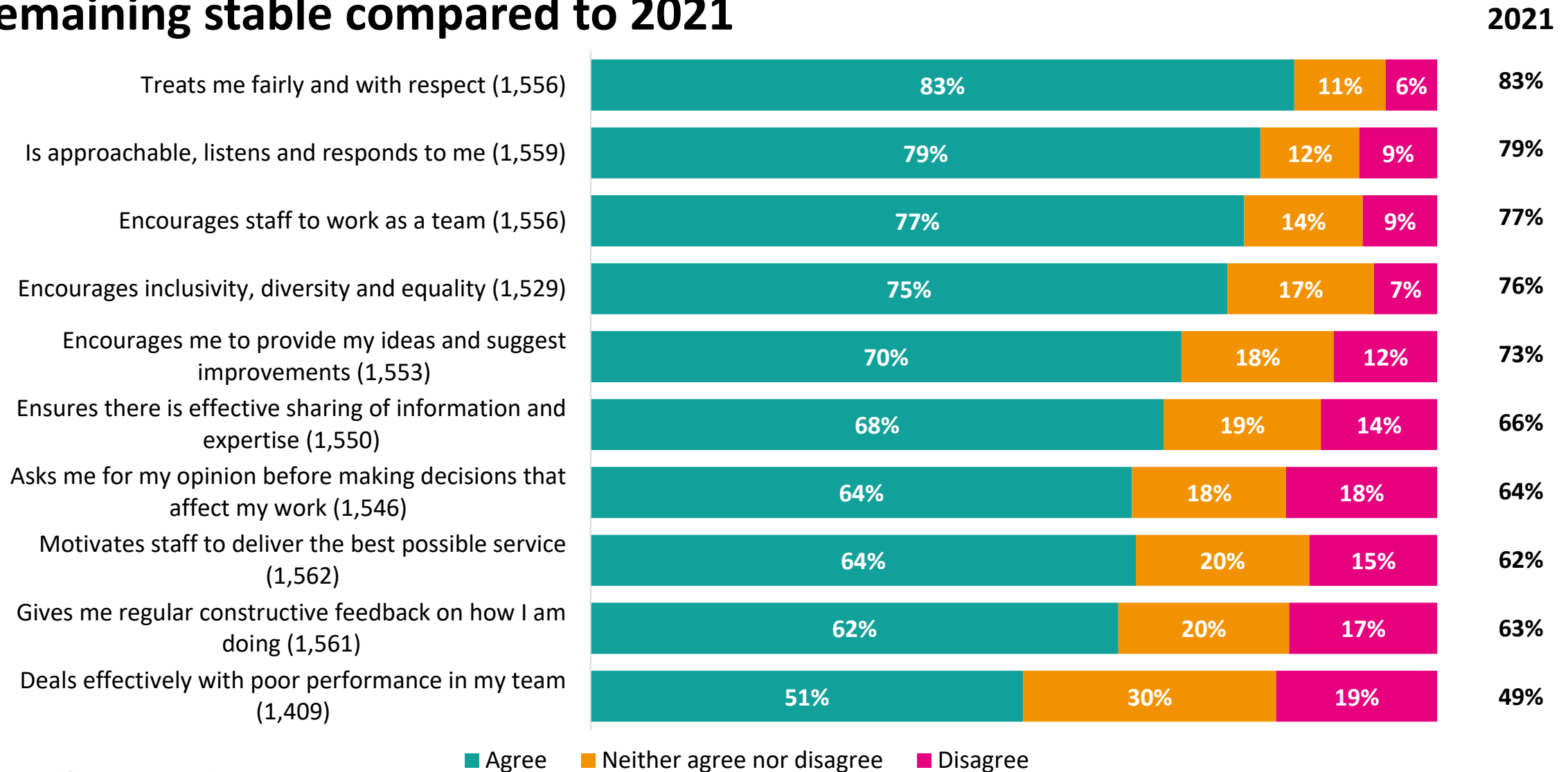
# Most are positive towards their working environment, health and safety and work life balance. Year on year change improvement is greatest for physical working environments.



# The majority of employees believe that their line manager is considerate of their wellbeing.

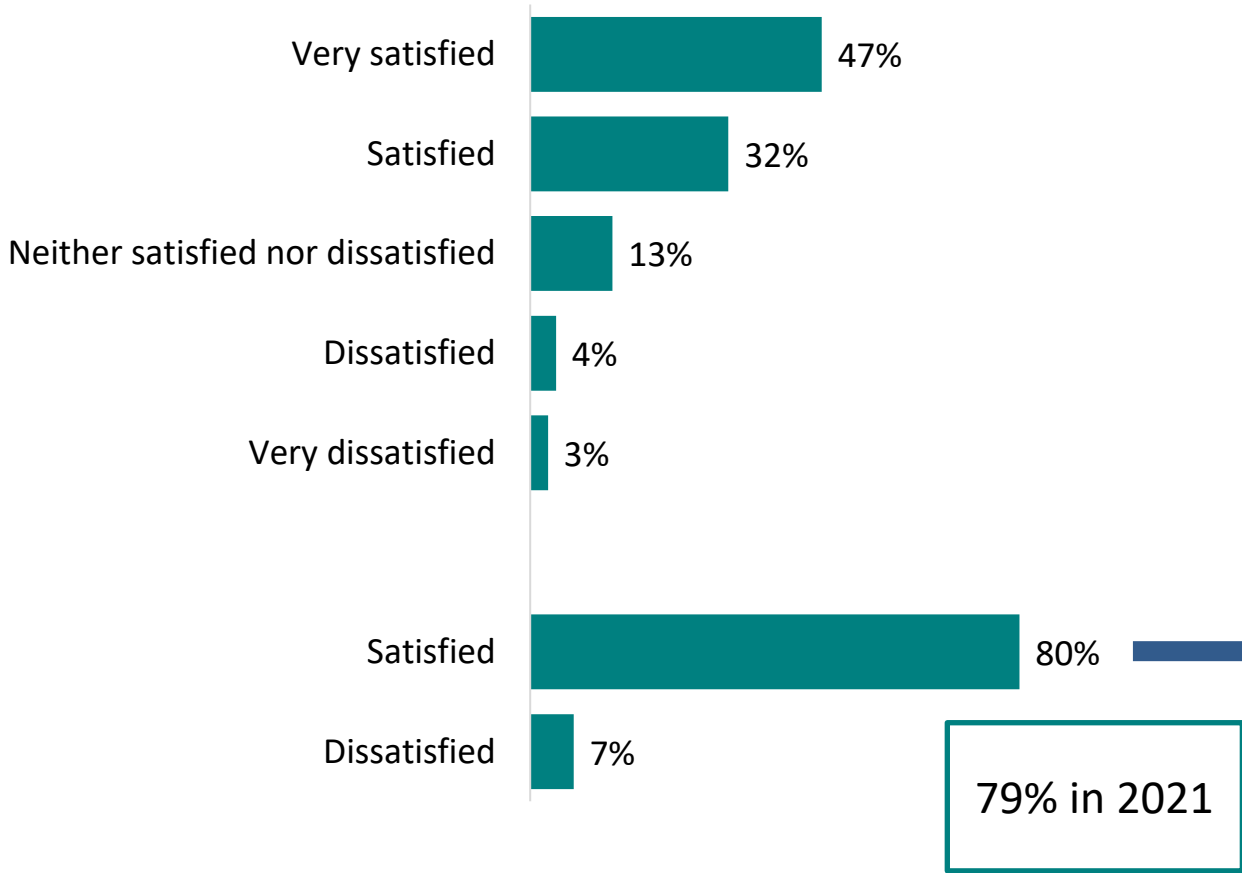


# Employees are generally positive toward their line managers, with views remaining stable compared to 2021



Q7. To what extent do you agree or disagree with the following statements concerning your line manager? Sample base in parenthesis

# And the majority of employees continue to be satisfied overall with their working relationship with their line manager.

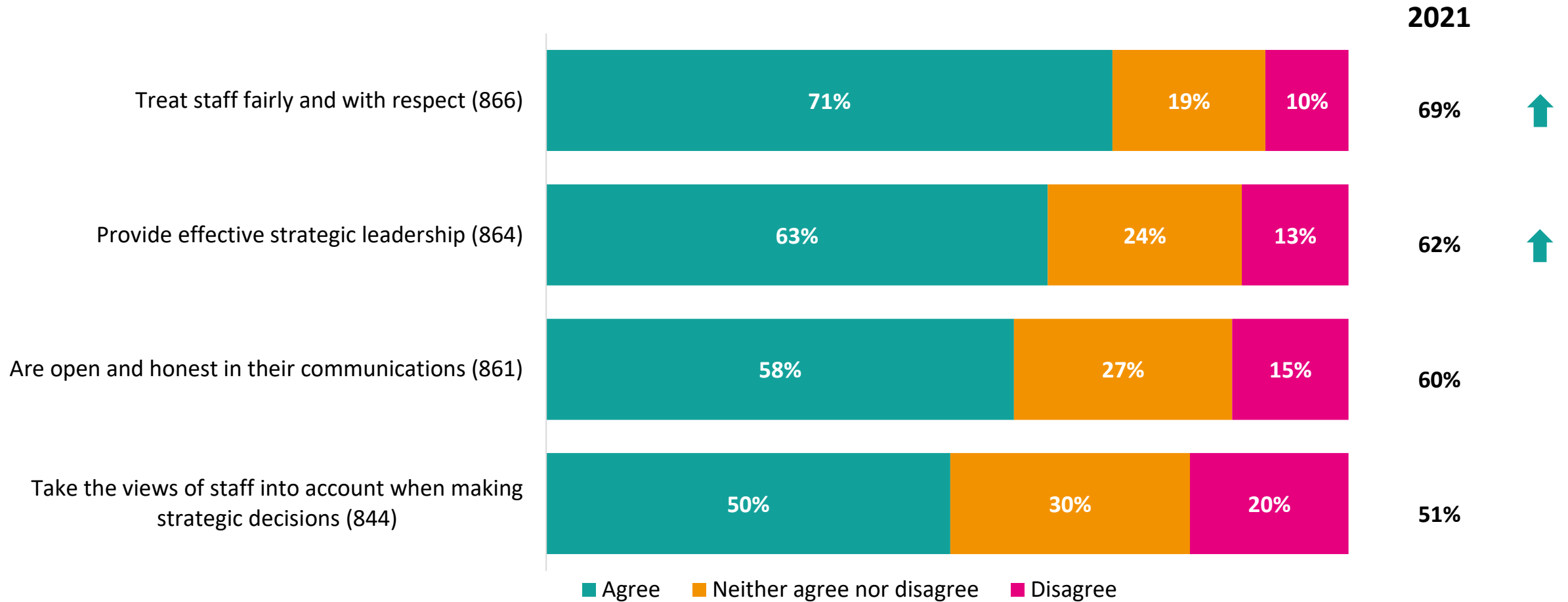


Those satisfied with their line management relationship are more likely to be:

- Engaged (90% cf. 48% among those dissatisfied)
- Satisfied with their job overall (90% cf. 38% among those dissatisfied)

# Views towards senior managers\* are in line with those seen two years ago.

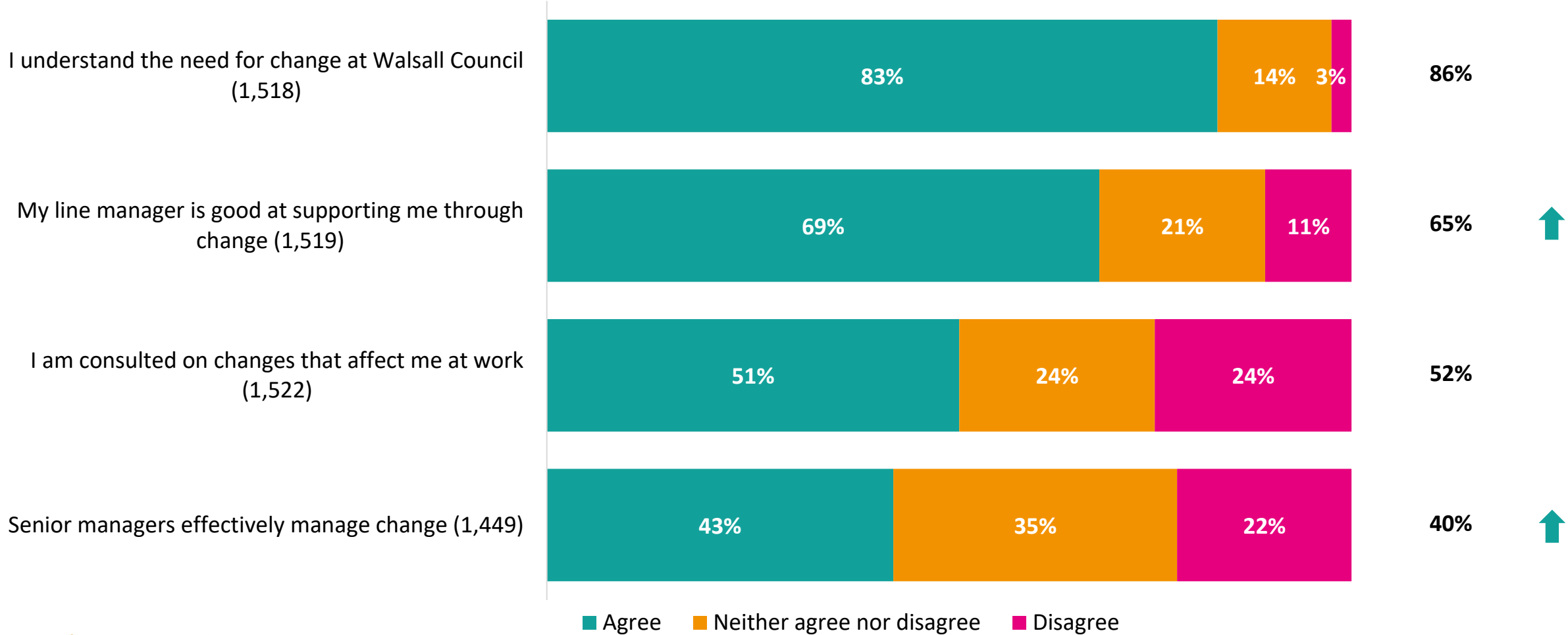
\*Senior management defined as Chief Executive, Executive Directors and Directors



Q10. To what extent do you agree or disagree with the following statements concerning senior management at Walsall Council? (those who have direct contact with or worked with any senior managers in the last 12 months). Sample base in parentheses

# Employees generally understand the need for change, but less than half believe that senior managers are effectively handling change.

2021



Q17. To what extent do you agree or disagree with the following statements concerning organisational change at Walsall Council? Sample bases in parenthesis

# Views towards equality are in line with those recorded in 2021

## 67% agree that both that the council's workforce reflects the community it serves, and that it provides equality of opportunity.

2021

Walsall Council's workforce is representative of the communities it serves (1,475)



67%

As an employer, Walsall Council provides equality of opportunity (1,491)



65%



Walsall Council puts equality at the heart of everything it does (1,487)



55%



■ Agree ■ Neither agree nor disagree ■ Disagree

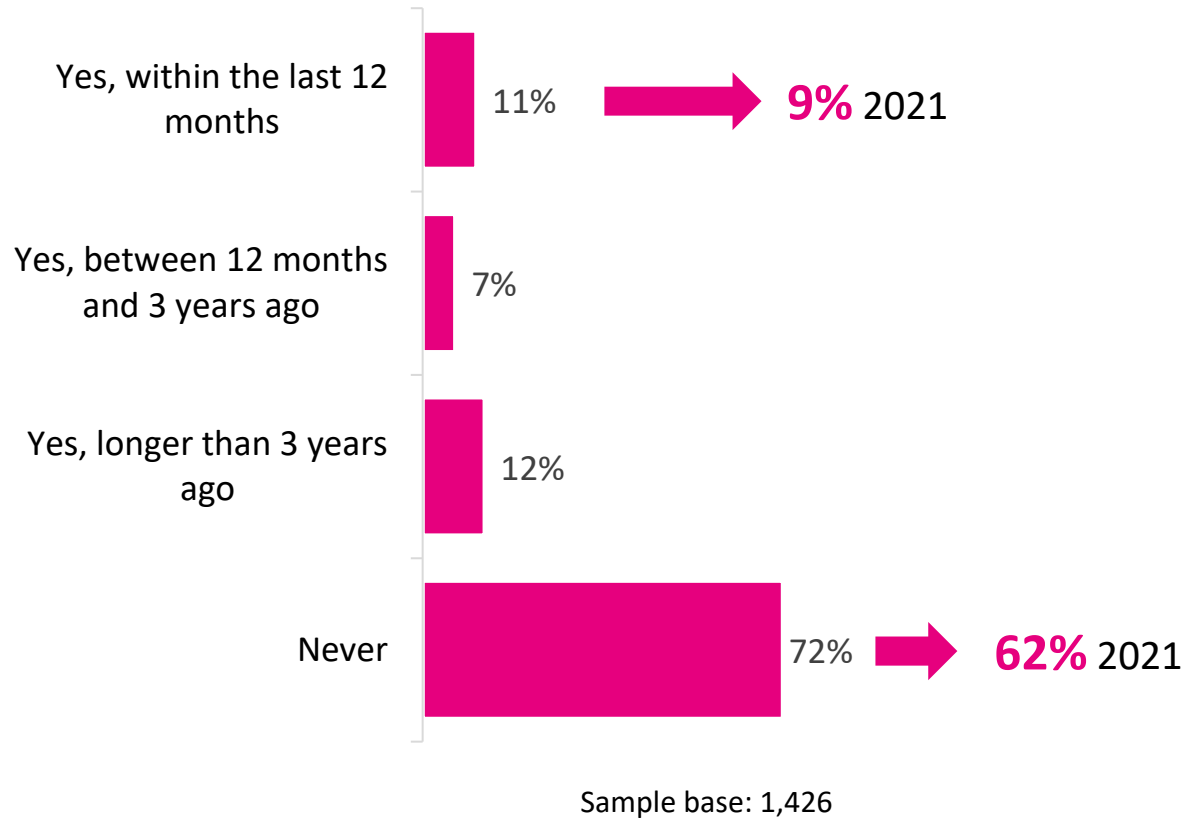
Q24. To what extent do you agree or disagree with the following statements regarding equality and diversity at Walsall Council? Sample bases in parenthesis



# Bullying and harassment incidence

## Incidence

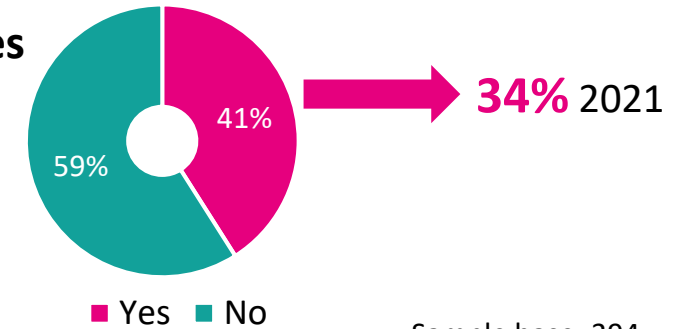
Q20. Do you feel you have personally experienced any form of discrimination, bullying or harassment from other Walsall Council employees?



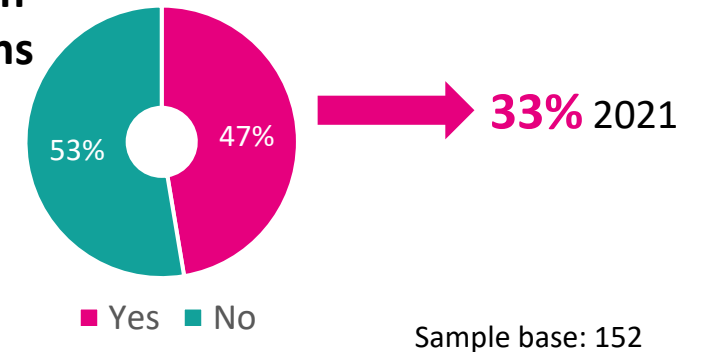
## Role of protected characteristics

Q21. Do you feel the discrimination, bullying or harassment was because of any of the following: your age, disability, gender reassignment, race, religion or belief, gender, sexual orientation, marriage and civil partnership or pregnancy and maternity?

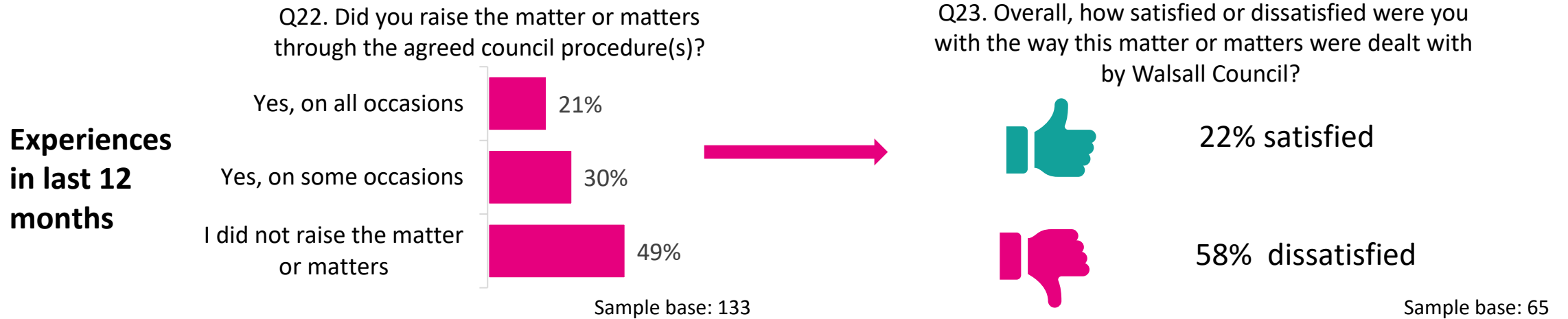
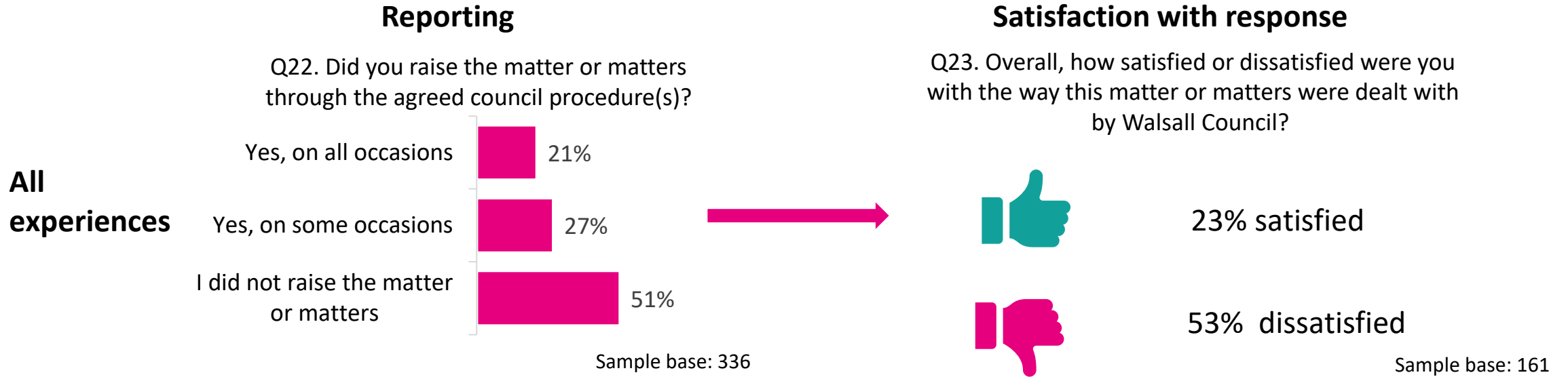
### All experiences



### Experiences in last 12 months



# Bullying and harassment – reporting and response



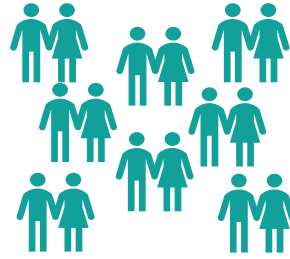
Improvements have been made since 2021, however it remains the case that communication within directorates and between services / directorates is not as effective as that within the immediate services.



I think communication within my service is good

**59% agree**

+4ppt



I think communication within my directorate is good

**47% agree**

+2ppt



I think communication between services / directorates is good

**30% agree**

+2ppt

**56%** feel well informed about what is going on at Walsall Council as a whole (17% disagree).

+3ppt

Q15. To what extent do you agree or disagree with the following statements concerning internal communication at Walsall Council?

# Employees find greater value in face-to-face interactions when it comes to finding out about overall happenings within the Council. Year on year the perceived effectiveness of the Inside Walsall is most improved (+6 percentage points)



Talking with colleagues

82% (82% 2021)



1 to 1 meetings with line manager

75% (75% 2021)



Team meetings

76% (70% 2021)



Service newsletters / emails

68% (68% 2021)



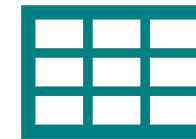
Inside Walsall News  
(staff intranet)

75% (69% 2021)



Chief Executive's  
regular all staff email

71% (74% 2021)

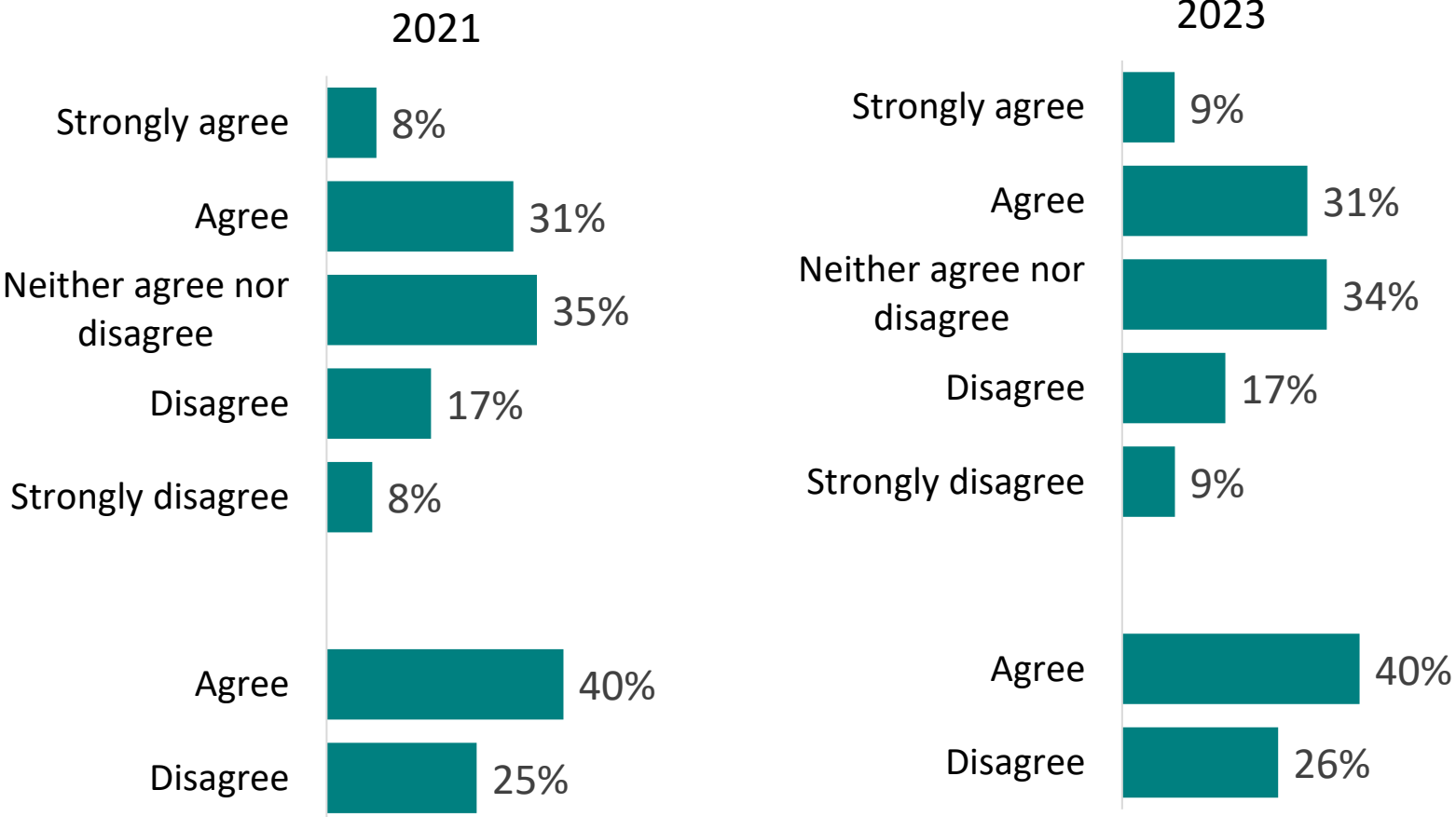


Notice / information boards

37% (N/A 2021)

# Employees are still not convinced that this survey will make a difference – the challenge is to translate these findings into actions

To what extent do you agree or disagree with the following statement: 'I believe senior management will act on the findings from this survey.'

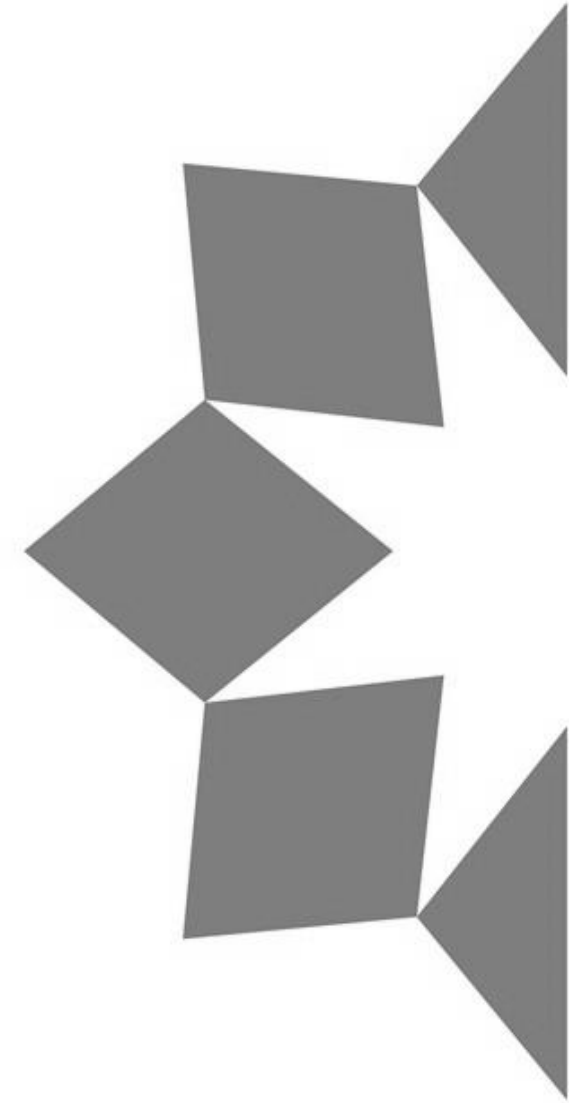


Sample base: 1349 /1576



**Walsall**  
Council

## Key Messages



# Key messages (1)

- Results show **moderate improvements** in employee perceptions.
- Notable improvements are seen in key areas, including;
  - career development opportunities
  - staff morale
  - advocacy of the Council as an employer
  - and the sense of a positive future at the Council.
- All shifts in perceptions (positive or negative) are single digit in scale meaning **there has not been any radical change in staff views since 2021.**
- Topics for which there have been minimal changes include views on senior leaders and equalities.
- **Job satisfaction is up** from 67% in 2021 to 71% in 2021.
- **The employee engagement index score has risen** from 61 in 2021 to 64 in 2023.
- There is **improved advocacy of the council** in the Net Promoter Score (NPS) measure is now -13 compared to -21 in 2021. However detractors still outnumber promoters.
- Whilst fewer employees state a desire to leave the council than in 2021, **30% are considering leaving the organisation;** with key influences being;
  - professional development opportunities and
  - improved pay and reward.

# Key messages (2)

- There are high levels of satisfaction with team dynamics and communication within teams, indicating strong collaboration, support and teamwork.
- This positive relationship extends to line managers with the **majority of employees satisfied with the working relationship they have with their line managers**, believing that they are considerate of their wellbeing.
- Positivity towards senior managers is somewhat lower, however this is impacted by a greater level of neutrality. This indicates that employees may have fewer direct interactions or experiences with senior managers and suggests an **opportunity for senior managers to enhance their visibility, communication, and engagement efforts with the broader workforce.**
- There have been **small improvements in employees feeling supported by the council and in the council's recognition of high-quality performance.** Both are noteworthy as they have been identified as **key drivers of employee engagement.** Other key drivers of employee engagement show at best, marginal improvement since 2021.

## Potential areas to investigate further:

- Whilst fewer employees state a desire to leave the council than in 2021, **30% are considering leaving the organisation** suggesting a risk of staff attrition.
- There are persisting challenges in key areas with employees expressing continued disagreement with key statements, including **doubts about the effectiveness of capturing and retaining knowledge when staff leave the council, scepticism regarding the quality of communication between services/directorates, and a lack of confidence in the council's recruitment practices for future needs.**
- The reported **incidence of Annual Performance Conversations (APCs) is falling.**
- **Flexible working practices are being identified as both a strength and an area for improvement** in the unstructured text-based questions asked.