



# Speak Up & Speak Out Staff Survey 2023

Council-wide report



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# Background, methodology & response rates



# Background and methodology

The 'Speak Up & Speak Out' Employee Survey 2023 was made available to all colleagues across the Council via an online survey emailed to work accounts or a paper survey posted to home addresses.

## Objectives:

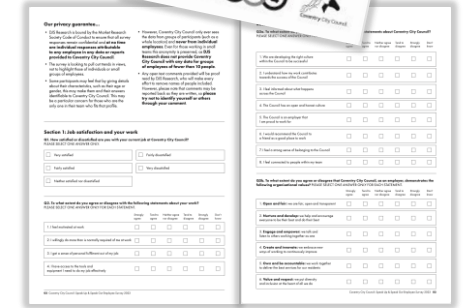
To give colleagues the opportunity to share their views and opinions on the following topics:

- Engagement
- Job satisfaction and their work
- Feelings about the Council
- Trust and culture
- Reward and recognition
- Performance
- Health and wellbeing

- Learning and development
- Line management
- Their Director / Chief Officer
- Equity, diversity and inclusion

The survey was live for five weeks between 11 September and 13 October 2023.

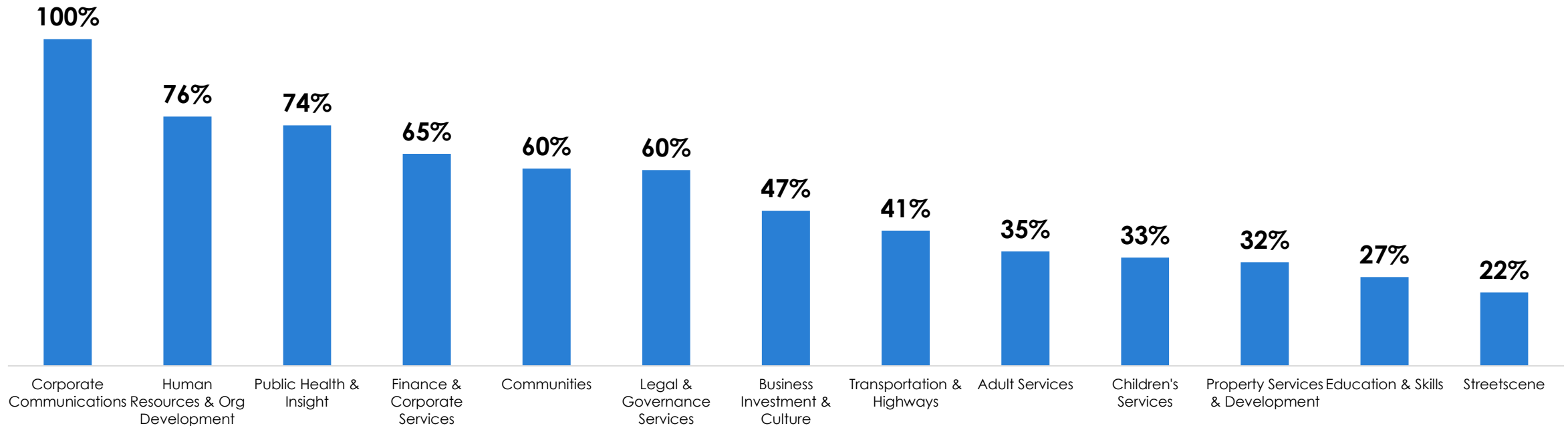
2,178 responses were received, giving a response rate of 40%.



# Response rates: by Director Portfolio

A response rate of 40% is higher than achieved in the recent Health and Wellbeing surveys at the Council, so this sets a standard to build upon in the future, overall and in each Director Portfolio, where the response rate varies widely.

Overall response rate: 40%



# A guide to this report

## Rounding

Results are presented as whole numbers for ease of reading and interpretation. Rounding is performed at the last stage of calculation for maximum accuracy. Therefore, where results are presented as % positive, % neutral or % negative, there may be instances where the results do not total 100%. The differences should never vary by +/-1% point.

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	Total
%	24.63%	27.08%	28.71%	15.66%	3.92%	100%
<b>Rounded %</b>	<b>25%</b>	<b>27%</b>	<b>29%</b>	<b>16%</b>	<b>4%</b>	<b>101%</b>

There may also be rounding differences of +/-1% when the variances are shown.

## Benchmarking

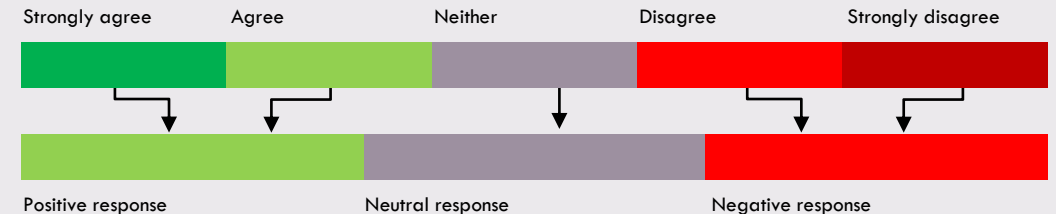
Wherever possible, the results to the Speak Up and Speak Out 2023 questions are benchmarked against aggregated results from up to six other Local Authorities (based on c.10,000 responses) and a Public Sector benchmark (based on at least 34 surveys amongst public sector organisations totalling over 700,000 responses), all obtained in the past three years.

## Anonymity

It is DJS Research's practice not to present the results of groups to the extent where the anonymity of individuals may be compromised. Results for teams or demographic groups **with less than 10 responses** will not be presented in the reports. However, their data will still contribute to the scores for their group and the organisation overall.

## % positive

Where results are shown as positive percentages (% positive), these are calculated by adding together positive responses ("strongly agree + agree") and dividing by the number of respondents who answered the question.



# Executive summary



# Executive summary

1

With 2,178 responses received, and a total response rate of 40%, the 2023 Speak Up and Speak Out survey is able to capture views of colleagues of Coventry City Council in a greater proportion than any of the recent Health and Wellbeing surveys carried out at the Council.

Given this is the first full employee survey conducted by the Council for some time, this offers a reasonable measure of colleagues' perceptions of where the Council is performing well and where it can improve.

2

With an Employee Engagement Index score of 71, the Speak Up and Speak Out 2023 survey compares favourably with the Local Authority and Public Sector benchmarks respectively.

Among the top three theme scores, *line management* leads with 75, followed by *equity, diversity and inclusion* and *job satisfaction and your work* both scoring 72. All three are high scores and illustrate a wider positive sentiment from colleagues at Coventry City Council in these areas.

The lowest scoring section overall is *performance* at 54, where actions will need to be taken especially in terms of the Council deals with poor performance.

3

Encouragingly, views of line managers form the most positive scoring area of the survey. As high as 83% of colleagues feel their line manager is supportive, and 81% believe they care about their health and wellbeing. 80% also agree that their line manager listens to them, all good indicators of a healthy and open relationship amongst reports and their managers.

Anecdotally, however, only 50% of colleagues feel line management practices are fair and consistent across the Council, meaning the colleague experience ranges widely and more needs to be done to ensure everyone is treated on a level ground.





# Executive summary

4

An area that requires attention is that of voice and creating a culture where colleagues feel that they can challenge how things are done.

Although most consider the environment as open and collaborative, some feel there is a limit to what they can influence: over a third (29%) of colleagues do not think it is safe to speak up and challenge the way things are done at the Council, and a quarter (25%) disagree that the Council has an open and honest culture.

Key to this is demonstrating positive action off the back of this survey, to show that people's voices are heard and they can make a difference.

5

When asked what one would change would make the Council a better place to work, 'improved and fairer pay' tops the comments most cited in this year's survey. This links to *reward and recognition*, the third lowest survey theme where almost half (48%) of colleagues disagree that considering their duties and responsibilities, they feel their pay is fair.

Even more significantly, almost a fourth of colleagues (24%) do not feel valued and recognised for the work they do, a proportion that increases to 54% amongst colleagues in Whitley Depot.

6

*Learning and development* may hold the key to address or provide solutions to some of the problems identified in this year's survey.

Over a third (35%) of colleagues disagree that there are opportunities for them to progress in their career at the Council, and over a quarter (27%) disagree that the L&D opportunities they have access to while working at the Council are helping them to develop their career.

Both results can be detrimental to engagement: better learning and development opportunities, including management training, are needed to foster career progression.



# Headline findings



# Headline scores per section

<b>Engagement index</b>	<b>Job satisfaction and your work</b>	<b>Feelings about the Council</b>	<b>Trust and culture</b>	<b>Reward and recognition</b>
<b>71</b>	<b>72</b>	<b>65</b>	<b>67</b>	<b>61</b>
<b>Performance</b>	<b>Health and wellbeing</b>	<b>Learning and development</b>	<b>Line management</b>	<b>My Director/ Chief Officer</b>
<b>54</b>	<b>67</b>	<b>59</b>	<b>75</b>	<b>65</b>

## Equity, diversity and inclusion

**72**

**Please note: higher scores indicate more positive sentiment**

The scores are calculated by applying a weighting to each response on the 5-point agreement scale (strongly agree=100, agree=75, neither=50, disagree=25, strongly disagree=0). This approach means that a score of 100 is equivalent to all respondents saying strongly agree to all questions in that theme, while a score of 0 is equivalent to all respondents saying strongly disagree to all questions.



# Speak Up & Speak Out 2023: strongest responses



Approaching nine in ten colleagues say they feel trusted to get their job done and willingly do more work than is required of them. However, close to half of colleagues disagree that poor performance is dealt with effectively (49%), and a similar proportion disagree that their pay is fair (48%).

## Strengths: what are colleagues most positive about?

Highest positive scoring questions	% positive (e.g. Net agree)
I am trusted to get my job done	89%
I understand how my work contributes towards the success of the Council	86%
I willingly do more than is normally required of me at work	86%
My line manager is supportive	83%
My line manager cares about my health and wellbeing	81%

## Areas of concern: what are colleagues most negative about?

Highest negative scoring questions	% negative (e.g. Net disagree)
Poor performance in the Council is dealt with effectively	49%
Considering my duties and responsibilities, I feel my pay is fair	48%
There are opportunities for me to progress in my career at the Council	35%
I believe action will be taken on the results of this survey	32%
I feel line management practices are fair and consistent across the Council	30%

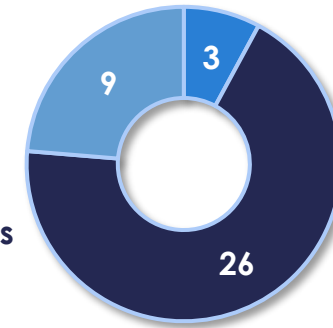
**Note:** scores to agreement-scale questions only.



# External benchmarking: Local Authorities

'I understand how my work contributes towards the success of the Council' is the statement comparing most favourably against the Local Authorities benchmark (+16 percentage points). However, just 51% feel a strong sense of belonging to the Council, which is 13 percentage points below the benchmark.

Variance from Local Authorities benchmark



- Number of questions at least 5% points above the average scores
- Number of questions in line with the average scores
- Number of questions at least 5% points below the average scores

Local Authorities benchmark	Questions scoring significantly above the Local Authorities benchmark	% positive	Variance to benchmark (% point)
	I understand how my work contributes towards the success of the Council	86%	+16
	The Council is committed to creating a diverse and inclusive workplace	79%	+5
	I feel that change is well managed across the Council	40%	+4
	I feel connected to people within my team	79%	+4
	My workload is usually manageable	59%	+3

Questions scoring significantly below the Local Authorities benchmark	% positive	Variance to benchmark (% point)
I feel a strong sense of belonging to the Council	51%	-13
I feel motivated at work	69%	-11
My Director/Chief Officer is leading Coventry City to a positive future	55%	-11
Considering my duties and responsibilities, I feel my pay is fair	35%	-10
Poor performance in the Council is dealt with effectively	24%	-8

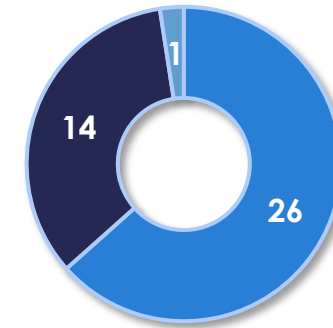
**Note:** scores to agreement-scale questions only. Scores in the variance columns are highlighted in green and red where they are at least **5% points above** or **5% points below** the Local Authorities benchmark.



# External benchmarking: Public Sector

Satisfaction with the total benefits package tops the questions scoring significantly above the Public Sector benchmark (+25 percentage points). But significantly fewer colleagues believe poor performance is dealt with effectively (-20 percentage points).

## Variance from Public Sector benchmark



- Number of questions at least 5% points above the average scores
- Number of questions in line with the average scores
- Number of questions at least 5% points below the average scores

Public Sector benchmark	Questions scoring significantly above the Public Sector benchmark	% positive	Variance to benchmark (% point)
	I am satisfied with the total benefits package (e.g. pension, holiday entitlement, employee benefits)	66%	+25
	I think Coventry City Council respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	80%	+18
	I have a choice in deciding how I do my work	72%	+16
	The Council has an open and honest culture	46%	+15
	I feel motivated at work	69%	+15

Questions scoring significantly below the Public Sector benchmark	% positive	Variance to benchmark (% point)
Poor performance in the Council is dealt with effectively	24%	-20
I feel a strong sense of belonging to the Council	51%	-2
I feel valued and recognised for the work I do	60%	-2
The Council cares about my wellbeing	60%	-2
I have a good work/life balance	67%	-2

**Note:** scores to agreement-scale questions only. Scores in the variance columns are highlighted in green and red where they are at least **5% points above** or **5% points below** the Public Sector benchmark.



# Employee engagement index



# How the People Index is calculated

DJS Research defines Employee Engagement as “the emotional commitment an employee has to the organisation and its goals, bringing with it higher discretionary effort”. In order to measure Coventry City Council’s employee engagement, we have used the below six questions. These questions form the attributes you would expect to see from someone who is engaged (they are proud, they are advocates, they are motivated, they intend to stay etc).

## Questions making up the Employee Engagement Index:

- How satisfied or dissatisfied are you with your current job at the Council?
- I feel motivated at work
- The Council is an employer that I am proud to work for
- I would recommend the Council to a friend as a good place to work
- I feel a strong sense of belonging to the Council
- I intend to be working at the Council for at least the next year

## How it is calculated

- The answers to each of the five agreement questions are given a weighting, as follows: 100 if Strongly Agree, 75 if Agree, 50 if Neither agree nor disagree, 25 if Disagree, 0 if Strongly disagree.
- The answers to the sixth question (intend to stay) is converted into a number (not a percentage).
- A mean score is then calculated from the weighted score to all six questions per respondent.
- This approach means that a score of 100 is equivalent to all respondents saying Strongly Agree to the six questions, while a score of 0 is equivalent to all respondents saying Strongly Disagree to all six questions.





# Employee Engagement

At 71, the employee engagement index is higher than the Local Authorities or Public Sector benchmark scores, although more can be done especially to make colleagues feel a strong sense of belonging to the Council.

**Base:** all respondents excl. Don't know. <sup>(1)</sup> All respondents. Note: data labels <5% not shown. Scores in the variance columns are highlighted in green and red where they are at least **5% points above** or **5% points below** the benchmarks.

					% positive	Variance to LA benchmark (% point)	Variance to Public benchmark (% point)	
<b>Employee Engagement index</b>					71	+5	+9	
Satisfied with current job at the Council (% net satisfied) <sup>(1)</sup>		22%	51%	12%	11%	73%	-3	+12
I feel motivated at work		24%	45%	14%	12%	69%	-11	+15
The Council is an employer that I am proud to work for		25%	44%	23%	5%	69%	-3	-2
I would recommend the Council to a friend as a good place to work		25%	41%	21%	8%	66%	-1	+8
I feel a strong sense of belonging to the Council		18%	33%	30%	13%	51%	-13	-2
I would like to stay working for the Council for at least the next year (% chosen)			86%			86%	+8	+30

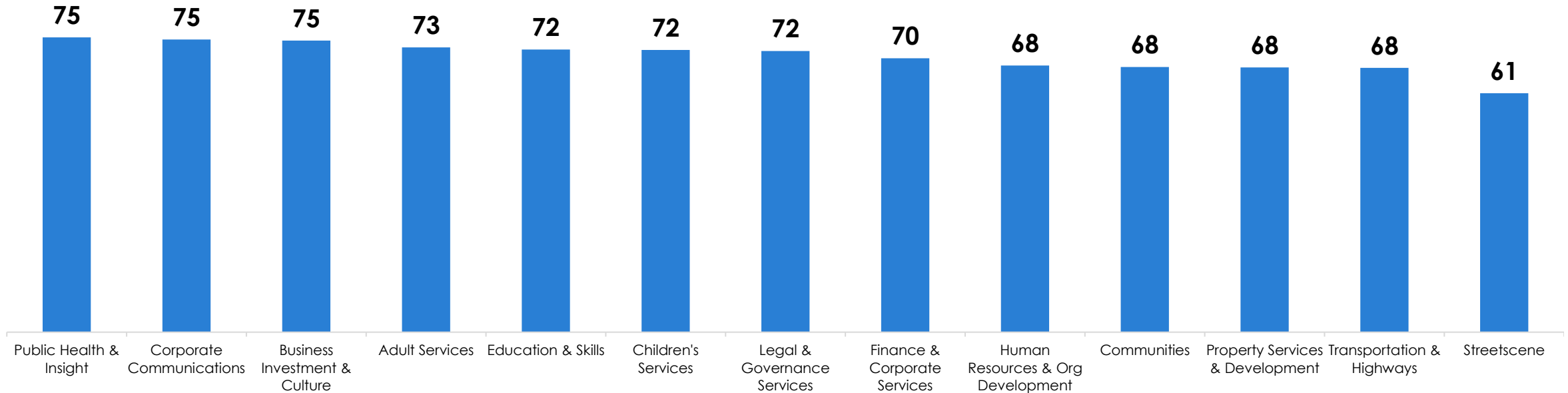
- <sup>(1)</sup>
- Very satisfied
  - Fairly satisfied
  - Neither
  - Fairly dissatisfied
  - Very dissatisfied
  - Strongly agree
  - Tend to agree
  - Neither
  - Tend to disagree
  - Strongly disagree



# Employee engagement: by Director Portfolio

Employee engagement is higher amongst colleagues in seven Director Portfolios, with Public Health & Insight, Corporate Communications and Business Investment & Culture leading with an index of 75. But six Director Portfolios score below the average, with Streetscene scoring the lowest at 61, ten points lower than the average.

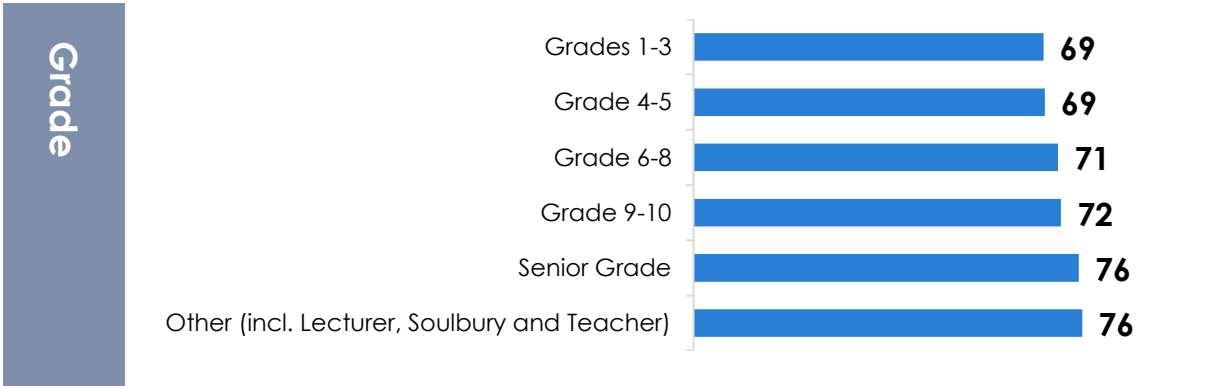
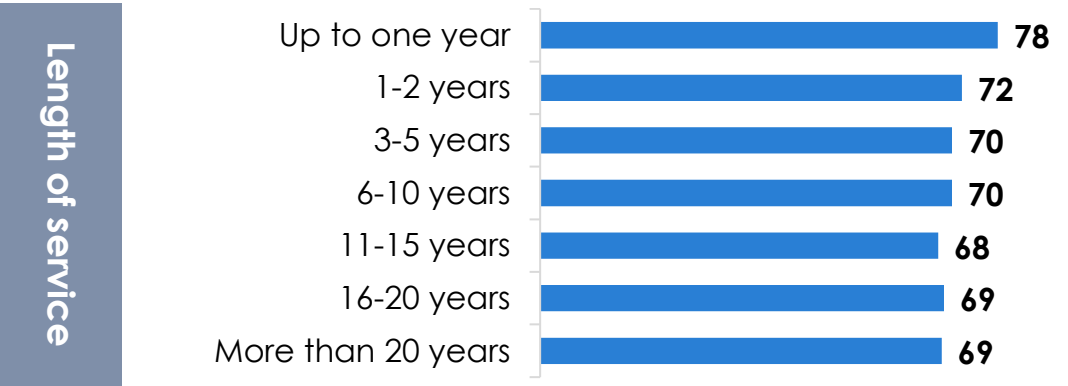
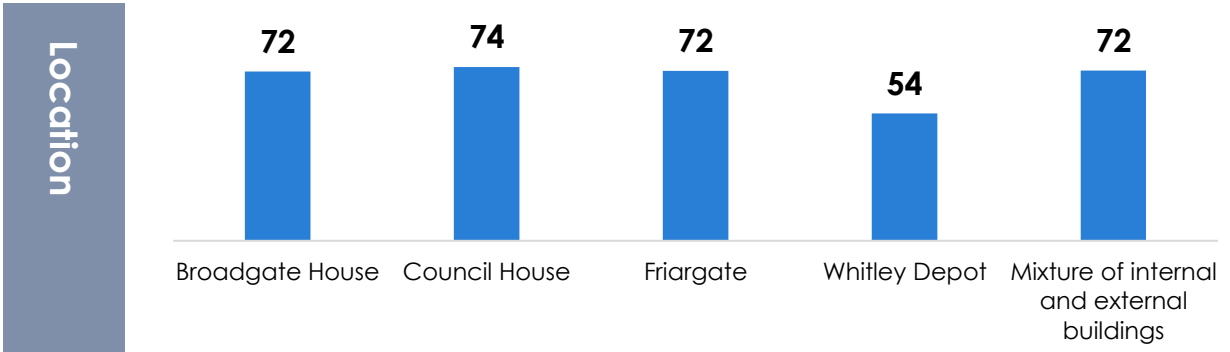
Overall employee engagement index: 71



# Employee engagement: variations by subgroup

Employee engagement is higher among colleagues on full time but compressed hours contracts, who have been in service for up to one year, who work at Council House or have Senior grades or other (incl. lecturers, Soulbury and teachers). But Employee Engagement is the lowest among those in Whitley Depot.

**Overall colleague engagement score: 71**



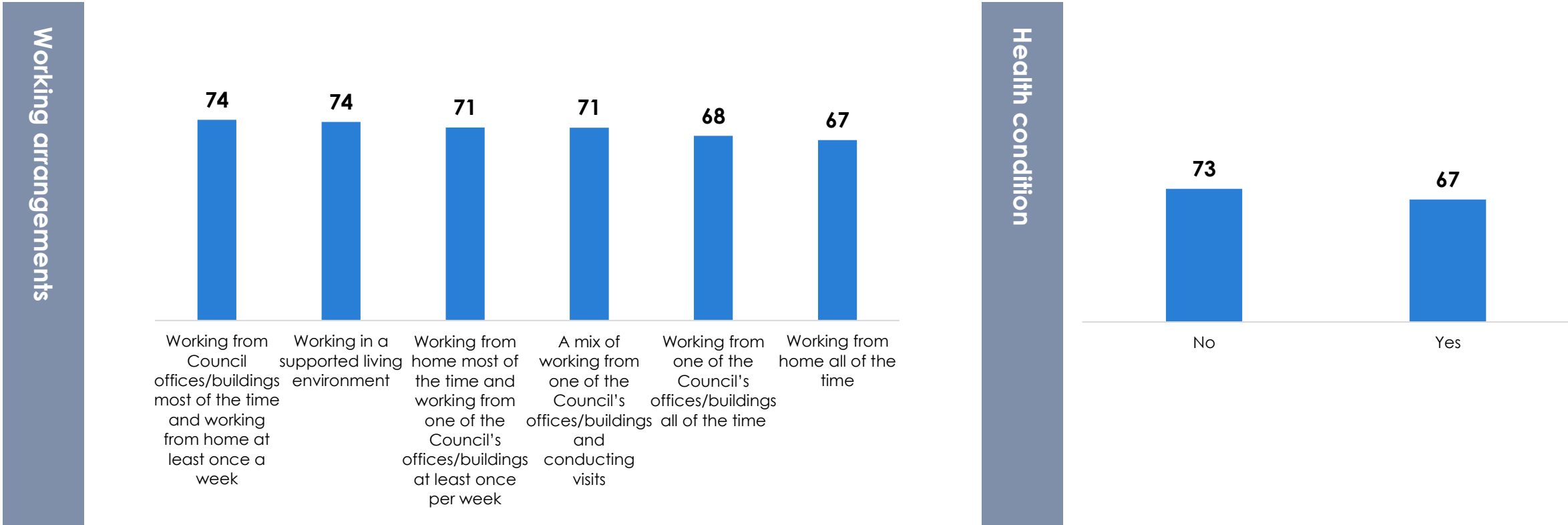
To protect anonymity, only groups with 10 or more responses are presented throughout this report.



# Employee engagement: variations by subgroup

Colleagues working from Council offices and from home or in a supported living environment have a higher employee engagement than those working from home exclusively, and so do those without any health conditions.

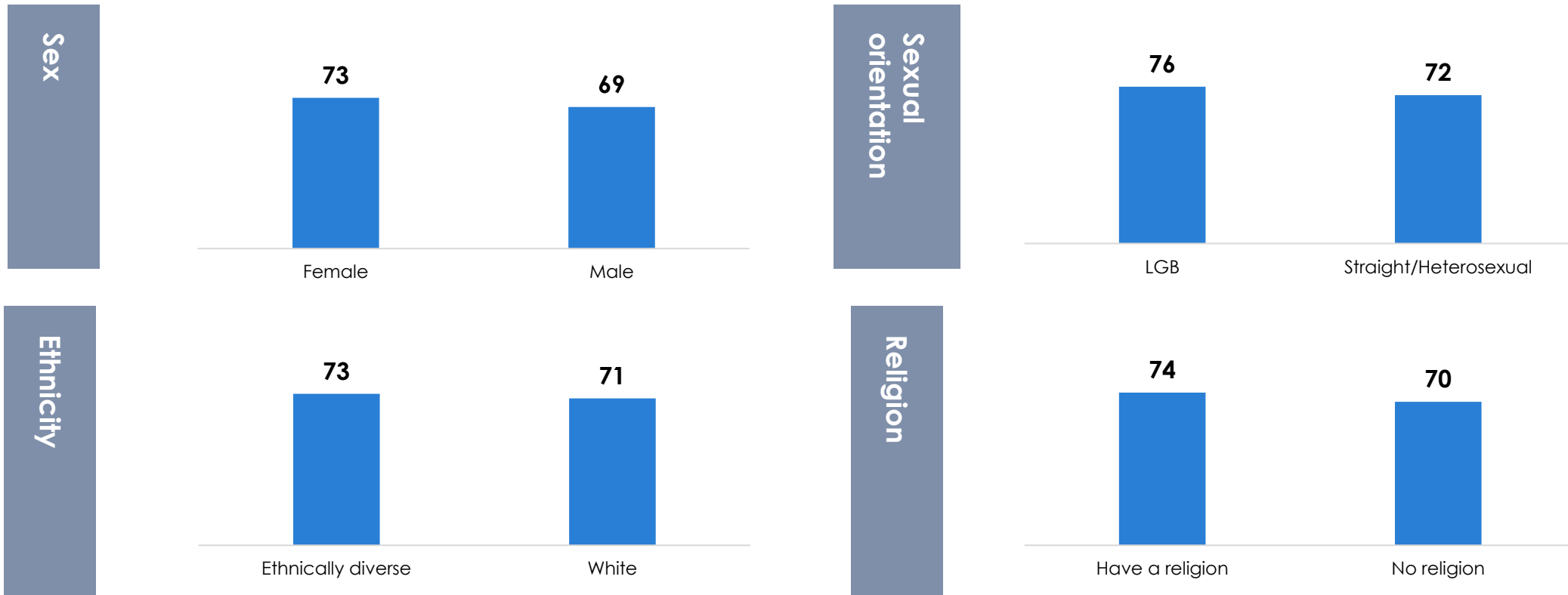
Overall colleague engagement score: 71



# Employee engagement: variations by subgroup

Colleagues who identify as female, who are ethnically diverse, whose sexual orientation is LGB or have a religion have higher levels of employee engagement compared to their fellow colleagues.

Overall colleague engagement score: 71



# The employee engagement score improves markedly among colleagues who...

The employee engagement score is as high as 84 among colleagues who agree that poor performance in the Council is dealt with effectively. This compares to a score of 62 among those who do not agree with the statement.



# Open text comment themes



# What do you like best about working at Coventry City Council?

(The chart shows the coded themes from the open text question)



"I feel flexible working and ability to work from home where necessary allow me to be able to put my best into my role."

"The flexible working arrangements - ability to work core hours and decide daily what other hours I work. That I can bank hours and flexi."

"I have a good relationship with my colleagues and feel that as a team/department we all support each other as much as possible."

"Supportive managers who listen to concerns."

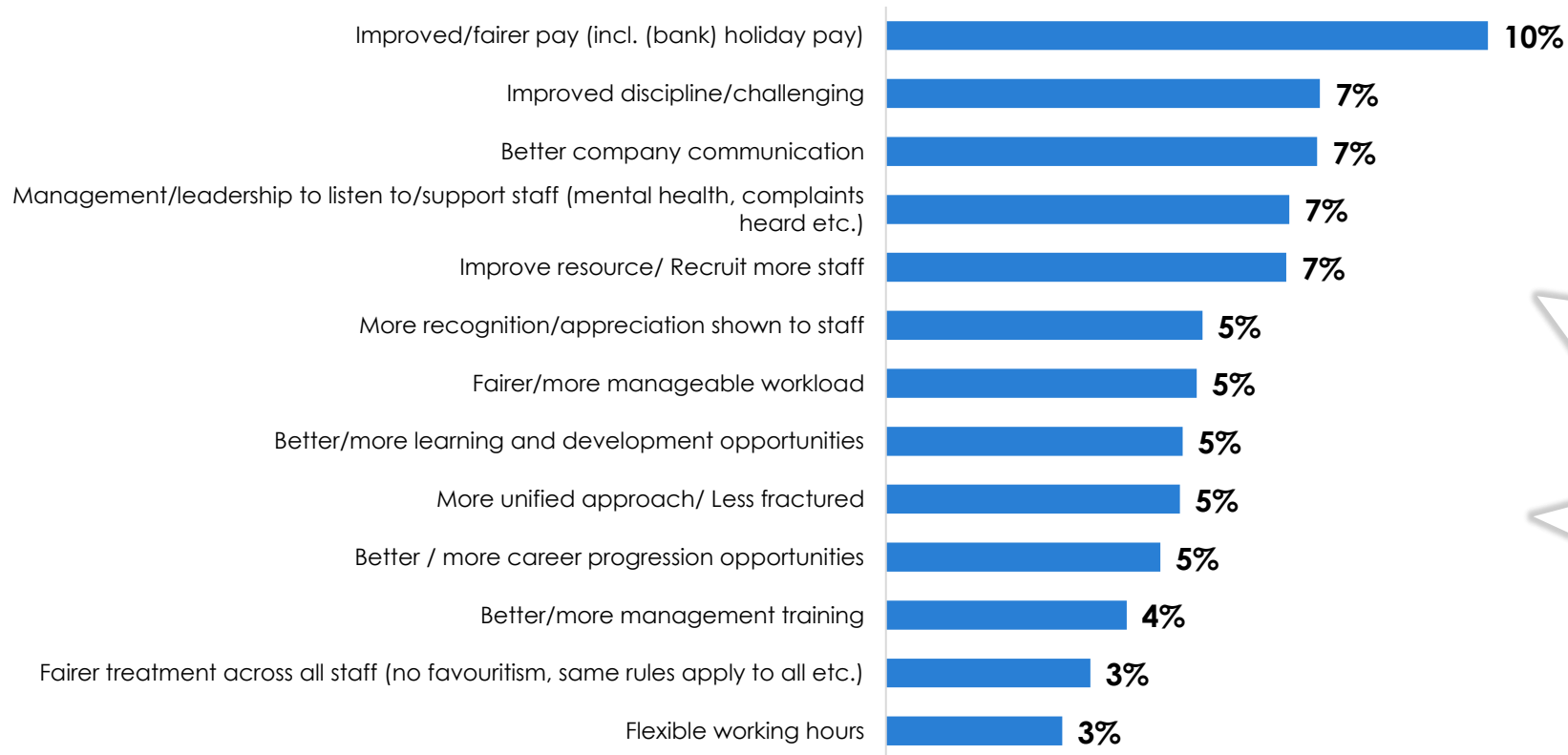
Note: only showing responses of 3% and above. 2% Other, 1% Not answered, 42% no comment.





# What would you change about the Council to make it a better place to work?

(The chart shows the coded themes from the open text question)



“Fairer pay for job role and the work, knowledge and skill involved.”

“I would like to see a fairer pay rise than what has been offered. The pay rise needs to at least reflect RPI as we are all being hit by the cost-of-living crisis.”

“Poor performance needs to be challenged.”

“Improved corporate communication  
Clearer strategic vision, the current plan is too long! ”

Note: only showing responses of 3% and above. 9% Other, 1% Not answered, 46% no comment.

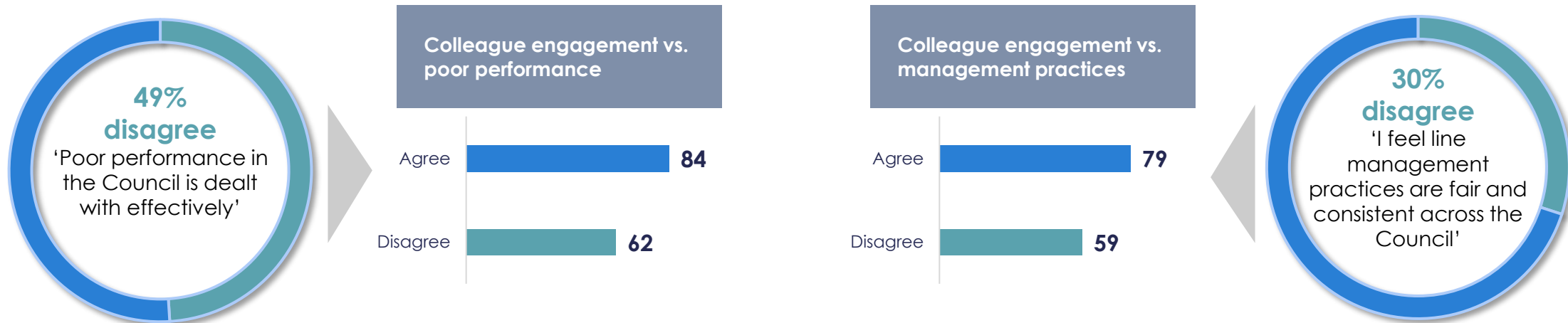


# Deep dive 1: Performance and line management practices



# Line management practices are seen to be inconsistent, meaning the colleague experience ranges widely

Almost half (49%) of colleagues disagree that poor performance in the Council is dealt with effectively, and almost a third (30%) do not feel line management practices are fair and consistent across the Council. This leads to experiences ranging widely depending on where you sit in the organisation, potentially impacting on overall engagement.



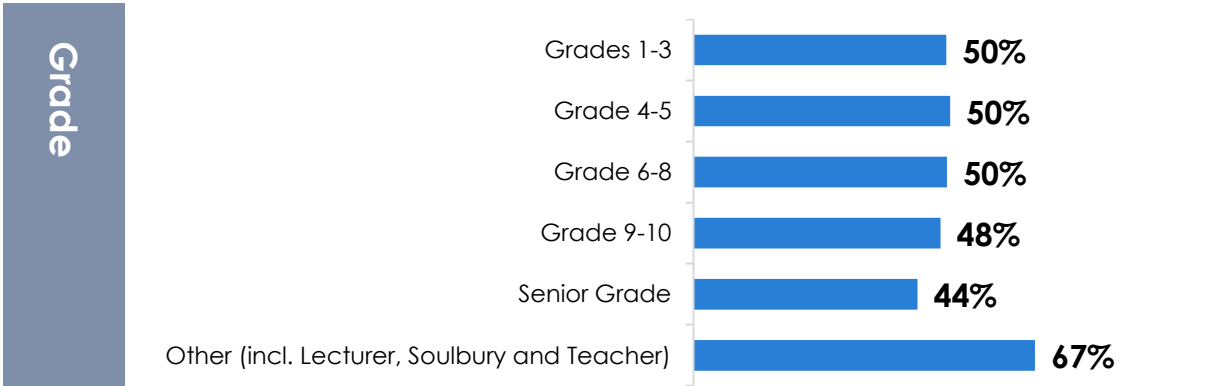
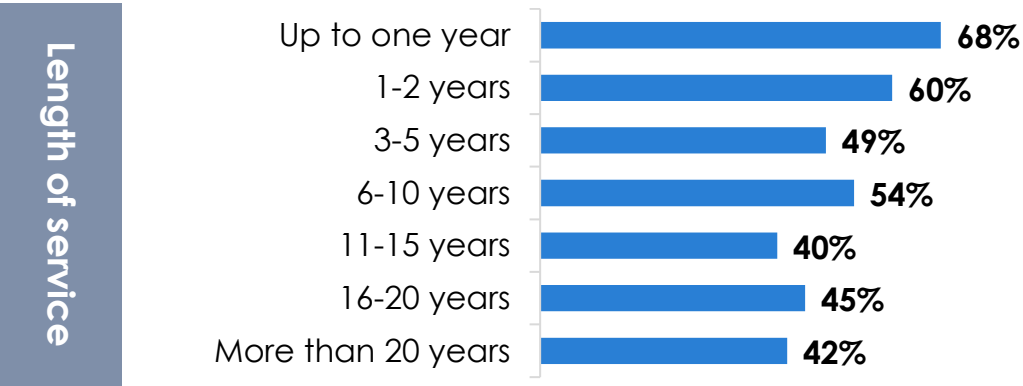
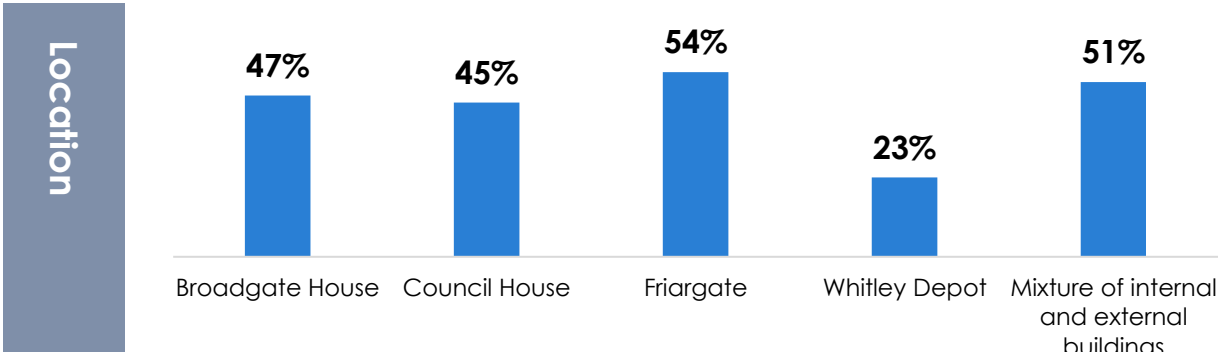
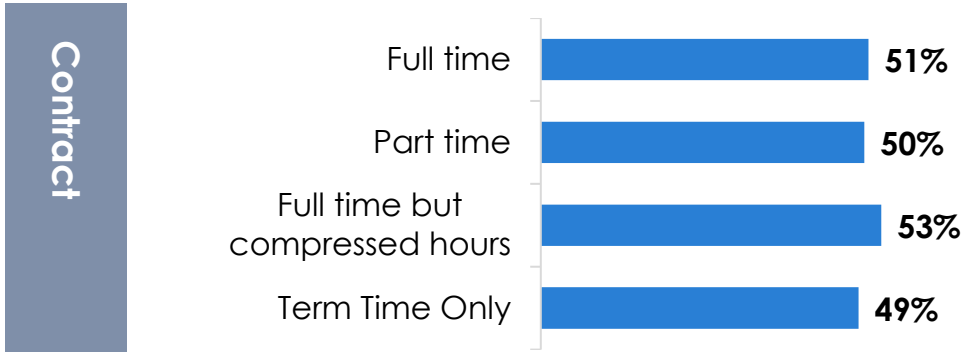
“I would address consistent management. The team I am in is struggling under the practice of our manager. We see the management styles of other teams with envy. It impacts our wellbeing. And none of us feel comfortable speaking out.”



# Line management practices: variations by subgroup

Fewer colleagues feel line management practices are fair and consistent across the Council amongst those in Whitley Depot (23%), with a length of service of 11-15 years (40%), with a Senior Grade (44%) or a part-time or term-time contract (50% / 49%).

**Overall score: 50%**



To protect anonymity, only groups with 10 or more responses are presented throughout this report.

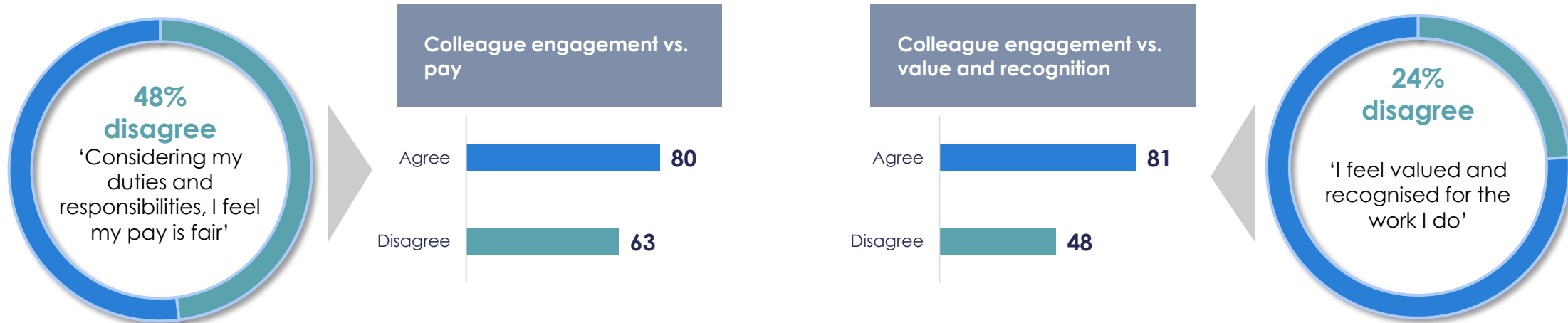


# Deep dive 2: Reward and recognition



# Focusing on improving value and recognition will increase engagement

The open text comments from colleagues reveal that improved and fairer pay (including (bank) holiday pay) is a high concern across the Council. Almost half (48%) of colleagues disagree that considering their duties and responsibilities, they feel their pay is fair, and almost a fourth (24%) do not feel valued and recognised for the work they do. Engagement drops to just 48 among those who disagree they are valued.



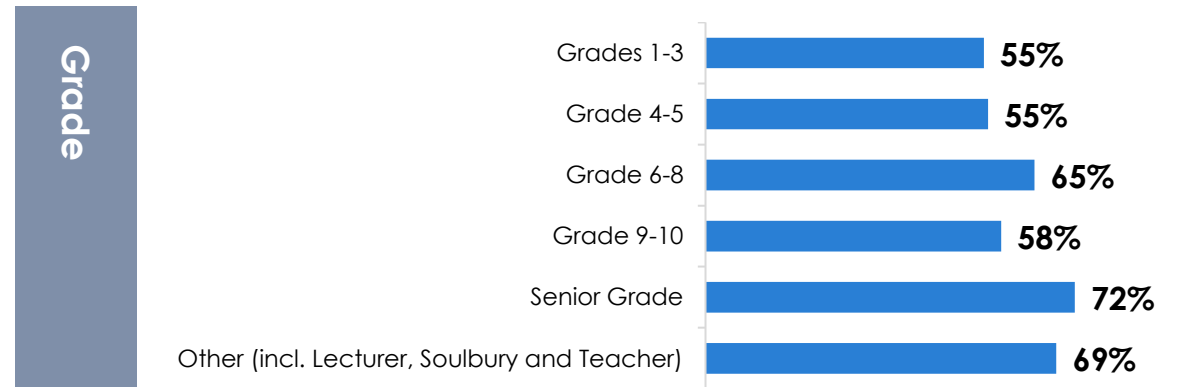
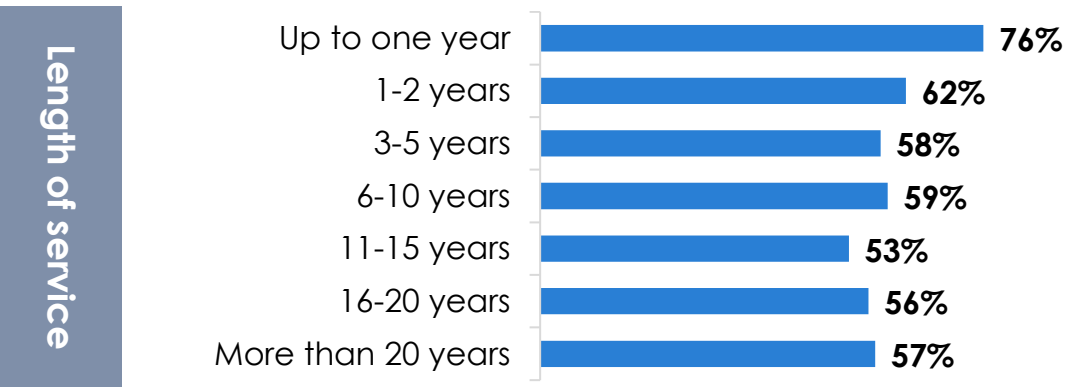
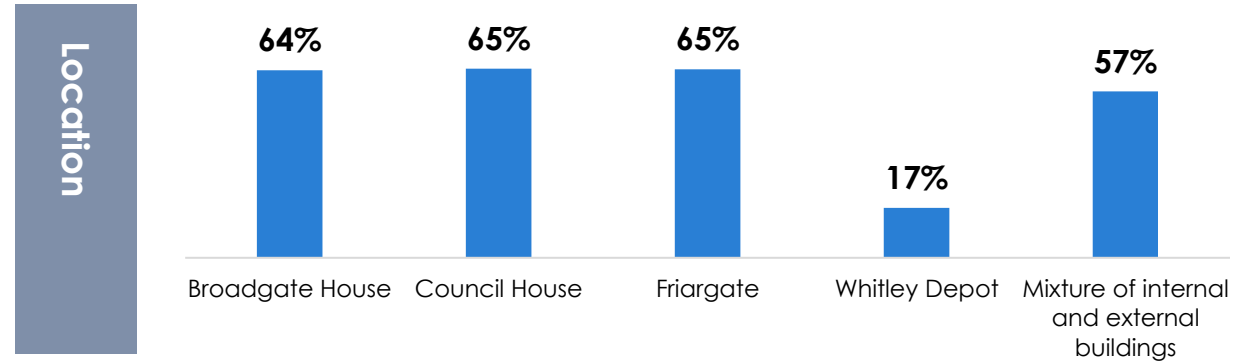
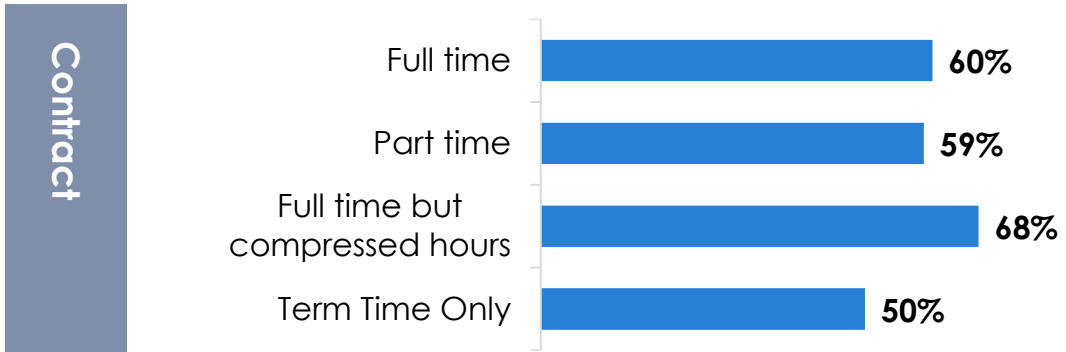
"I don't believe there is a fair pay structure within some aspects of the council and these need to be reviewed based on what people are actually being asked to do, rather than what it says in their job descriptions. Job descriptions state that individuals may have to do other tasks than what is listed, however this gives people the opportunity to take advantage of lower grade staff and eventually their pay is not accurate for the job they are being expected to complete."



# Value and recognition: variations by subgroup

Only 17% of colleagues in Whitley Depot say they feel valued and recognised for the work they do, the lowest proportion amongst any subgroups.

Overall score: 60%



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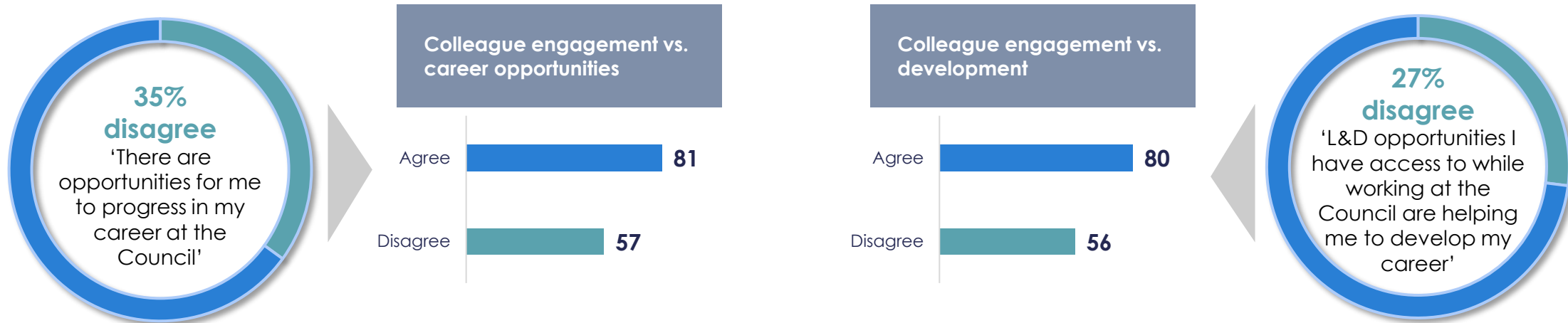
# Deep dive 3: Learning and development





# Better learning and development opportunities, including management training, are needed to foster career progression

Over a third (35%) of colleagues disagree that there are opportunities for them to progress in their career at the Council, and over a quarter (27%) disagree that the L&D opportunities they have access to while working at the Council are helping them to develop their career. Both results can be detrimental to engagement, and action in this area will produce positive results.



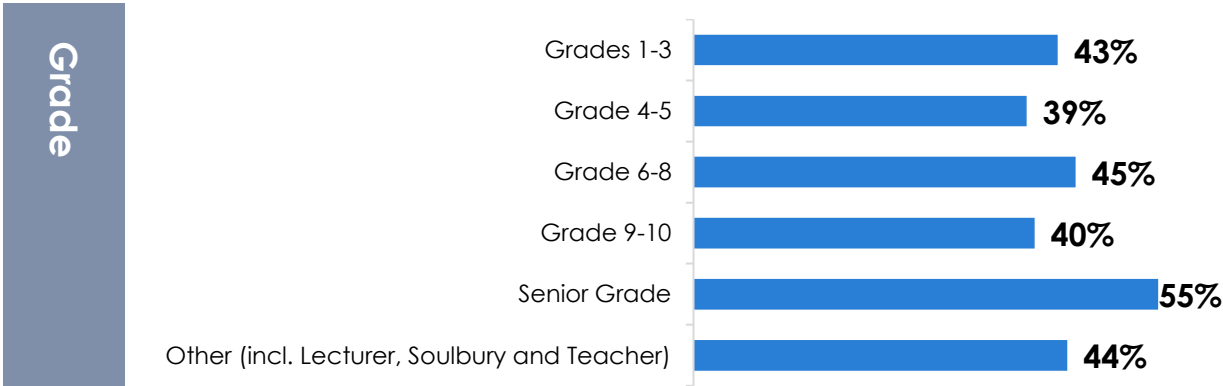
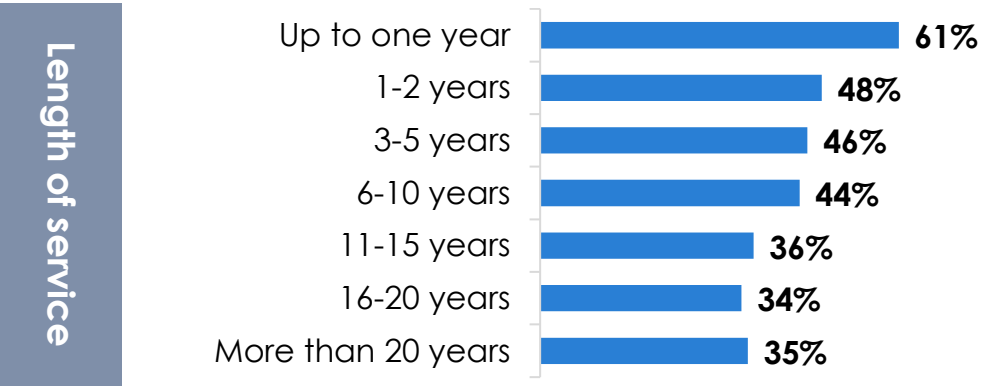
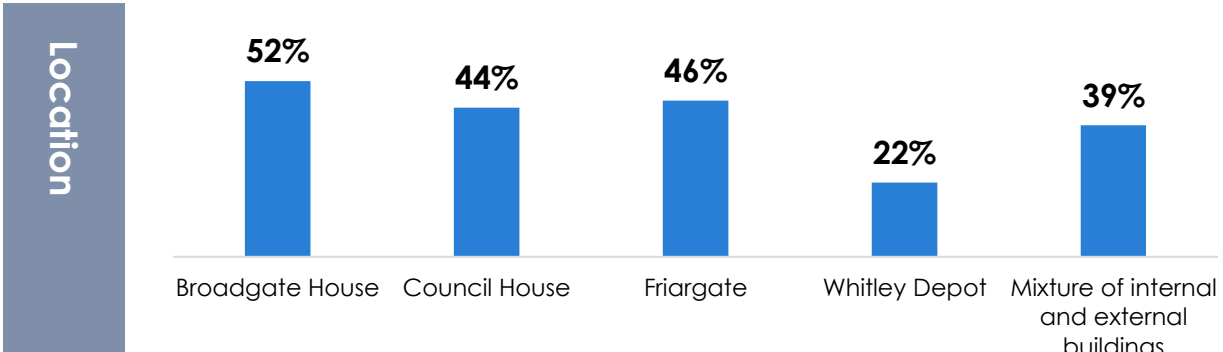
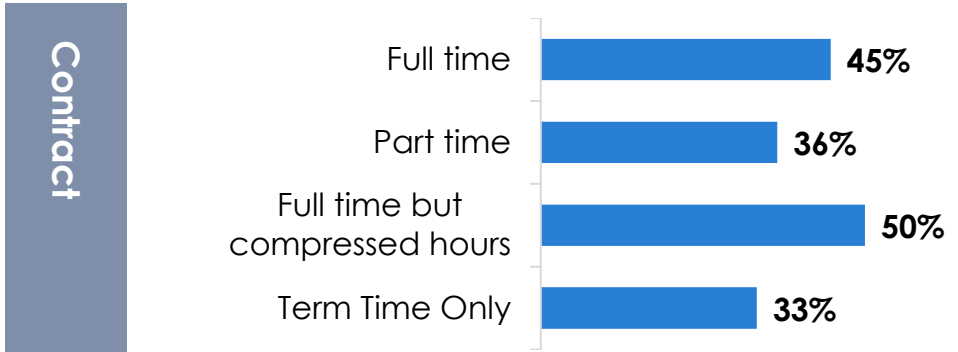
“Better access to training courses as at present you need to have minimum number of attendants for the courses to run, making it very difficult for staff to meet any training needs that have been identified through supervision/ appraisal or for staff that wish to further their career within the Council.”



# Opportunities to progress career: variations by subgroup

Colleagues at Whitley Depot (22%), with a term time only contract or with a length of service of 16-20 years (34%) are less likely to agree that there are opportunities for them to progress in their career at the Council.

**Overall score: 43%**



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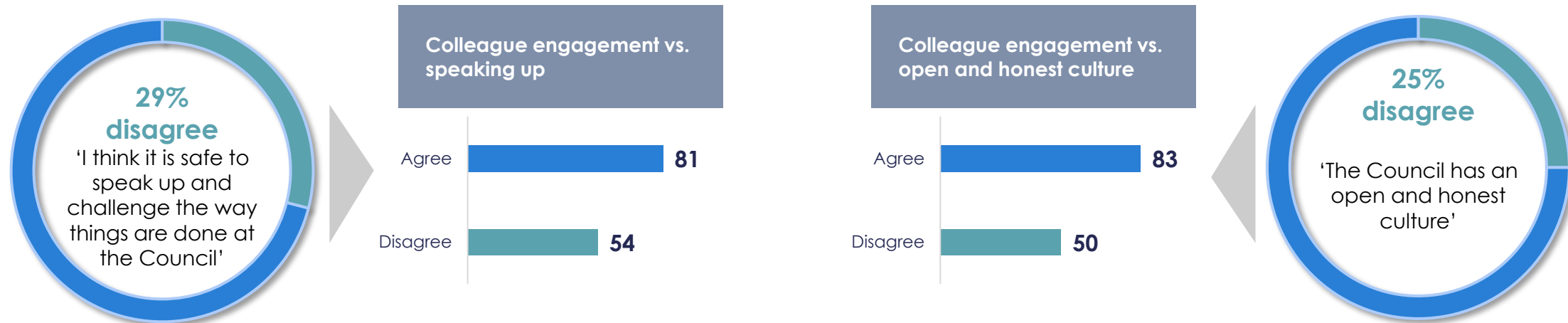


# Deep dive 4: Employee voice and speaking up



# Although most consider the environment as open and collaborative, some feel there is a limit to what they can influence

Over a third (29%) of colleagues do not think it is safe to speak up and challenge the way things are done at the Council, and a quarter (25%) disagree that the Council has an open and honest culture, impacting on psychological safety. Perceptions of openness and honesty are shown to significantly drive engagement.



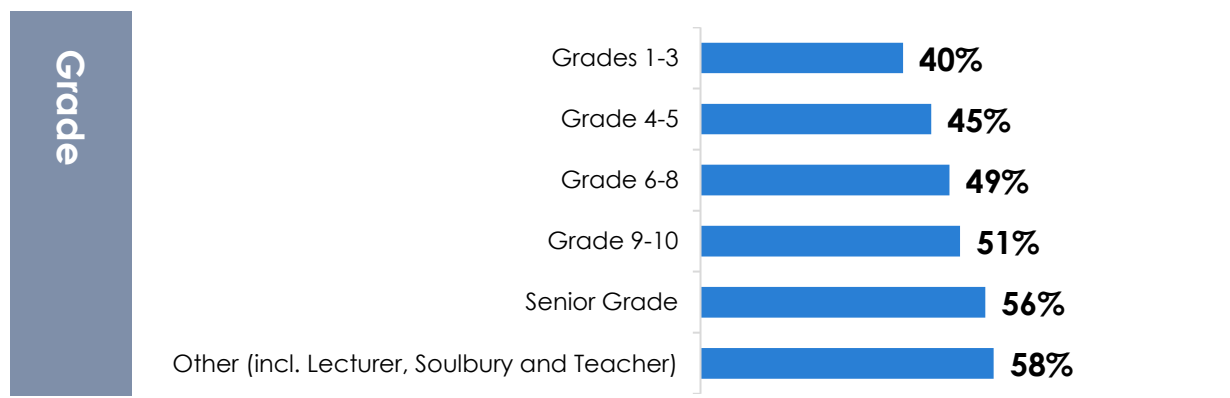
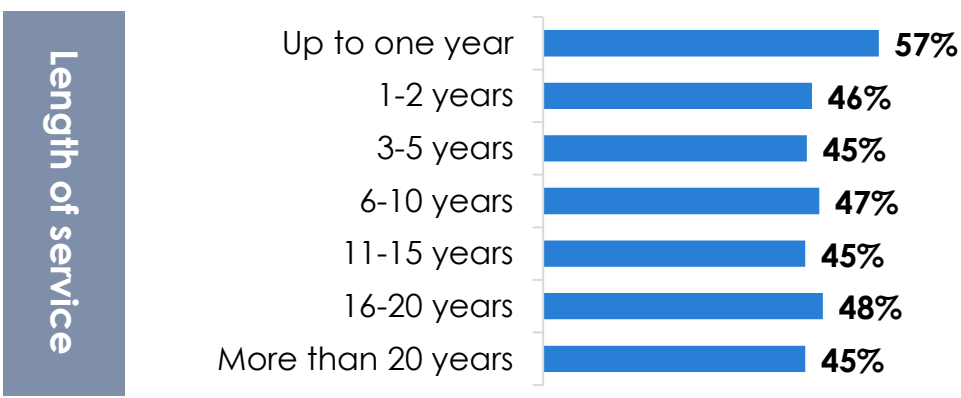
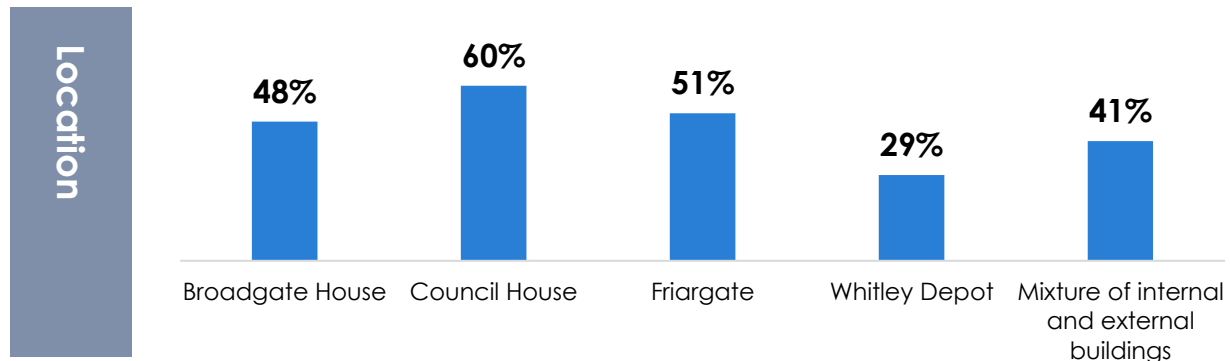
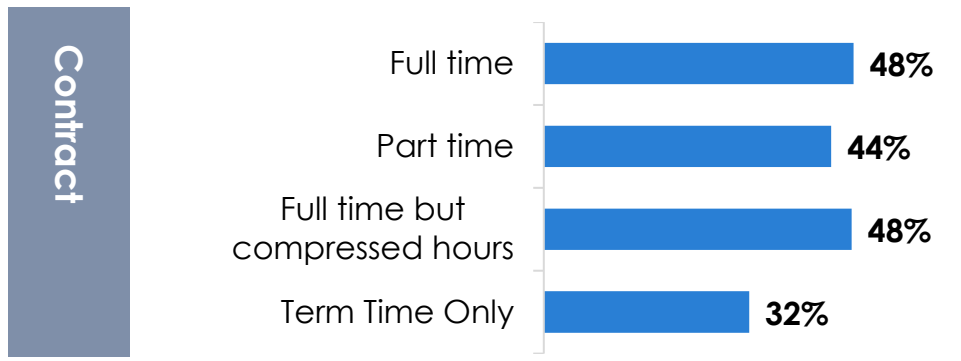
“It is easy for employees to 'Speak Up & Speak Out' but in general much harder to find managers who are willing to 'Listen & Take It In' when it's a subject that they may prefer to ignore.”



# Speak up and challenge: variations by subgroup

Colleagues who work in Whitley Depot (29%) or those on term time only contracts (32%) are less likely to think it is safe to speak up and challenge the way things are done at the Council.

**Overall score: 47%**



To protect anonymity, only groups with 10 or more responses are presented throughout this report.



# Appendix

## All questions breakdown



# Job satisfaction and your work

**Base:** all respondents excl. Don't know. <sup>(1)</sup> All respondents. Note: data labels <5% not shown. Scores in the variance columns are highlighted in green and red where they are at least **5% points above** or **5% points below** the benchmarks.

		% positive	Variance to LA benchmark (% point)	Variance to Public benchmark (% point)
<b>Job satisfaction and your work index</b>		72	n/a	n/a
Satisfied with current job at the Council (% net satisfied) <sup>(1)</sup>		73%	-3	+12
I feel motivated at work		69%	-11	+15
I willingly do more than is normally required of me at work		86%	n/a	n/a
I get a sense of personal fulfilment out of my job		72%	-5	+10
I have access to the tools and equipment I need to do my job effectively		72%	+1	+6

- <sup>(1)</sup>
- Very satisfied
  - Fairly satisfied
  - Neither
  - Fairly dissatisfied
  - Very dissatisfied
  - Strongly agree
  - Tend to agree
  - Neither
  - Tend to disagree
  - Strongly disagree



# Feelings about the Council (I)

**Base:** all respondents excl. Don't know. Note: data labels <5% not shown. Scores in the variance columns are highlighted in green and red where they are at least **5% points above** or **5% points below** the benchmarks.

					% positive	Variance to LA benchmark (% point)	Variance to Public benchmark (% point)	
<b>Feelings about the Council index</b>					65	n/a	n/a	
We are developing the right culture within the Council to be successful	12%	44%	25%	14%	5%	56%	n/a	n/a
I understand how my work contributes towards the success of the Council	39%	47%	9%			86%	+16	+11
I feel informed about what happens across the Council	19%	47%	18%	11%	5%	66%	+2	+8
The Council has an open and honest culture	11%	35%	29%	17%	8%	46%	n/a	+15
The Council is an employer that I am proud to work for	25%	44%	23%	5%		69%	-3	-2
I would recommend the Council to a friend as a good place to work	25%	41%	21%	8%	5%	66%	-1	+8
I feel a strong sense of belonging to the Council	18%	33%	30%	13%	6%	51%	-13	-2
I feel connected to people within my team	42%	37%	10%	7%		79%	+4	+11

● Strongly agree  
 ● Tend to agree  
 ● Neither  
 ● Tend to disagree  
 ● Strongly disagree





# Feelings about the Council (II)

**Base:** all respondents excl. Don't know. Note: data labels <5% not shown. Scores in the variance columns are highlighted in green and red where they are at least **5% points above** or **5% points below** the benchmarks.

	% positive	Variance to LA benchmark (% point)	Variance to Public benchmark (% point)
Feelings about the Council index	65	n/a	n/a

To what extent do you agree or disagree that Coventry City Council, as an employer, demonstrates the following organisational values?

<b>Open and fair:</b> we are fair, open and transparent	13%	42%	23%	16%	6%	54%	n/a	n/a
<b>Nurture and develop:</b> we help and encourage everyone to be their best and do their best	16%	41%	22%	16%	6%	56%	n/a	n/a
<b>Engage and empower:</b> we talk and listen to others working together as one	12%	36%	26%	18%	8%	48%	n/a	n/a
<b>Create and innovate:</b> we embrace new ways of working to continuously improve	15%	44%	23%	12%	5%	59%	n/a	n/a
<b>Own and be accountable:</b> we work together to deliver the best services for our residents	17%	45%	22%	11%	5%	62%	n/a	n/a
<b>Value and respect:</b> we put diversity and inclusion at the heart of all we do	23%	47%	19%	6%	5%	70%	n/a	n/a

● Strongly agree  
 ● Tend to agree  
 ● Neither  
 ● Tend to disagree  
 ● Strongly disagree



# Trust and culture

**Base:** all respondents excl. Don't know. Note: data labels <5% not shown. Scores in the variance columns are highlighted in green and red where they are at least **5% points above** or **5% points below** the benchmarks.

		% positive	Variance to LA benchmark (% point)	Variance to Public benchmark (% point)
<b>Trust and culture index</b>		67	n/a	n/a
I have a choice in deciding how I do my work		72%	-2	+16
I feel empowered to make changes that improve things at work		62%	n/a	n/a
I am trusted to get my job done		89%	n/a	n/a
I have the opportunity to contribute my views before decisions are made that affect me		61%	+3	+15
I think it is safe to speak up and challenge the way things are done at the Council		47%	-7	+1
I believe I would be supported if I try a new idea, even if it may not work		62%	-3	+2

● Strongly agree  
 ● Tend to agree  
 ● Neither  
 ● Tend to disagree  
 ● Strongly disagree



# Reward and recognition

**Base:** all respondents excl. Don't know. Note: data labels <5% not shown. Scores in the variance columns are highlighted in green and red where they are at least **5% points above** or **5% points below** the benchmarks.

		% positive	Variance to LA benchmark (% point)	Variance to Public benchmark (% point)
<b>Reward and recognition index</b>		61	n/a	n/a
I feel valued and recognised for the work I do		60%	-3	-2
Considering my duties and responsibilities, I feel my pay is fair		35%	-10	+3
I am satisfied with the total benefits package (e.g. pension, holiday entitlement, employee benefits)		66%	-2	+25
I feel the Council gets the best out of me		73%	n/a	n/a

● Strongly agree  
 ● Tend to agree  
 ● Neither  
 ● Tend to disagree  
 ● Strongly disagree



# Performance

**Base:** all respondents excl. Don't know. <sup>(1)</sup>All respondents excl. Not applicable – I have not worked at the Council for 12 months. Note: data labels <5% not shown. Scores in the variance columns are highlighted in green and red where they are at least **5% points above** or **5% points below** the benchmarks.

		% positive	Variance to LA benchmark (% point)	Variance to Public benchmark (% point)
<b>Performance index</b>		54	n/a	n/a
I receive good quality feedback on my work		68%	+1	+9
Poor performance in the Council is dealt with effectively		24%	-8	-20
Do you have a regular one-to-one meeting with your manager? *		80%	-2	+14
Have you had a performance appraisal with your manager in the last 12 months? <sup>(1)</sup> *		92%	n/a	+32

● Strongly agree  
 ● Tend to agree  
 ● Neither  
 ● Tend to disagree  
 ● Strongly disagree

\* ● Yes  
 ● No



# Health and Wellbeing (I)

**Base:** all respondents excl. Don't know. Note: data labels <5% not shown. Scores in the variance columns are highlighted in green and red where they are at least **5% points above** or **5% points below** the benchmarks.

					% positive	Variance to LA benchmark (% point)	Variance to Public benchmark (% point)	
<b>Health and Wellbeing index</b>					67	n/a	n/a	
The Council cares about my wellbeing	18%	42%	22%	11%	6%	60%	0	-2
I feel that the organisation is supportive when employees struggle with their mental health/wellbeing	22%	44%	19%	9%	6%	67%	n/a	n/a
I have a good work/life balance	23%	43%	16%	12%	6%	67%	-2	-2
My work is flexible enough to meet my needs	29%	47%	13%	7%		76%	n/a	n/a
I feel happy at work	21%	43%	20%	9%	6%	64%	n/a	n/a
I am supported to address any health-related issues I have that affect my ability to do my job	27%	44%	20%	6%		71%	n/a	n/a
My workload is usually manageable	15%	44%	17%	15%	9%	59%	+3	+6

● Strongly agree  
 ● Tend to agree  
 ● Neither  
 ● Tend to disagree  
 ● Strongly disagree



# Health and Wellbeing (II)

**Base:** all respondents excl. Prefer not to say. Note: data labels <5% not shown. Scores in the variance columns are highlighted in green and red where they are at least **5% points above** or **5% points below** the benchmarks.

				% positive	Variance to LA benchmark (% point)	Variance to Public benchmark (% point)
Health and Wellbeing index				67	n/a	n/a
Would you say in general your <b>mental health</b> is...?	19%	40%	29%	60%	n/a	n/a
Would you say in general your <b>physical health</b> is...?	18%	44%	29%	63%	n/a	n/a

● Very good   
 ● Good   
 ● Fair   
 ● Bad   
 ● Very bad



# Learning and development

**Base:** all respondents excl. Don't know. Note: data labels <5% not shown. Scores in the variance columns are highlighted in green and red where they are at least **5% points above** or **5% points below** the benchmarks.






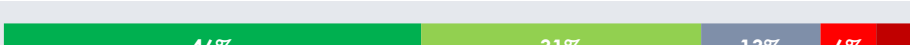

		% positive	Variance to LA benchmark (% point)	Variance to Public benchmark (% point)
<b>Learning and development index</b>		59	n/a	n/a
There are opportunities for me to progress in my career at the Council		43%	-3	+4
Learning and development opportunities I have access to while working at the Council are helping me to develop my career		45%	n/a	n/a
I get the development or training I need to do my job well		59%	+2	+14
I think my current job makes the most of my skills and strengths		64%	-6	+3

● Strongly agree  
 ● Tend to agree  
 ● Neither  
 ● Tend to disagree  
 ● Strongly disagree



# Line management

**Base:** all respondents excl. Don't know. Note: data labels <5% not shown. Scores in the variance columns are highlighted in green and red where they are at least **5% points above** or **5% points below** the benchmarks.

		% positive	Variance to LA benchmark (% point)	Variance to Public benchmark (% point)
<b>Line management index</b>		75	n/a	n/a
My line manager is supportive		83%	+1	+15
My line manager encourages new ideas and ways of working		75%	n/a	n/a
My line manager listens to me		80%	n/a	n/a
My line manager cares about my health and wellbeing		81%	n/a	n/a
My line manager leads by example		71%	n/a	n/a
My line manager recognises when I have done my job well		77%	-4	+7
I feel line management practices are fair and consistent across the Council		50%	n/a	n/a

● Strongly agree  
 ● Tend to agree  
 ● Neither  
 ● Tend to disagree  
 ● Strongly disagree





# My Director/Chief Officer (I)

**Base:** all respondents excl. Don't know. Note: data labels <5% not shown. Scores in the variance columns are highlighted in green and red where they are at least **5% points above** or **5% points below** the benchmarks.




				% positive	Variance to LA benchmark (% point)	Variance to Public benchmark (% point)
<b>My Director/Chief Officer index</b>				65	n/a	n/a
My Director/Chief Officer does a good job of leading the Council	19%	38%	36%	58%	-2	+9
My Director/Chief Officer leads by example, demonstrating the Council's values	20%	37%	35%	58%	-1	+10
My Director/Chief Officer acts honestly and with integrity	21%	37%	35%	58%	n/a	n/a
My Director/Chief Officer enables creativity and innovation	19%	36%	37%	55%	n/a	n/a
My Director/Chief Officer is leading Coventry City Council to a positive future	20%	35%	38%	55%	-11	+5
I have confidence in the decisions made by my Director	20%	34%	37%	54%	n/a	n/a

● Strongly agree  
 ● Tend to agree  
 ● Neither  
 ● Tend to disagree  
 ● Strongly disagree



# My Director/Chief Officer (II)

**Base:** all respondents excl. Don't know. Note: data labels <5% not shown. Scores in the variance columns are highlighted in green and red where they are at least **5% points above** or **5% points below** the benchmarks.

		% positive	Variance to LA benchmark (% point)	Variance to Public benchmark (% point)
<b>My Director/Chief Officer index</b>		65	n/a	n/a
I have a clear understanding of the Council's strategic direction		60%	-5	+2
I support the Council's strategic direction and what we are trying to achieve		63%	n/a	n/a
I feel that change is well managed across the Council		40%	+4	+11

● Strongly agree  
 ● Tend to agree  
 ● Neither  
 ● Tend to disagree  
 ● Strongly disagree



# Equity, diversity and inclusion (I)

**Base:** all respondents excl. Don't know. Note: data labels <5% not shown. Scores in the variance columns are highlighted in green and red where they are at least **5% points above** or **5% points below** the benchmarks.

				% positive	Variance to LA benchmark (% point)	Variance to Public benchmark (% point)
<b>Equity, diversity and inclusion index</b>				72	n/a	n/a
People treat each other with respect	21%	54%	13% 8%	75%	-1	+3
I think Coventry City Council respects individual differences (e.g. cultures, working styles, backgrounds, ideas, etc.)	28%	51%	12% 6%	80%	n/a	+18
I can be myself at work	30%	48%	12% 7%	78%	n/a	n/a
I would be confident to report bullying or harassment	32%	39%	13% 9% 7%	71%	n/a	n/a
I feel able to challenge inappropriate behaviour in the workplace	28%	41%	15% 11% 6%	68%	n/a	n/a
The Council is committed to creating a diverse and inclusive workplace	32%	47%	14%	79%	+5	+7

● Strongly agree  
 ● Tend to agree  
 ● Neither  
 ● Tend to disagree  
 ● Strongly disagree



# Equity, diversity and inclusion (II)

**Base:** all respondents excl. Prefer not to say. \*All respondents who have been bullied or harassed.  
 Note: data labels <5% not shown. Scores in the variance columns are highlighted in green and red where they are at least **5% points above** or **5% points below** the benchmarks.

	% positive	Variance to LA benchmark (% point)	Variance to Public benchmark (% point)
<b>Equity, diversity and inclusion index</b>	72	n/a	n/a

Have you been bullied or harassed by another member of staff while working for Coventry City Council in the past 12 months?

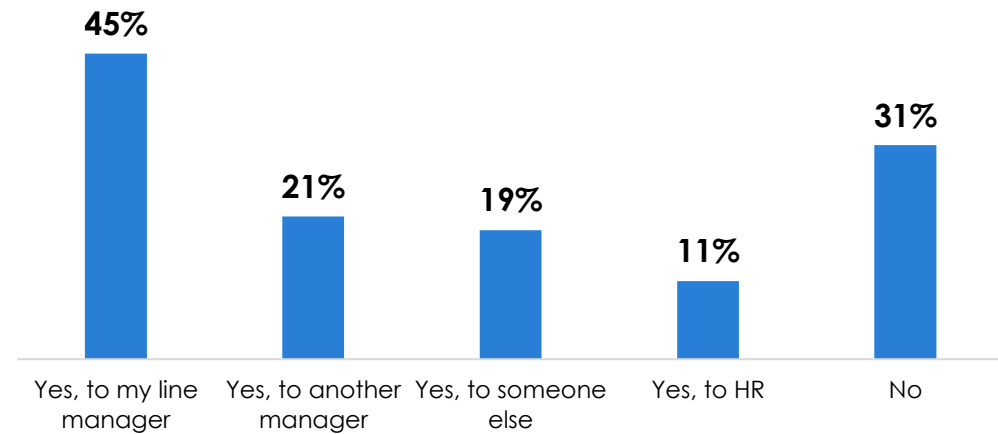


11%      -2      +2

● Yes      ● No


Who bullied and/or harassed you?*	% positive
A colleague in my Team or Service Area	55%
My manager	37%
A colleague in a different Service within the Council	8%
Someone I manage	7%
A service user (e.g. customer, claimant, offender)	7%
A member of the public	5%
Someone working in a different organisation	2%
Someone else not listed here	10%

Did you report the bullying or harassment to anyone?\*



# Further thoughts

**Base:** all respondents excl. Don't know. Note: data labels <5% not shown. Scores in the variance columns are highlighted in green and red where they are at least **5% points above** or **5% points below** the benchmarks.

		% positive	Variance to LA benchmark (% point)	Variance to Public benchmark (% point)
<b>Taking action</b>				
I believe action will be taken on the results of this survey		<b>43%</b>	<b>+2</b>	<b>+3</b>
<span style="color: green;">●</span> Strongly agree <span style="color: lightgreen;">●</span> Tend to agree <span style="color: grey;">●</span> Neither <span style="color: red;">●</span> Tend to disagree <span style="color: darkred;">●</span> Strongly disagree				

	% chosen	Variance to LA benchmark (% point)	Variance to Public benchmark (% point)
<b>Plans for the future</b>			
I would like to leave the Council as soon as possible	5%	n/a	n/a
I would like to leave the Council within the next 12 months	9%	n/a	n/a
I would like to stay working for the Council for at least the next year	23%	n/a	n/a
I would like to stay working for the Council for at least the next three years	63%	n/a	n/a



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