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**To:** Finance and Corporate Services Scrutiny Board

**Date:** 3<sup>rd</sup> December 2025

**Subject:** Staff Survey Results 2025

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### **1 Purpose of the Note**

- 1.1 This report provides an update to members of the Board regarding the findings of the recent staff survey for 2025.

### **2 Recommendations**

- 2.1 Members of the Finance and Corporate Services Scrutiny Board are recommended to:
- a) Note the overall findings of survey and the suggested areas for improvement going forwards as a result of the survey findings.
  - b) Propose any recommendations to the Cabinet Member, ensuring these are informed by the survey findings and considered within the organisation's planned response.

### **3 Information and Background**

- 3.1 This year's staff survey was shared across the Council to understand how colleagues are experiencing their work, their teams, and the organisation as a whole. It was made available in both a digital and paper format to ensure all colleagues could take part, including those without regular digital access. There were some 49 questions to answer covering all aspects of working life.
- 3.2 The survey explored day-to-day experience, including communication, recognition, leadership, wellbeing, inclusion, fairness, and development. Colleagues were also encouraged to share context through free-text comments and word tiles. Strengths and areas for improvement have been identified by looking at the highest and lowest scoring questions, alongside written feedback and benchmark comparisons.
- 3.3 The survey received 2,359 responses, giving a response rate of 49%, up from 40% (2,178 responses) in 2023. This increase suggests that colleagues are engaged in shaping how the Council works and willing to share honest, sometimes challenging feedback.

- 3.4 The results show strong relationships between colleagues and their line managers, who are seen as supportive and aligned with the Council's values. Most colleagues also understand how their work contributes to wider goals. However, many organisational-level scores have declined since 2023.
- 3.5 Colleagues are less confident that feedback leads to visible action, that change is communicated clearly, or that processes are applied consistently. Perceptions of fairness - particularly around pay, recognition, and performance management also vary across the organisation.
- 3.6 The two strongest or more positive feedback were that Line Managers are seen as supportive, approachable, and aligned with the organisation's values. Most colleagues understand how their work contributes to the Council's wider goals and feel their role makes a difference. However, there is room to grow in organisational trust, colleagues are unsure whether feedback leads to action and whether processes are applied consistently. Change can also feel unclear or difficult to follow, and staff would value earlier involvement and clearer communication. Finally, fairness and perceptions of fairness, particularly in pay and performance management, vary across the organisation and remain a point of concern.
- 3.7 While colleagues share a strong commitment to serving Coventry and feel connected to their immediate teams, day-to-day experience varies depending on working environment. Frontline colleagues (paper-based surveys) are less likely to feel informed about organisational updates, recognised for the work they do, or confident that they can speak up.
- 3.8 Communication is the clearest dividing line. Connected colleagues (digital surveys) benefit from regular updates through email and intranet channels, while frontline teams often rely on cascades or informal briefings, which can make organisational decisions feel unclear or distant.
- 3.9 Recognition also differs across working environments. It is more consistently felt in connected roles, while frontline colleagues describe it as irregular or easy to miss. Belonging and purpose are present across both groups but tend to be stronger where colleagues have greater visibility of organisational communication. Confidence in fairness and performance processes is a shared area for improvement, though gaps widen where colleagues have less insight into how decisions are made.
- 3.10 Taken together, the results suggest a workforce that remains committed and purposeful, but increasingly uncertain about whether their feedback makes a difference. There is clearly more work to be done in rebuilding trust through clearer communication, earlier involvement in decisions, and consistent follow-through. These are the key areas for the People Strategy going forward. For questions responses please see Appendix 1
- 3.11 These differences do not introduce new themes they demonstrate how some themes from previous surveys have continued to evolve. Some challenges highlighted in 2023 remain present, others have become more strongly expressed, and several are now sharper in frontline environments. The organisation-wide strengths of team connection and pride remain clear, while opportunities to strengthen trust, clarity during change, and fairness are felt most keenly among colleagues with less access to regular communication.

#### **4 Health Inequalities Impact**

4.1 Not applicable

#### **5 Next Steps**

5.1 The comprehensive report has been submitted to the Leadership Board for review and determination of subsequent actions. It will also be distributed to trade unions and staff networks. Briefing sessions regarding the findings are scheduled to take place in the new year.

Once prepared, the organisational response and accompanying action plan will be circulated for feedback prior to implementation.

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## Appendix 1. Line Manager Questions



Connection to Purpose Questions

