

2022/23 Staff Survey Feedback Report

Survey background and purpose

We are committed to running a staff survey **annually** and this is our ninth annual survey. In 2020/21 we surveyed staff differently about specific work and wellbeing issues related to the Covid-19 pandemic.

Our surveys help us to regularly monitor engagement levels, benchmark against internal and external comparators and work towards continuous improvement of our people management practices.

The annual staff survey provides a regular, formal opportunity for people to **express their views anonymously** on a range of working and HR practices over and above other established methods of feedback that are part of our everyday work such as one to ones, team meetings, performance reviews and through working groups and consultations.

The staff survey sits alongside our commitment to maintaining **our Investors In People (IIP) status**, and the questions asked in the survey have been chosen to mirror those asked through the formal IIP questionnaire process. We also ask some questions on staff engagement related particular areas of our work, culture and environment.

Both our survey and the IIP accreditation process provide us with key information on **engagement and satisfaction** in the office and we use the feedback to drive continuous improvement and form the basis of an **action plan to target areas for improvement**.

This report sets out the findings of the 2022/23 survey along with a benchmark against our last survey and publicly available surveys from other relevant organisations.



Setting the scene – Approach and methodology



- As with previous surveys, an **online questionnaire approach** was used, **using the same questions** we have asked before in order to be able to benchmark responses.
- There were **10 survey themes** consisting of 93 questions and statements on which people are asked to provide their responses.
- Some updates to the survey this year included:
 - we revised some of the questions in the Health and Wellbeing section to consider broader impacts on wellbeing such as financial and social wellbeing
 - we removed questions under Internal Relations and Leadership relating to Covid-19 and the section relating to staff experiences of the Covid-19 pandemic and its impact on health, wellbeing, personal circumstances, work relationships and performance
- The majority of statements continued to offer **six different rating options based on a Likert scale** (strongly agree, agree, neither agree nor disagree, disagree, strongly disagree, not applicable).
- Some questions offered five semantic scale response options (e.g. a scale of excellent to poor, never to always, significantly positive to significantly negative and not applicable options).
- Some questions asked for **simple responses** (yes/no) or a **multiple choice** selection.
- As with previous surveys, staff were able to add free text comments under each theme.

Setting the scene – Survey analysis



Like we've done in previous surveys, the nominal cut off has been applied to any **scores below 70%** positive as areas to consider for improvement. Any **scores below 50%** positive identify high priority issues. As with previous surveys, these nominal cut off points are setting a high standard for improvements.

Again, in line with our approach to **additional comments** in previous years, these have been analysed and summarised in order to identify key themes as well as maintain privacy and ensure that comments could not be attributed to specific individuals.

The results have been analysed and **presented against the 2021/22 and 2020/21 results** to identify significant shifts in scores, in particular for those categories falling below the 70% positive benchmark.

Benchmarking data wasn't collected as part of this year's survey reporting. This was due to limited public availability of comparable data. It was also necessary for us to maximise capacity to carry out separate staff surveys and analysis as part of our trial of hybrid working arrangements.

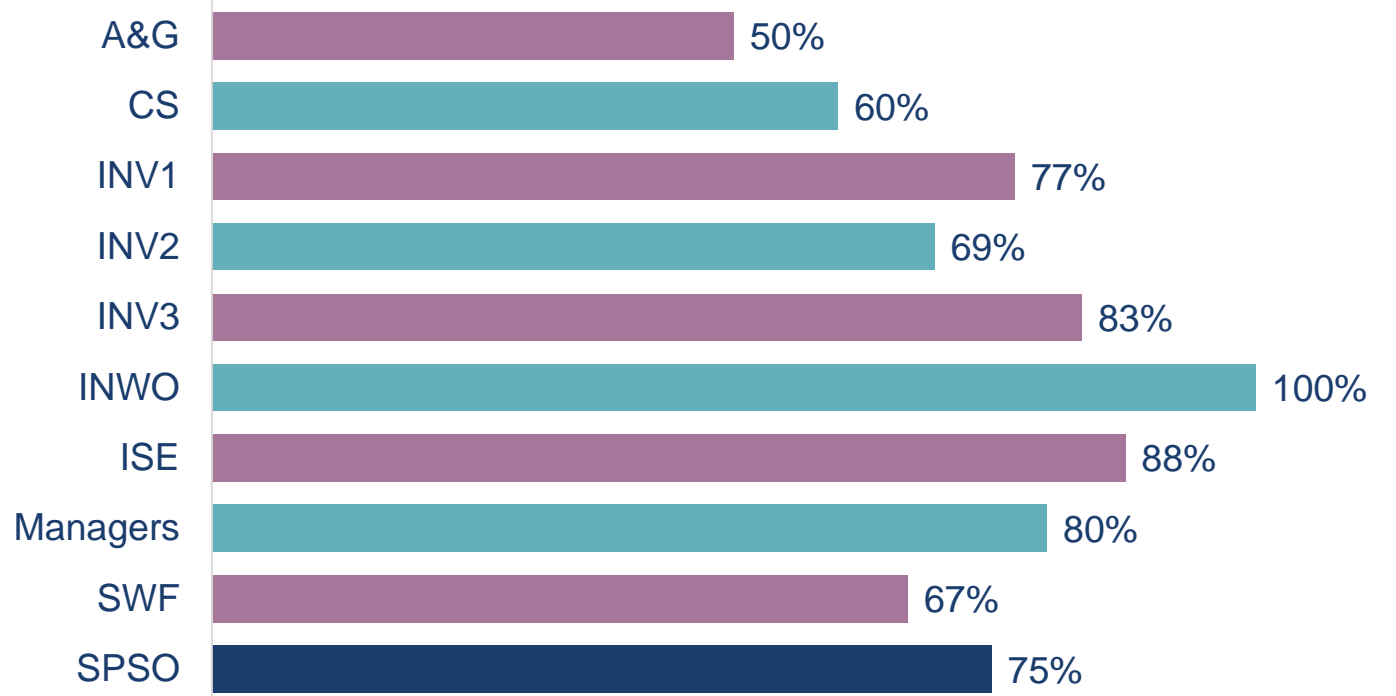


Setting the scene – Response rates



- 75% of staff responded to the survey. This includes 69% who fully completed and 6% who partially completed the survey.
- This was less than the response rate for 2021/22 (77%) and 2020/21 (88%).

Response Rate by Team
(Fully and Partially Completed)



Note: The survey was sent to all SPSO staff (including those on parental leave and long term absence) apart from those involved in survey design, analysis and action planning (Leadership Team, HR Manager)

Headline results – Survey Themes



	2022/23	2021/22	2020/21
Your Job	83%	79%	81%
Internal Relations	83%	80%	82%
External Customers	78%	72%	75%
Management	88%	84%	86%
Leadership	89%	77%	84%
Learning and Development	84%	77%	75%
Equal Opportunities and Diversity	84%	80%	79%
Perceptions of SPSO	88%	77%	79%
Corporate Social Responsibility	80%	69%	69%
Health and Wellbeing	92%	83%	89%

- Health and Wellbeing was the theme that people were most engaged in this year with an average engagement of 92%.
- On average, we have scored over 80% positive in all but one area (external customers) of the survey this year.
- The themes of leadership, corporate social responsibility and perceptions of spso improved most (over 10%) compared to 2022/22.
- No themes scored, on average, lower than in 2021/22 and scores this year were more consistent with 2020/21 when high levels of engagement were seen.
- The average percentage of negative responses didn't exceed 10% in any of the survey themes.
- There were 4 survey themes that exceeded 10% on average, in neutral responses (corporate social responsibility, equal opportunities and diversity, learning and development and internal relations)

Note: This table shows the average levels of engagement for each survey theme

Headline Results – Areas where we scored well



A note on the figures shown in this chart

For ease of reading, results have been rounded to the nearest whole number. As such, in some instances, trend figures presented in this report do not match the rounded figures of the scores that are being compared.

	2022/23	2021/22	Trend	2020/21	Trend
I understand the performance standards and what I am expected to achieve in my job	97%	88%	↑ 9%	97%	–
At the SPSO we regularly look for ways to improve	96%	83%	↑ 14%	92%	↑ 4%
SPSO's success is reliant on all of us achieving our individual objectives	95%	95%	–	93%	↑ 2%
My performance is reviewed regularly	95%	89%	↑ 6%	88%	↑ 7%
Health and wellbeing is part of our culture	95%	83%	↑ 12%	86%	↑ 9%
I am aware of the health and wellbeing initiatives available to me	95%	83%	↑ 12%	95%	–



We scored 90% and above in **31% of questions** and we scored 70% and above in **95% of questions** which demonstrates a very high level of engagement in our survey this year

Engagement with the **standards of performance, collective achievement of goals, regular reviewing of performance and striving to improve**, along with an **embedded wellbeing culture and awareness of health and wellbeing initiatives** saw some of the highest scores in this year's survey.



Headline Results – Areas where we didn't score as well



A note on the figures shown in this chart

For ease of reading, results have been rounded to the nearest whole number. As such, in some instances, trend figures presented in this report do not match the rounded figures of the scores that are being compared.

	2022/23	2021/22	Trend	2020/21	Trend
I have dedicated time at work to contribute to SPSO's CSR initiatives	42%	31%	↑ 11%	42%	–
Participating in CSR activities allows me to grow and develop professionally	47%	37%	↑ 11%	52%	↓ 4%
Our physical environment is structured to enable us to work together	66%	49%	↑ 16%	47%	↑ 19%
At the SPSO we have the people resources we need to complete our work effectively	68%	27%	↑ 42%	38%	↑ 31%
My targets are ambitious but realistic	74%	67%	↑ 7%	62%	↑ 12%
I am comfortable with the amount of work I am expected to do	74%	60%	↑ 14%	66%	↑ 7%
I have the opportunity to debrief following difficult conversations	75%	78%	↓ 3%	74%	↑ 1%
I am able to find information when I need it	75%	70%	↑ 5%	66%	↑ 9%
Our roles are structured to enable us to work well together	75%	64%	↑ 12%	61%	↑ 15%
There are sufficient opportunities for me to receive learning and development to improve my skills	75%	66%	↑ 9%	62%	↑ 14%



There were **4 questions that scored below 70%** which is a significant achievement. The areas where feedback scored lowest related to **opportunity to contribute to and enable personal development through csr** but both these questions also had the highest neutral responses (around 30%). Feedback about **people resources** and the **physical environment being structured to enable teamworking** both also scored below 70% but both these areas showed significant improvements compared to previous surveys.

Headline Results – Most improved



Survey Theme	Question	2022/23	Increase since last year	2021/22
Perceptions of SPSO	At the SPSO we have the people resources we need to complete our work effectively	68%	↑ 42%	27%
Leadership	I feel comfortable with the progress and direction of the organisation at the present time	86%	↑ 31%	55%
Leadership	SPSO has a clear plan for the future to ensure our continued success	81%	↑ 30%	51%
CSR	We are encouraged to suggest ways that SPSO could support community causes and/or charities	93%	↑ 28%	65%
CSR	SPSO contributes to campaigns and projects that promote the wellbeing of society	89%	↑ 20%	69%
Leadership	I feel motivated by our leadership team	84%	↑ 18%	66%
Internal Relations	Our physical environment is structured to enable us to work together	66%	↑ 16%	49%
CSR	SPSO contributes to campaigns and projects that promote environmental protection and sustainability	89%	↑ 16%	73%
Perceptions of SPSO	At SPSO we embrace change to create a sustainable future	93%	↑ 16%	77%
H&W	The SPSO is committed to supporting my health and wellbeing	93%	↑ 16%	77%

Compared to last year, people feel more engaged in SPSO's people management practices across the whole survey – positive feedback didn't fall more than 5% in all questions. As can be seen above, particular improvements were in people resources, the vision and plan for the organisation, motivation from leaders and engagement in organisational change. It was also positive to see improvements to engagement in csr – encouragement to participate in activities both for community/social causes and environmental protection.

A closer look at each theme – Your job

83%



People feel **secure** in their jobs, understand **what is expected** and they recognise how their own performance translates into the **success of the organisation**. Overall they enjoy the level of **autonomy** they have, they are **empowered** to make decisions and take initiative, work is **interesting** and they feel **valued** for what they contribute.

	2022/23	2021/22	2020/21
My work gives me a feeling of personal accomplishment	77%	82%	84%
My work is interesting and makes the best use of my skills and capabilities	77%	75%	85%
I feel empowered to make decisions and act on them	89%	86%	87%
I am encouraged to take initiative in my role	89%	81%	81%
I understand the performance standards and what I am expected to achieve in my job	97%	88%	97%
SPSO's success is reliant on all of us achieving our individual objectives	95%	95%	93%
I feel that my contribution to the success of the SPSO is valued	84%	82%	85%
My targets are ambitious but realistic	74%	*67%	*62%
I am able to find information when I need it	75%	70%	*66%
I am comfortable with the amount of work I am expected to do	74%	*60%	*66%
I am supported in balancing my work and personal life	89%	77%	82%
I feel my job is secure	84%	82%	90%

There were no areas scoring below 70% in this theme.

Compared to the last 2 years of surveys, engagement in this section improved overall, particularly in the areas previously identified for improvement. There was one question where there was a 5% decrease in engagement – a sense of personal accomplishment in work – but this area also had an increase in neutral responses to 15%.

↑ 5% on average compared to 2021/22

↑ 2% on average compared to 2020/21

A closer look at each theme – Internal relations

83%



People are well **informed**, feel confident **expressing views and communicating across the organisation**, **challenging decisions** and **contributing** to how things are done. There is a good **balance and range of communication methods** and people feel **that roles are structured well** to enable team working and **good working relationships with colleagues**.

	2022/23	2021/22	2020/21
I am kept well informed about what the organisation is doing	92%	93%	94%
I can express my views and question any decisions that affect my work	89%	91%	91%
I have the opportunity to contribute to how things are done at the SPSO	87%	87%	88%
I feel comfortable communicating information to colleagues across the organisation	89%	91%	80%
I have good working relationships with my colleagues	89%	89%	92%
There is a good balance of verbal, written and email communication used in the SPSO	82%	78%	82%
Our roles are structured to enable us to work well together	75%	*64%	*61%
Our physical environment is structured to enable us to work well together	*66%	*49%	*47%

One area scored below 70% – **our physical environment being structured to enable team working**. Although there was an increase in positive responses to this question compared to the last 2 surveys, neutral responses to this question remained high at 16%. There was an 11% increase in negative feedback to this question.

Feedback under this theme remained consistently high and at a similar level of engagement to that of previous surveys.

↑ 3% on average compared to 2021/22

↑ 1% on average compared to 2020/21

A closer look at each theme – External customers

78%



People feel positively about how we engage with and **listen** to our customers, that we **act on feedback** and that they are **supported to communicate difficult or sensitive issues** and **opportunities to debrief** after difficult conversations.

	2022/23	2021/22	2020/21
We listen to our customers rather than just telling them what they need	81%	72%	77%
We act on the feedback we receive from external stakeholders	76%	72%	*66%
I feel there are effective support mechanisms in place for me to deal with difficult customers	81%	70%	82%
I have the opportunity to debrief following difficult conversations	75%	78%	74%
I feel well supported when I am communicating difficult or sensitive issues	76%	*69%	78%

There were no areas scoring below 70% in this theme.

Negative responses in this section were very low (3% or less) and around a quarter of all other responses were a mix of neutral and not applicable.

Responses this year remained similar to previous surveys.

↑ 6% on average compared to 2021/22

↑ 3% on average compared to 2020/21

A closer look at each theme – Management

88%



This was the third highest scoring theme of the survey this year.

Managers **communicate** well with their teams, they provide effective support for **health and wellbeing** and they strive to make **improvements**. People have **confidence** in their line managers – they are **consistent** and have **integrity**, they are **motivational**, encourage **teamwork** and **collaboration** and they **recognise** the efforts of the team. Approaches to **setting objectives**, and encouraging **high levels of performance** were also viewed positively.

	2022/23	2021/22	2020/21
I feel motivated by my line manager	86%	83%	85%
My line manager behaves consistently with integrity	93%	94%	89%
My line manager communicates effectively with me	86%	89%	92%
My manager supports me in my health and wellbeing	88%	87%	94%
My line manager encourages teamwork	91%	91%	89%
My line manager encourages collaboration with other teams	83%	78%	78%
My line manager strives to support and deliver better ways of working	90%	87%	92%
I/my team are consistently recognised when we exceed expectations	79%	74%	83%
Performance is managed in my team	81%	*69%	74%
I set my objectives with my line manager	93%	81%	86%
My performance is reviewed regularly	95%	89%	88%
I am encouraged to achieve high performance	91%	85%	86%

There were no areas scoring below 70% in this theme.

Responses this year remained similar to previous surveys.

↑ 4% on average compared to 2021/22

↑ 2% on average compared to 2020/21

A closer look at each theme – Leadership

89%



People feel they are kept **informed** and that LT clearly communicate the **vision, objectives, progress and direction** of the organisation. Overall people feel that LT are **open, responsive and motivational**, provide **consistent and effective** leadership and feel **motivated** by the leadership team.

	2022/23	2021/22	2020/21
SPSO has a clear plan for the future to ensure our continued success	81%	*51%	77%
The leadership team communicates the organisation's vision and objectives clearly	90%	85%	88%
I feel comfortable with the progress and direction of the organisation at the present time	86%	*55%	*69%
The leadership team communicate effectively, keeping me informed about decisions and progress	93%	92%	92%
The leadership team are open and responsive	90%	85%	92%
The leadership team provide consistent and effective leadership	93%	79%	83%
I trust and respect the leadership team at the SPSO	91%	83%	83%
I feel motivated by our leadership team	84%	*66%	72%

There were no areas scoring below 70% in this theme.

Responses this year improved across all questions compared to last year with the most improved relating to SPSO's plan for the future and progress and direction of the organisation.

↑ 12% on average compared to 2021/22

↑ 5% on average compared to 2020/21

A closer look at each theme – Learning and Development

84%



People feel that SPSO is **committed** to and **invests** in developing staff and that there is good **support to apply learning** in their roles. **Regular, constructive feedback that helps improve performance** was also rated positively. The **appropriateness** of L&D activities was the most improved question in this year's survey compared to previous years.

	2022/23	2021/22	2020/21
The learning and development I receive is appropriate and relevant to my job	88%	74%	*69%
There are sufficient opportunities for me to receive learning and development to improve my skills	75%	*66%	*62%
I believe that the SPSO are committed to developing me	79%	74%	72%
SPSO invests in its people	77%	74%	72%
I receive regular, timely feedback on my performance	93%	83%	88%
The feedback I receive helps me to improve my performance	89%	85%	80%
I am supported to apply any learning to my day to day work	86%	81%	80%

There were no areas scoring below 70% in this theme.

Responses this year improved compared to the last 2 surveys.

↑ 7% on average compared to 2021/22

↑ 9% on average compared to 2020/21

A closer look at each theme – Equal Opportunities and Diversity

84%



People generally feel that SPSO is an **inclusive** and **respectful** workplace with **robust policies** to deal with any concerns and that **the workplace is free from bullying and harassment**. People also feel positively that there is **fair access to opportunities for development and support** and **fair and consistent decisions about flexible working** – both of these areas improved on last year's scores.

	2022/23	2021/22	2020/21
I think the SPSO respects individual differences (for example, cultures, working styles, backgrounds, ideas)	84%	85%	89%
I know how to seek support for concerns relating to bullying and harassment	89%	88%	88%
I feel confident that the SPSO would act on any reports of bullying and harassment	84%	81%	84%
Access to opportunities for development and support is fairly managed	79%	75%	*64%
I believe managers deal with applications for flexible working fairly and consistently	79%	71%	*69%
My work environment is free from bullying and harassment	86%	81%	78%

There were no areas scoring below 70% in this theme.

4% of respondents do not feel that SPSO is free from bullying and harassment – we ask people to explain this in more detail and comments give some insight into particular examples or general feedback which is reviewed confidentially by HR and incorporated into improvement planning. We received 8 comments under this section. There were no common themes raised but individual feedback has been reviewed by HR.

↑ 3% on average compared to 2021/22

↑ 5% on average compared to 2020/21

A closer look at each theme – Perceptions of SPSO

88%



People continue to feel a strong sense of **commitment** to SPSO, our goals and our values. Perceptions are that this is an organisation that regularly tries to find ways to **improve** and **embrace change**. There was improvement to the feedback about **holding people to account for their behaviour** and the **physical resources**. There was a high proportion of neutral responses in this section – seven questions scored over 10% neutral.

	2022/23	2021/22	2020/21
I am proud to work for the SPSO	84%	71%	84%
I would tell people that this is a good place to work	91%	79%	83%
I feel a strong sense of belonging and purpose at the SPSO	81%	73%	81%
I feel committed to the SPSO's goals	93%	92%	81%
I share the SPSO's values	93%	92%	92%
My day-to-day behaviour reflects SPSO's values	93%	90%	91%
SPSO's values guide the way we work and make decisions	89%	87%	84%
We challenge behaviours that are not in line with our values	81%	77%	*67%
At the SPSO we have the physical resources we need to complete our work effectively	89%	79%	*66%
At the SPSO we have the people resources we need to complete our work effectively	*68%	*27%	*38%
At the SPSO we regularly look for ways to improve	96%	83%	92%
At SPSO we embrace change to create a sustainable future	93%	77%	91%

One area scored lower than 70% - **people resources**, although this improved by more than 40% compared to the previous year and was the most improved question in the survey this year.

↑ 10% on average compared to 2021/22

↑ 9% on average compared to 2020/21

A closer look at each theme – Corporate Social Responsibility

80%



Overall, people feel that SPSO's CSR activities are **important** and that as an organisation, we are **contributing responsibly** in particular to campaigns and projects that support the **wellbeing of society** and towards **environmental protection**. People also feel **encouraged to take up causes** that promote csr.

	2022/23	2021/22	2020/21
Working for an organisation with similar ethical views to my own is important to me	93%	87%	94%
I have dedicated time at work to contribute to SPSO's CSR initiatives	*42%	*31%	*42%
Participating in CSR activities allows me to grow and develop professionally	*47%	*37%	*52%
SPSO contributes to campaigns and projects that promote the wellbeing of society	89%	*69%	*69%
At SPSO we implement initiatives that minimise our impact on the environment	93%	88%	89%
We are encouraged to suggest ways that SPSO could support community causes and/or charities	89%	*65%	70%
I am aware of SPSO's climate change objectives	91%	92%	N/A
We are encouraged to suggest ways that SPSO could support environmental causes and/or climate change initiatives	86%	79%	N/A
SPSO contributes to campaigns and projects that promote environmental protection and sustainability	89%	73%	N/A

Two areas scored below 50% (these were the only survey scores below 50%) – dedicated time to contribute to CSR activities and personal growth through csr.

These two questions had the highest percentage of neutral responses (28% and 30%)

↑ 11% on average compared to 2021/22

↑ 11% on average compared to 2020/21

A closer look at each theme – Health and Wellbeing

92%



This was the highest scoring theme in the survey this year.

People feel that health and wellbeing is **part of our culture**, it is **promoted** well in the organisation and there is a **good awareness of the initiatives available**. The feedback shows that SPSO is a workplace where **we are committed to wellbeing**, we **support each other** to achieve positive health and wellbeing.

	2022/23	2021/22	2020/21
Health and wellbeing is effectively promoted	93%	87%	91%
Health and wellbeing is part of our culture	95%	83%	86%
The SPSO is committed to supporting my health and wellbeing	93%	77%	77%
People help and support each other at SPSO	93%	90%	98%
I am supported in my health and wellbeing	86%	79%	84%
I am aware of the health and wellbeing initiatives available to me	95%	83%	95%

There were no areas scoring below 70% in this theme.

Compared to last year, engagement in this section increased overall and remained broadly consistent with feedback in 2020/21.

↑ 9% on average compared to 2021/22

↑ 3% on average compared to 2020/21

A closer look at each theme – Most useful initiatives for wellbeing



89% flexi-time policy



48% flexible working arrangements



34% information, resources, emails



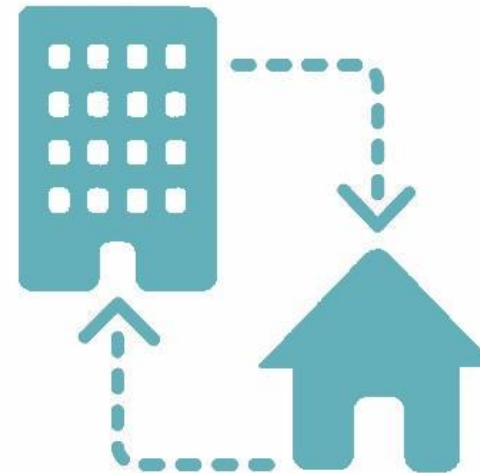
14% Employee assistance programme



9% wellbeing page on the intranet



7% cycle to work scheme



A number of 'other' responses referred to the benefits of hybrid working

A closer look at each theme – Health and Wellbeing (supplementary questions)



- **86%** responded **positively** about their current mental health (↑4% since 2021/22)
- **11%** of people rated their mental health as **fair**
- **4%** rated their mental health as currently **poor**



- **86%** responded **positively** about their current physical health (↑11% since 2021/22)
- **5%** of people rated their physical health as **fair**
- **9%** rated their current physical health as **poor**



- **86%** responded **positively** about their financial wellbeing
- **7%** of people rated their financial wellbeing as **fair**
- **7%** of people rated their financial wellbeing as **poor**



- **83%** responded **positively** about their social wellbeing
- **13%** of people rated their social wellbeing as **fair**
- **4%** of people rated their social wellbeing as **poor**

In the last 12 months people have reported experiencing...



Headline Results – Insight from comments



73 comments were made in the survey, 21 fewer than 2021/22 (and 77 fewer than in 2020/21). Comments were broad and covered a range of topics with the following themes most commented on:



29% performance, standards, targets



29% workload, resources, capacity



21% management and leadership style, approach, support



14% wellbeing, work-life balance, flexibility



11% communications (style, methods)



10% teamworking, collaboration



8% office space, work environment



8% I&d, opportunity, support

Insight from comments



The office has an admirable commitment to health and wellbeing. The pressure on staff is utterly relentless, however, and initiatives can only go some of the way to addressing this.

It does feel like there is more work to do than time available which can be a bit relentless.

There is limited time to contribute to any work beyond your role therefore I don't think it is truly possible to contribute to how things are done / any sort of organisational change.

Workload, resources, capacity, processes



The CR casework targets (specifically the weekly allocations) are too ambitious which impacts on quality of output and work/life balance. There is also very limited time to afford to developing self or to undertaking project work beyond the role.

As an organisation we are often too internally focused and concerned about managing workload rather than the service we provide. This is understandable given high case numbers but there is a need to ensure we reflect better the needs of users in our work.

Performance, standards, targets

My impression is that the focus on performance across the organisation mostly looks at closing cases and allocations, and other areas are for us to work on individually/autonomously. I do appreciate the goal of recording more where we make a difference in other ways with resolutions and feedback and I think this is a positive step.

It would be helpful to focus on the quality of our decision making across the organisation rather than simply numerical targets in terms of number of closed cases.

Insight from comments



Leadership team updates make a real difference, they are informative and help staff maintain an awareness of the issues that may affect our organisation more generally.

Difficult customers are still a problem, but I feel we have done all we can do to have policy/procedure in place. It, however, doesn't lessen the impact of difficult conversations or make the people any easier to support. Colleagues and managers are helpful, and the level of debrief available is back to what it was pre-covid.

Management and leadership style, approach, support



My Manager is extremely supportive whilst giving me space to take my own initiative and make my own decisions. [Thy have] a perfect balance of always being there if I need [them] (both personally and professionally) whilst trusting me to perform my job well. [They are] fantastic and leads by example.

This ties closely to my view that we don't have sufficient people resources, but the reality is that if we take time off due to illness, our work will not be progressed in our absence, unless that absence is significant. I have found that it causes me less stress to work through an illness even though I don't feel well enough, than to try and catch up on missed work. This is not a straightforward problem to solve, and ultimately comes down to building additional capacity in everyone's responsibilities to allow time to progress work in colleagues absence.

Wellbeing, work-life balance

I have accessed work support which has improved my wellbeing greatly. My wellbeing is still not great, but that is not work related.

Easier to work whilst feeling unwell due to wfh. Wouldn't have been possible if working in office full time. Have had some sleepless nights over certain cases but not SPSO's fault just the nature of the job. Flexi time and hybrid working are key to maintaining good mental and physical health

Insight from comments



Communications style, methods

I think since Covid-19 we have developed a good balance of communication across the organisation. I feel it works well, and I am confident that I will be able to work with my colleagues effectively whether I am at home or in the office.

Teamworking, collaboration

I feel very grateful to work in such a supportive team of people.

I think it's the case that some roles/teams are structured in a way that supports working together and others aren't. This is partly to do with the size of the team and partly to do with the need to work together.

Learning and Development

It would be good to profile learning in the organisation quarterly. Sometimes you are not aware of learning opportunities available and if anyone has taken them up. This communication would encourage others by seeing what is available, what your colleagues have completed or are going to complete in the future.

Development opportunities are perhaps constrained by case load and feeling able to take time away from the day to day role.

In this year's survey, people shared a number of suggestions and ideas about what they thought could make a difference to working life at SPSO. These have been collated by the HR team and fed back to the appropriate business areas and working groups.

Office workspace, environment

I think some changes are made to the office environment, in order to modernise the space to reflect hybrid working. I feel that the office needs to feel more communal for the often small number of people in attendance, to ensure the maximum social wellbeing benefits, whilst also ensuring there are better spaces for multiple people to attend online meetings from the office at the same time.



Conclusions



Engagement in the survey decreased by 2% on average compared to the last survey. It is possible that there was a 'survey fatigue' in the organisation last year with ongoing surveys to evaluate the trial of hybrid working. 75% is generally a good response rate and we are thankful to those that contribute their views. We hope to improve this response rate next year and encourage as many people as possible to participate.

We saw an improvement in 85% of questions and there was a drop in positive responses in 12% of questions compared to last year. Overall, this drop was due to a slight increase (less than 10%) in the number of neutral responses to other questions this year, compared to last year.

We saw far fewer questions scoring between 50-70% this year compared to last year (2% of questions this year compared to 13% last year) and there was a 2% decrease in the number of questions scoring below 50% (bringing the overall number of questions scoring below 50% to 2%).

Feedback shows that people have high levels of engagement across all areas of the survey. **Health and wellbeing** was the highest scoring theme with, on average, over 90% positive responses. All other themes in the survey scored over 80% apart from one, **external customers**, which was still high with 78% positive scores.

The areas that people have expressed dissatisfaction have been around **resources, capacity**, in particular, the impact that work pressures have on people's ability to take up **opportunities for csr and I&d**. Another theme that flows through the survey is around the **performance measures and targets**, along with the office workplace and **physical environments being structured to enable collaboration** particularly the impact that hybrid working has on our **work relationships** both in terms of **socialisation** and **feeling connected to, collaborating** and **sharing knowledge** with colleagues.



Areas for improvement



The following questions and themes scored below 70% and are the focus for improvement planning:

Survey Theme	Question	2021/22
CSR	I have dedicated time at work to contribute to SPSO's CSR initiatives	42%
CSR	Participating in CSR activities allows me to grow and develop professionally	47%
Internal Relations	Our physical environment is structured to enable us to work together	66%
Perceptions of SPSO	At the SPSO we have the people resources we need to complete our work effectively	68%

Improvement planning and next steps



We combine feedback from the staff survey with feedback and recommendations from the IIP reviews which feed into our HR action plan and business planning processes.

Taking account of the feedback shared in this year's survey, we will focus our improvement planning on the following areas:

- ❖ promoting staff survey earlier in the year ahead of the launch to encourage interest and improve response rates;
- ❖ addressing the challenges of **work volumes** (which impact on morale, health and wellbeing, ability to participate in CSR, L&D activities); improving on and maximising the **people resources** available to us;
- ❖ maintaining **performance standards**, particularly as we work in and out of the office environment;
- ❖ how we continue to overcome the **challenges of home working** like **keeping people connected, building relationships** across the office and finding ways to make the **best use of office workspace**;
- ❖ continuing to **identify individual skills development needs** through the performance development planning process while also linking to wider team training needs and ensuring **workloads allow people to take-up of L&D activities**;
- ❖ opportunity to add structure and formalised strategy to the organisation's **equalities, diversity and inclusion** approaches and activities;
- ❖ raising awareness, engagement with and investing more time in our **contributions to CSR initiatives to support professional development**.

Technical Guidance



Please bear in mind when reading this report:

- **Rounding** | Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore, in some instances, the differences presented in this report will not match the rounded figures of the scores being compared. For example, where a figure of 69.64% has been returned in the raw data, in this report it will appear as 70% and this will be identified as an area for improvement.
- **Theme scores** | Scores for each individual theme are arrived at by calculating the average percentage of positive responses to the theme's constituent questions.
- **Comparison to historical results** | This year we created 23 questions which were not comparable to previous survey results. For tables that include data for historical survey results, 'N/A' indicates that a comparable question was not included in the survey.
- **Percentages** | Unless otherwise stated, question score percentages shown in this report relate to the proportion of employees providing a positive response.
- **Anonymity** | We have maintained anonymity of the feedback by removing any references to individuals and teams due to the small numbers in some teams which could identify individuals.

2022/23 Staff Survey Detailed Results

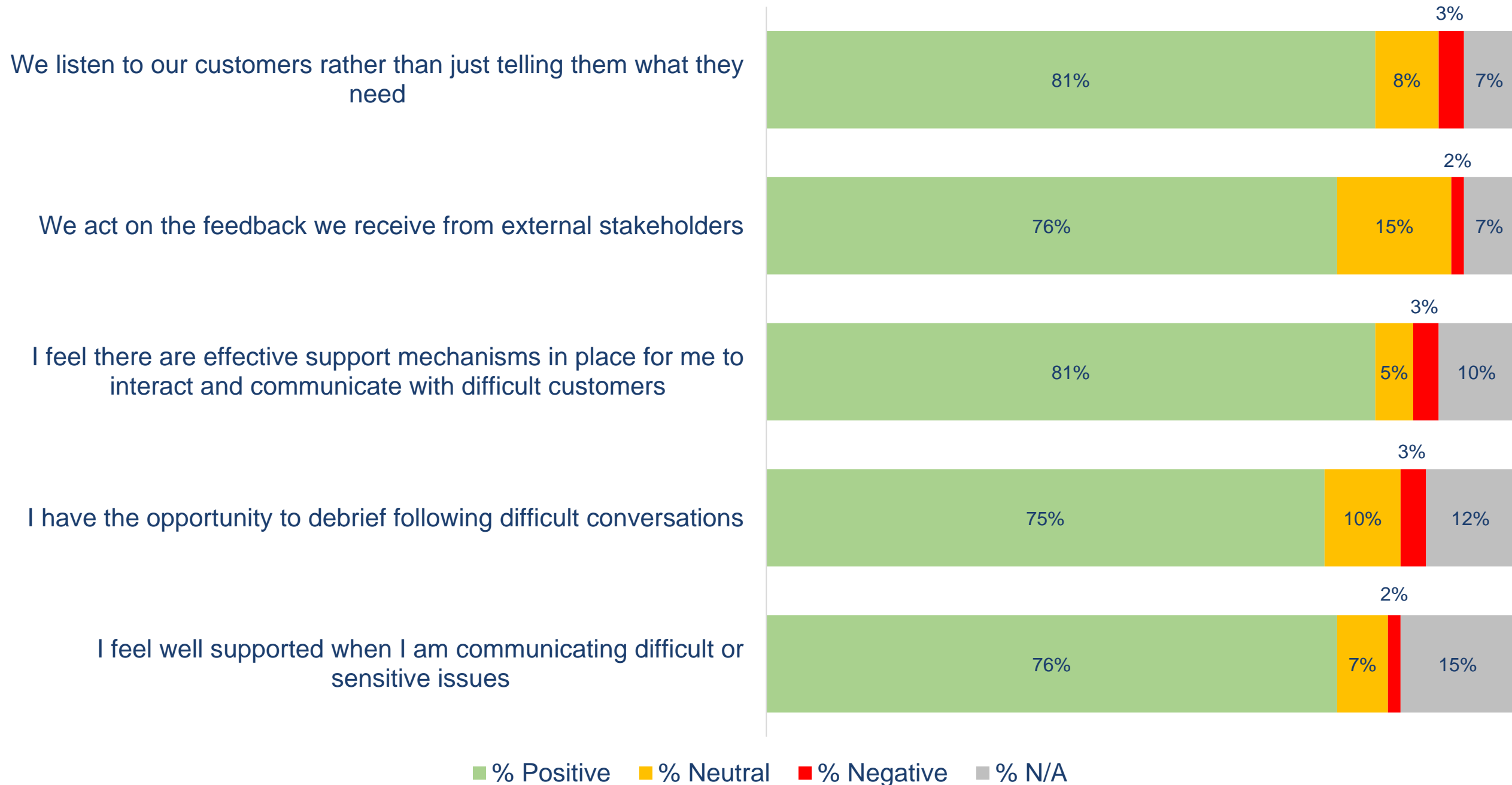
My Job



Internal Relations



External Customers



Management



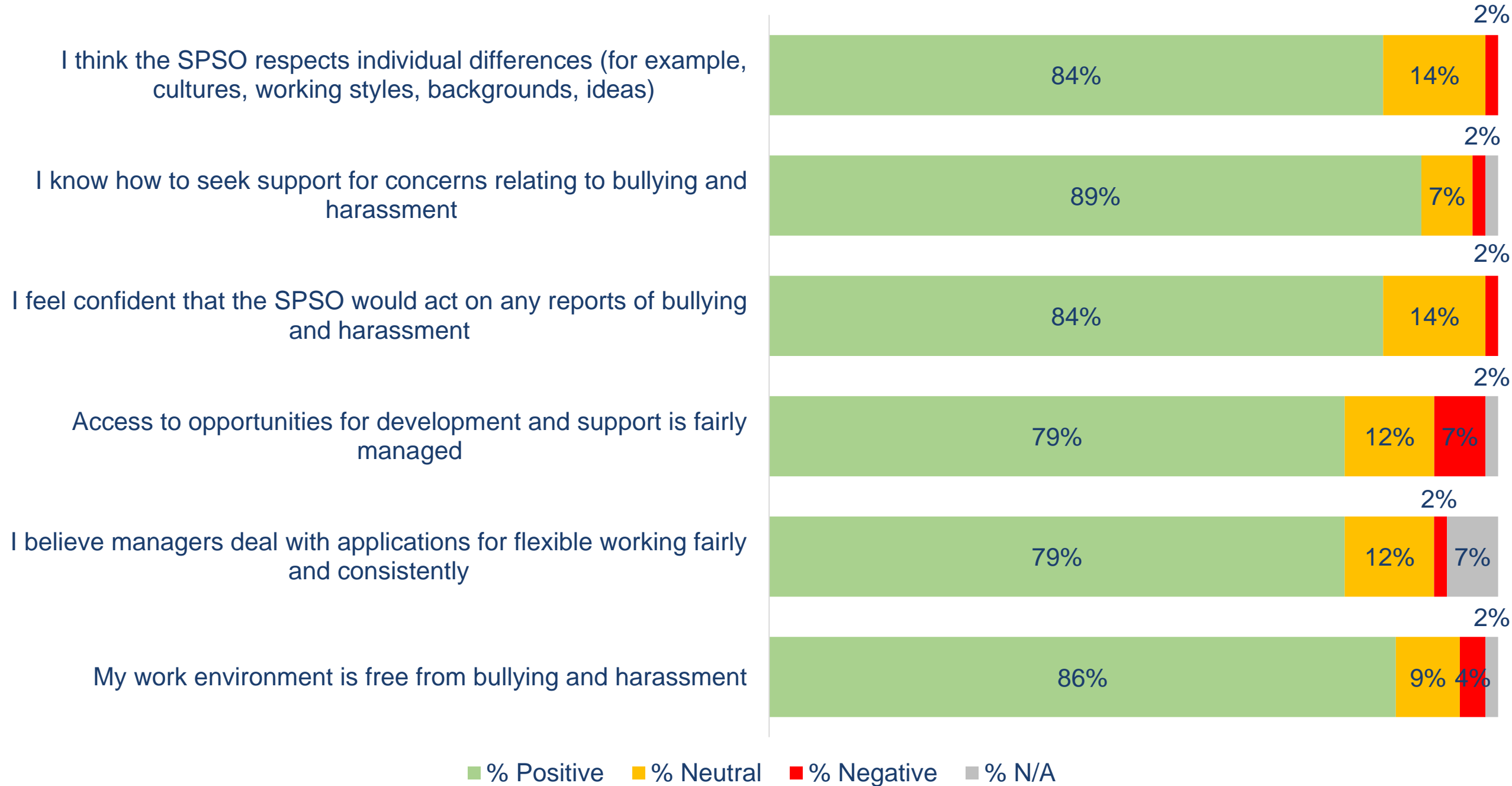
Leadership



Learning and Development



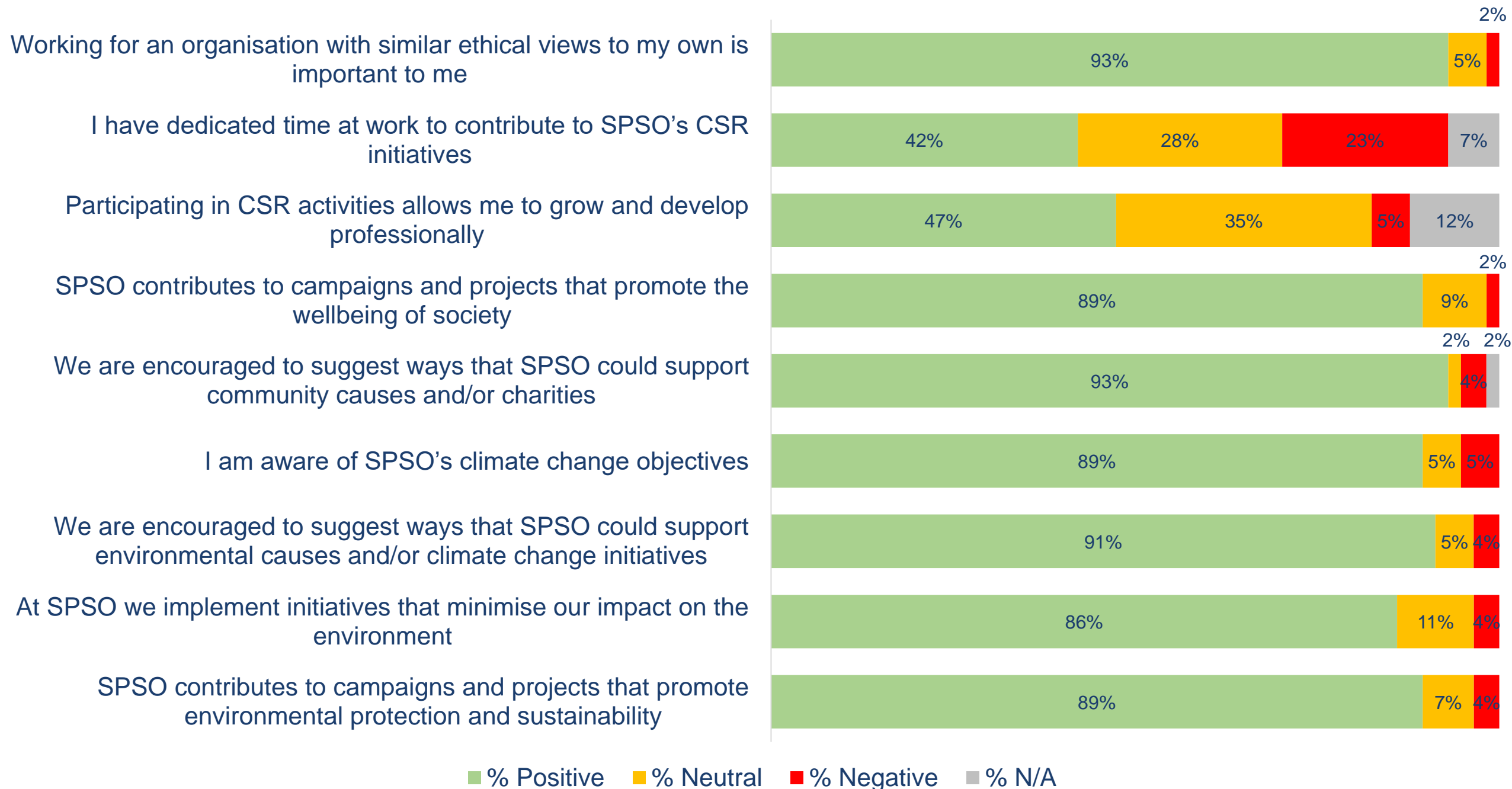
Equal Opportunities and Diversity



Perceptions of SPSO



Corporate Social Responsibility



Health and Wellbeing



**SCOTTISH
PUBLIC
SERVICES
OMBUDSMAN**



People Centred | Improvement Focused