

Agenda Item	10
Report No	HC/16/21

## THE HIGHLAND COUNCIL

**Committee:** The Highland Council

**Date:** 24 June 2021

**Report Title:** Staff Survey

**Report By:** Chief Executive

### 1. Purpose/Executive Summary

1.1 The Council is committed to the health, safety and wellbeing of our workforce. Regular engagement with our staff and our trade union partners has been critical in navigating through these unprecedented times. This second survey, undertaken April 2021, has helped us to understand how our employees' views have developed throughout the pandemic, one year on from last survey. Employees have demonstrated high levels of resilience, maintaining delivery of essential services, while rapidly introducing and providing COVID-19 mitigation and support responses, in the most challenging of circumstances. While current working arrangements have many positive impacts, there are also challenges, including working in isolation from colleagues. The Redesign Board and the New Ways of Working Project Team will utilise the survey responses to inform and evidence-base the working arrangement proposals which need to be taken forward at pace in an environment which continues to change. This work will facilitate a smooth recovery as we continue to reshape future working arrangements within the Council.

1.2 The survey was dual purpose to gather information about:

- Employee Wellbeing – All staff
- New Ways of Working (NWoW) - Office based staff

All staff were invited to complete the survey section relating to Wellbeing with an additional section, seeking views about office return, available for completion by staff who are normally primarily based in office environments.

1.3 Initial survey findings were shared with Elected Members at Redesign Workshops on the 29<sup>th</sup> April and 9<sup>th</sup> June 2021. Findings were also shared with the Central Safety Committee and Staff Partnership Forum, both held on the 3<sup>rd</sup> June. The high-level results are set out in **section 5** below, the proposed next steps are outlined in **section 6** and full survey results are provided in **Appendix 1** to this report.

## 2. Recommendations

### 2.1 Members are asked to:

- i. consider the Survey results as highlighted in section 5 of this report and detailed in full in the Appendix to this report; and
- ii. support the proposed next steps set out in section 6 of this report.

## 3. Implications

3.1 **Resources** – Additional resources will be required to support a blended model of working and work is ongoing to determine what these are. Based on the initial findings of the survey, and discussions at the Redesign Board, a bid has been made to Phase 2 of the Health & Prosperity Strategy as presented in an earlier report to this Council, seeking £1m in 2 phases to support staff to work effectively and safely.

3.2 **Legal** – Compliance with current employment legislation will continue to be embedded in new ways of working. The Council will continue to comply with any future Pandemic-related legislation and guidance that may be decided by UK and Scottish Governments.

3.3 **Community Impact** (Equality, Poverty, Rural) – The survey captured information relating to protected characteristics, including age and disability. Responses will inform the design and implementation of new ways of working and our continued actions to advance the wellbeing of our employees whilst ensuring business needs are met.

3.4 **Sustainability / Climate Change** – The sustainability and climate change impacts of new ways of working will be included in future reports as proposals are developed and assessed.

3.5 **Risk** - A failure to effectively manage the health, safety and wellbeing of our workforce risks legal penalties, loss of employee engagement, performance deterioration, adverse publicity and loss of reputation as an employer of choice.

3.6 **Gaelic** – no implications

## 4. Background

4.1 The first objective of our Workforce Planning Strategy 2017-23 is to *‘Position engagement at the heart of everything we do; cultivate our excellent long-standing partnerships with Trade Unions, listen to our employees, communicate regularly and consult meaningfully with Community Planning Partners’*.

4.2 During this period of prolonged challenge caused by the COVID-19 pandemic, we have engaged regularly with our workforce and sought employees’ views on how we are managing through the challenges and the changing environment. Corporate surveys continue to help inform our recovery in reshaping future working arrangements and service delivery models.

4.3 72% of all office-based workers participated in this survey while 29% (2,979 employees) of the overall workforce responded to the survey.

- 4.4 The survey was distributed via work and personal email accounts to widen accessibility and encourage employees to submit their completed surveys anonymously. An evaluation of the employee engagement strategy will identify approaches for further strengthening engagement with our employees.
- 4.5 The results of the survey enable us to:
- Check the wellbeing of our employees
  - Compare trends with previous and future surveys
  - Analyse views of employees identifying with protective characteristics
  - Understand benefits and challenges experienced through home working
  - Understand the main challenges with returning to office environments
  - Understand preferences relating to the format a return to office-based working should take within the context of blended working
  - Capture the positive impacts and challenges of current working arrangements.

## **5. High Level findings**

- 5.1 70% of office-based employees support the adoption of a blended model of working, combining time between working from the office and home environments. 10% wish to return to the office on a full-time basis and 20% expressed a preference for continued full-time working from home.
- 5.2 At the time of the survey, 88% of respondents reported a positive homeworking experience. 66% of respondents highlighted improved work/life balance as a key positive, 39% identified positively with more family time, 39% considered saving money as a positive and 38% experienced improved wellbeing.
- 5.3 Respondents also identified challenges with homeworking. 51% of respondents identified the lack of interaction with colleagues as a key challenge, social isolation was experienced by 42% of respondents and increased costs were highlighted by 28% of respondents as key challenges. Just under a quarter of respondents (22%) found distractions in the home as a key challenge with 24% of respondents highlighting systems and equipment as work-related concerns that need immediately addressed.
- 5.4 Analysis of the protected characteristics found no significant difference in responses for the following factors.
- Age
  - Geographical Area
  - Pay Grade
  - Sex
  - Ethnicity
- 5.5 Employees identifying with the 'disability' and/or the 'caring responsibility' protected characteristics also supported a blended model while indicating a stronger preference in favour of full-time homeworking, when compared with the average rate captured by this survey.

## 6. Proposed Next Steps

- 6.1 Survey results will be shared at the Staff Engagement Sessions which are scheduled for June 2021 and will be delivered by the Chief Executive and Executive Chief Officers according to their designated geographical area roles.

### ***Employee Wellbeing***

- A staff wellbeing/health promotions group will be set up (with volunteers from Services and Trade Union Health & Safety representatives) to co-ordinate and communicate actions arising from the wellbeing survey. This group will also support the work towards achieving Public Health Scotland's Healthy Working Lives (HWL) Award within the next 12 months.

Aligning the survey results with the award will create a framework for progressing and promoting resources, training and events. We will also be able to benchmark progress with other Councils and feed back to senior managers/Elected Members.

It is proposed that the group will report to the Executive Leadership Team (ELT) and Central Safety Committee on a quarterly basis, in line with other corporate Occupational Health, Safety and Wellbeing (OHSW) reports. This will also feed into the New Ways of Working Project which is remitted to the Redesign Board.

- The Employee Engagement Strategy will be reviewed and further improved to strengthen engagement with our workforce.
- It is proposed that the Employee Wellbeing Strategy is refreshed to reflect current findings from the survey.

### ***New Ways of Working***

- Survey results will inform new ways of working which will be developed at pace. Most office-based workers who participated in the survey expressed a preference for a blended model of working. These arrangements will need planned in a way that ensures the Council's business needs and priorities can continue to be delivered effectively and efficiently.
- The New Ways of Working project team, ELT and members of the Redesign Board continue to listen to, and are acting upon, the feedback from employees. Using the survey results as an evidence-base, our vision is to deliver a blended model which fully supports our ability to deliver high performing and efficient front line and internal services that are sufficiently agile and flexible to respond to changes arising from business need and external factors.
- Additional resources will be required to support a blended model of working and work is ongoing to determine what these are. Based on the initial findings of the survey, and discussions at the Redesign Board, a bid has been made to Phase 2 of the Health & Prosperity Strategy, as presented in an earlier report to this Council, seeking £1m in 2 phases, to support staff to work effectively and safely.

- 10% of our staff expressed they wish to work from the office full-time. A commitment has been provided to the Trade Unions that those staff who need to work from the office, will be able to do so.
- It is important that there is ongoing engagement with Services to understand the specific requirements around business and service delivery needs. Certain roles may not be compatible with a blended model and as business needs change, working arrangements will need reviewed. Flexibility for these groups will be considered as part of the project.
- It is important that there is ongoing engagement with staff to better understand their needs and challenges. In addition to this survey, other engagement will take place including staff engagement sessions and meetings with managers.

Designation: Chief Executive

Date: 10 June 2021

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NWOW & STAFF WELLBEING

SURVEY 2021

**Preparing for a new Normal**

ABSTRACT

An All Staff Survey exploring New Ways of working (NWOW) and staff Wellbeing; one year on from our last staff Wellbeing survey.

## 1.0 INTRODUCTION

### Background

In April 2021 The New Ways of Working project were tasked with creating a dual purpose survey of all employees. The objective was to use the survey data to understand staff Wellbeing and remote working in response to COVID-19 and and gather employee views of what the Highland Council's new ways of working should look like for the future.

### Methodology

All employees within the organisation were given the opportunity to complete a survey electronically. Every response was anonymous. The electronic survey was made available to all employees via staff and personal emails recorded in My View.

A total of 2,979 responses were received, giving an overall response rate of **29%**.

In 2020 the New Ways of Working project team completed a data gathering exercise which confirmed that the Highland Council has 2600 homeworking employees. We received 1886 survey returns giving a response rate of **72%** from these homeworkers.

Particular effort was made to optimise the response rate, including the following:

- A video from Chief Executive
- Follow up reminders from Chief Executive;
- Service comms from ECO's
- Weekly electronic reminders

### Protected characteristics

The Highland Council currently publishes establishment data by sex and age for all staff and ethnicity and disability were available. There is currently no data published for other protected characteristics although a new data gathering exercise is due to start.

The survey was developed in collaboration with our Principal Policy Officer – Equalities to align the equalities data gathering questions with the 2022 Scottish Census.

Table 1. The following table represents returns by service

Service	Responses	Rate (% of that service)
Education & Learning	1161	20%*
Housing & Property	371	19%*
Transformation	16	100%
Health & Social Care	437	28%
Communities & Place	213	30%*
Infrastructure & Environment	309	47%
Performance & Governance	110	81%
Resources & Finance	396	54%

\*These services are recognised as having hard to reach groups.

## 2.0 Highlights - Wellbeing

A wellbeing working group has been set up to analyse the all staff Wellbeing results and will include:

- Analysis of all qualitative data
- Comparison with the 2020 Wellbeing survey
- Creation of a corporate action plan
- Analysis Service level results.

The group will be led by the Occupational, Health, Safety and Wellbeing (OHSW) Manager and is made up from each of the 3 HR sections; L&D, OHSW and Operational HR teams and will present their findings back to ELT.

### 1. I know where to find information to support my wellbeing

💡 Insights

● Yes	2520
● No	400
● Prefer not to answer	59





2. I know what I need to do to keep safe and healthy during the COVID-19 pandemic

● Yes	2938
● No	27
● Prefer not to answer	14



3. I feel equipped to manage my work demands right now

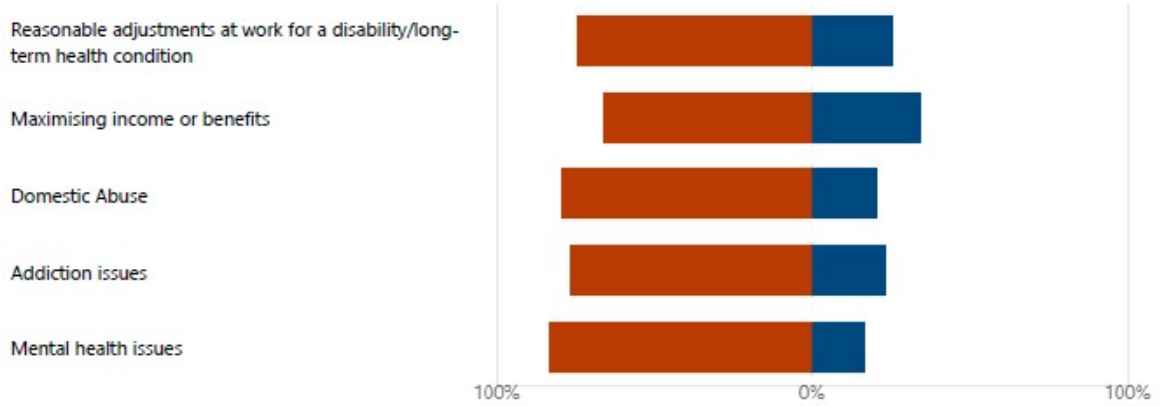
💡 Insights

● Yes	2400
● No	579



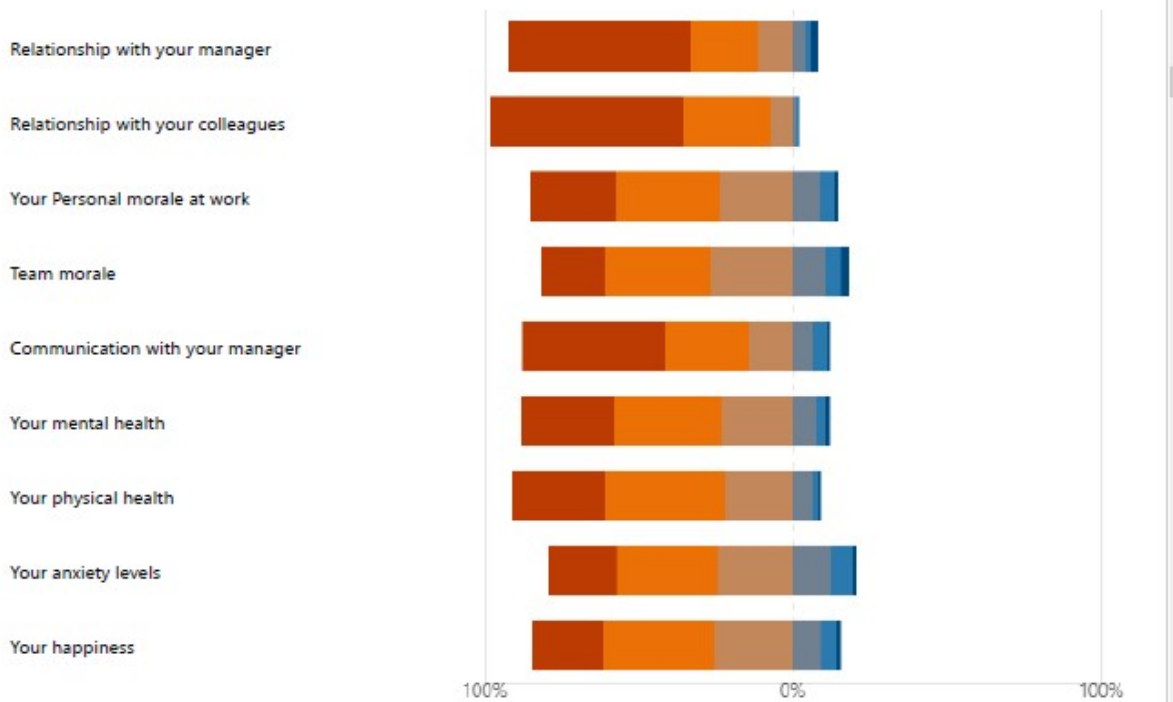
4. If I need to, I know where to access advice on the following

Yes No



11. How would you rate the following ( 5 is good and 1 is not good)

5 4 3 2 1 Prefer not to answer



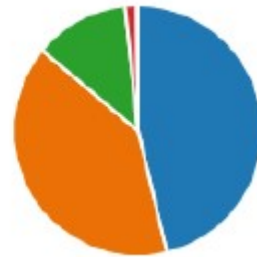
12. I feel a sense of belonging to my team

Always	Insights	959
Very often		1036
Sometimes		764
Rarely		185
Never		35



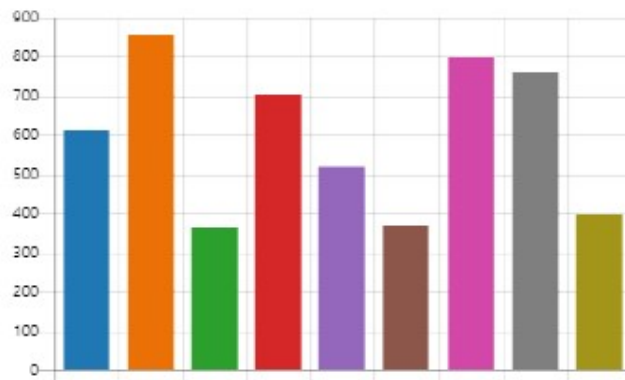
13. I know what is expected of me in my role

Always	Insights	1379
Very often		1185
Sometimes		366
Rarely		45
Never		4



14. What are the work-related concerns you feel you need support with right now? Multiple answers can be selected

Job Security	615
Wellbeing/Isolation	855
Budget & Finances	366
Systems & Equipment	703
Flexible working communicati...	521
Caring responsibilities	370
Training & Development	798
None	759
Other	395



### 3.0 New Ways of Working highlights

70% of staff would like to work from home in some capacity



39% of staff would prefer the 80% home 20% office split



**“Homeworking has meant a greater ability to focus with fewer distractions and better work/life balance”**

Survey respondent 2021

33% of our employees with a disability would like to work from home full time

69.78% respondents identify as female; this reflects this high proportion of women in the workforce (74.3%)

2600 homeworkers across the organisation



22% of our employees with caring or parental responsibilities would like to work from home full time



52% of our survey respondents said workplace safety is a top concern

Staff who live in a more rural area were more likely to choose to work from home full time

41% said one of their main concerns was not being able to work from home in the future

Over 57% of staff said that there would be a positive impact on their work/life balance if they continued to work from home in one form or another.

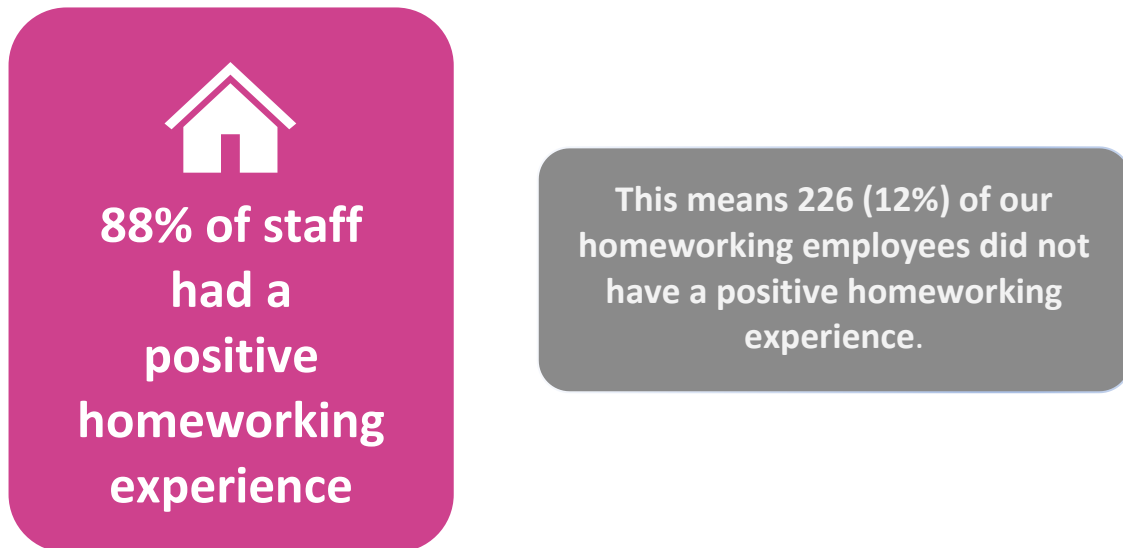
### 3.0 KEY FINDINGS - New Ways of Working

This section presents responses from homeworkers split into two key sections

- Homeworking experiences
- New Ways of Working

#### Homeworking experiences

This section aims to understand how staff have coped whilst working from home, both challenges and benefits.



#### Benefits of homeworking

The benefits of homeworking were overwhelmingly identified as:

- Work/life balance **(66%)**
- Family time **(39%)**
- Saving money **(39%)**
- Wellbeing **(38%)**

Less widespread were:

- Workload **(12%)**
- IT (10%) and communication **(11%)**

#### Challenges of homeworking

The biggest challenge cited by homeworking employees was the **lack of engagement with colleagues (51%)**.

Following on from that:

- Social isolation **(42%)**
- Increased costs of homeworking **(28%)**
- Appropriate space **(25%)**
- WIFI speed **(22%)**
- Distraction in the home **(22%)**

Twelve percent **(12%)** of homeworkers felt they more line management support.

Table 2 shows there was an interesting 50/50 split in responses to the following challenges and benefits:

Benefits	Challenges
Saving money	Increased costs
Work/life balance	Lack of engagement with employees
Family time	Social isolation

When asked about working from home, 24% of staff said they had no significant challenges in doing so.

The following have been identified as the biggest challenges by homeworking employees in order of most significant to least significant:

Table 3. The following table represents the Benefits and Challenges of working from home

Main Benefits	Rank	Main Challenges	Rank
Work/life balance	1	Lack of engagement with colleagues	1
Family time	2	Social Isolation	2
Saving money	3	Increased cost of working from home	3
Wellbeing	4	Lack of physical workspace	4
Workload	5	Distraction in the home	5
Communications	6	Lack of appropriate systems and equipment	6
IT	7	Wifi speed	7
		No significant challenges	8
		Line manager support	9

### Practical considerations

#### Dedicated workspace

**67%** of our homeworkers have a dedicated workspace, **13%** have dedicated workspace **some of the time**. Nineteen (**19%**) **don't** have any dedicated space at all.

#### Equipment

**56%** of our homeworkers have the equipment they need to work effectively from home. Thirty five percent (**35%**) do **most of the time** and **8%** of our respondents **don't** have the equipment they need to do their job at home.

**24%** of our staff said **Systems and Equipment** is a work-related concern they need help with right now.

The top items identified staff were lacking to work effectively from home are:

- Desk
- chair
- printer
- Laptop (employees who are working from Desktop PC's)
- Mobile/smartphone.

It is important to note that many of the staff who said they have what they need, may be referring to temporary arrangements.



### People and social aspects

Staff were asked to indicate what they missed most about the office environment. The findings supported the reported challenges including lack of engagement and isolation whilst working from home.

- Sixty-seven **(67%)** missed meeting with colleagues **face to face**
- Fifty-seven **(57%)** missed the **social aspects** of the office environment
- Fifty **(50%)** missed the opportunities to **collaborate** with their colleagues.

## New Ways of Working

This section of the survey results explores staff views on what they would like New Ways of Working to be. We can conclude that with a response rate of **72%** that these views are reflective of the current homeworking population.

Staff were asked if they could carry out their role from home would they want to:

- Return to the office **full time** and **(74%)** said **no**.
- Twenty-six **(26%)** said **yes**, they would like to return to the office full time.

The **concerns** expressed about returning to the office in rank order were:

- Workplace safety **(52%)**
- The workplace environment **(42%)**
- Not being able to work from home **(41%)**
- Having to work from a different location/desk **(42%)**
- Fuel and Parking costs **(31%)**
- Where they would keep their stuff **(28%)**
- Juggling virtual and actual meetings **(23%)**
- Adjusting **(21%)**
- Childcare/caring responsibilities **(19%)**
- Digitization of paperwork/access to records **(12%)**

Staff were asked what the implications for them might be if homeworking became a permanent requirement.

Table 4. The following table represents the positive and negative implications for staff if they continued to homework.

Category	Positive (%)	Negative (%)	No change in impact
Work life balance	57%	16%	24%
Caring responsibilities	30%	30%	35%
Productivity	37%	12%	47%
Physical	31%	16%	49%
Mental	30%	21%	44%
Financial	34%	17%	43%
Effectiveness in role	24%	20%	52%
Feeling part of the organisation	9%	33%	53%

Impact on work life balance:

- Fifty seven percent (**57%**) of staff said that there would be a **positive impact**.
- Twenty four percent (**24%**) said there would be **no impact**.

For a significant amount of our respondents there would be no change to:

- Feeling part of the organisation (**53%**)
- Effectiveness in their role (**52%**)
- Physical health (**49%**)

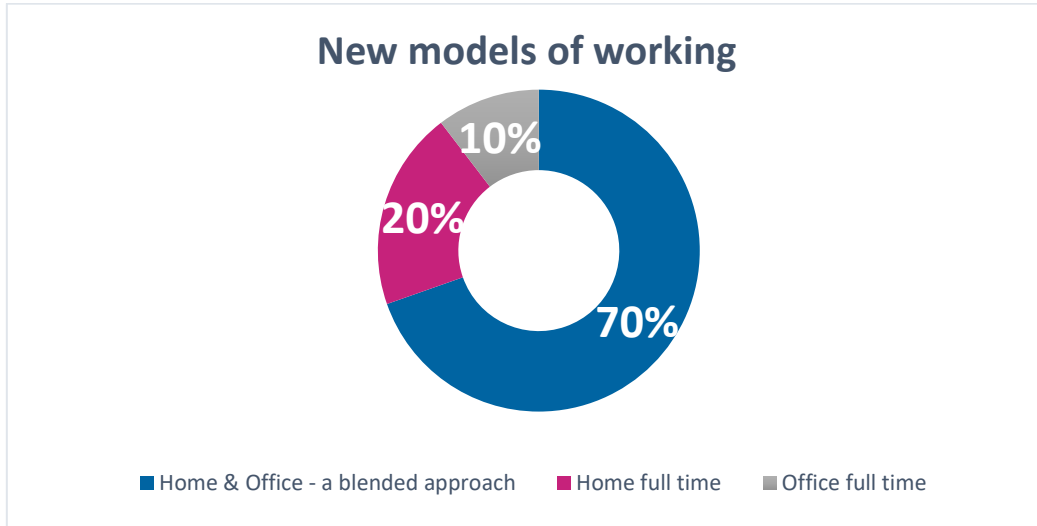
Impact on Mental Health would be:

- Forty four percent (**44%**) **no impact**
- Thirty percent (**30%**) **positive**
- Twenty one percent (**21%**) **negative**

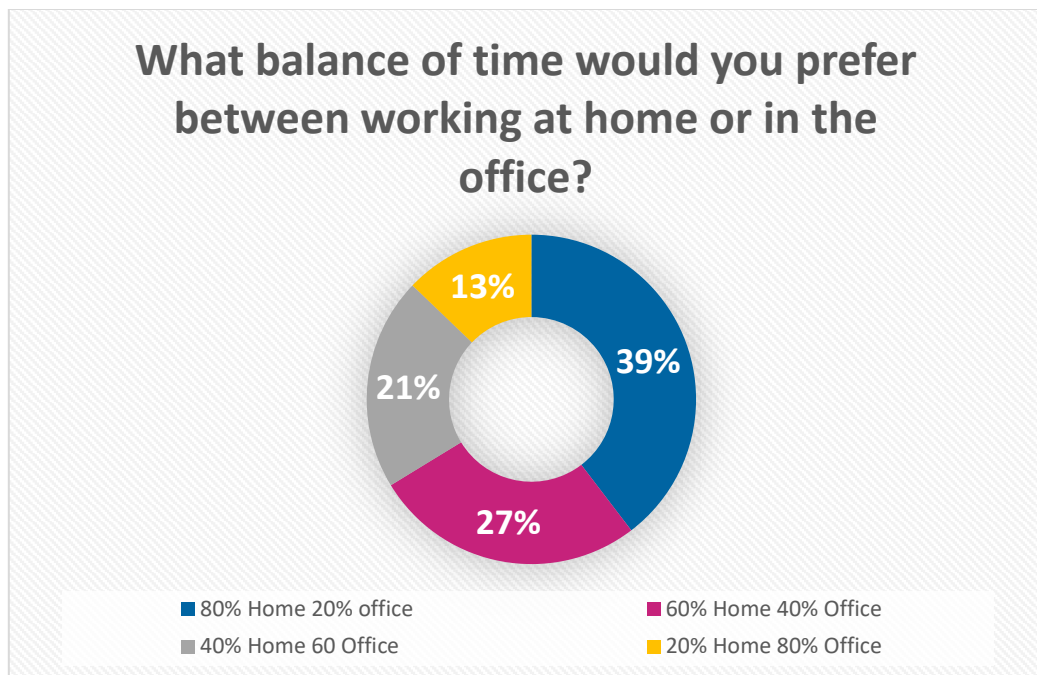
Caring responsibilities had an equal spread in responses between positive (**30%**), negative (**30%**) and no change in impact (**35%**) suggesting more diverse experience around these issues.



When asked to consider different models of returning to the workplace an overwhelming majority of staff told us their **preference would be a blended approach**; to work from home and the office.



A significant amount of staff (**70%**) would like to continue to work from home and the office in some capacity. Twenty percent (**20%**) would like to be at home full time and **10%** in the office full time.

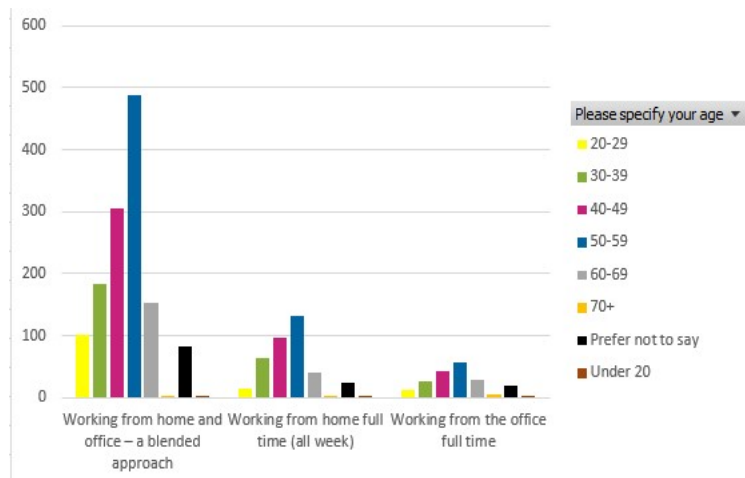


- Thirty-nine percent (**39%**) of staff that would prefer a blended approach would like it to be **80%/20%** split
- **27%** said they'd like it to be a **60%/40%** split.

This is consistent with the data gathered where staff indicated that they had missed the social aspects of work, being able to engage face to face and the opportunities to collaborate.

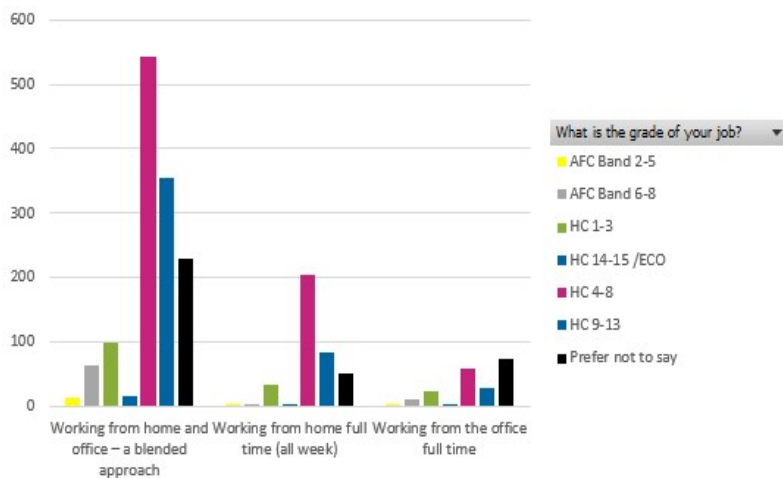
### Age and preference

Detailed analysis has allowed us to conclude that age is not a factor in preference to homeworking or not.



### Job grade and preference

Detailed analysis has allowed us to conclude that job grade is not a factor in preference to homework or not.



### Gender and preference

Female	Male
72% of our staff who work from home are female	28% of our staff who work from home are male
Seventy (70%) of those females would like a blended approach	68% of homeworking males would like a blended approach
20% to work from home full time	20% would like to work from home full time
10% would like to work from the office full time.	12% would like to work from the office full time

Sixty-nine percent (69.78%) of respondents identify as female; this reflects this high proportion of women in the workforce (74.3%).

There isn't enough data available for those who selected 'other' to analyse.

**This information allows us to conclude that gender is not a factor in preference to homework or not.**

### Disability and preference

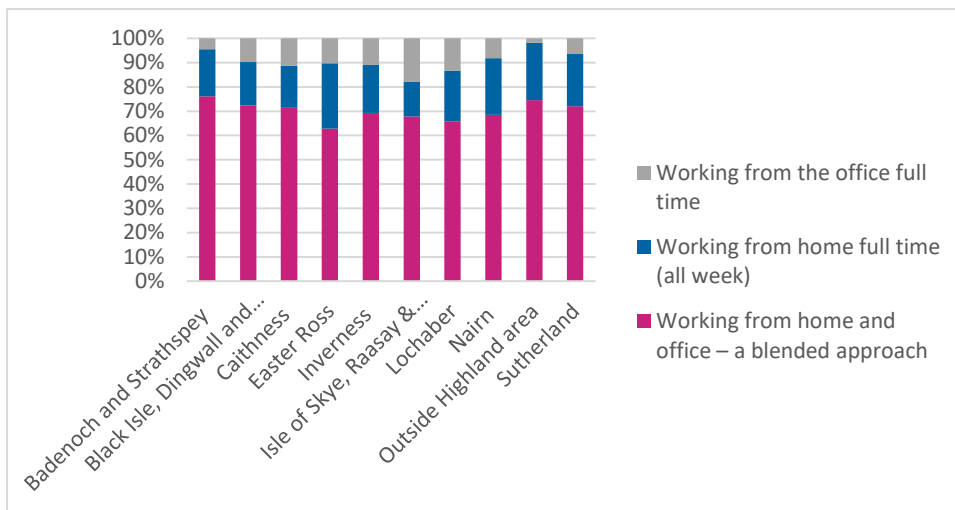
Of the 170 staff who identified that they consider themselves to have a disability, 104 (62%) work from home. Seventy staff (**67%**) would prefer a blended approach and 34 (**33%**) **would prefer to work from home full time**. None would choose to work full time from the office. This information allows us to conclude that disability is not a factor in preferring a blended approach, **but it is a factor for those who would prefer to work from home full time which is 33%** of this staff group.

### Parental/caring responsibilities and preference

Of the 1468 staff who responded yes to having caring or parental responsibilities; **60%** work from home.

The findings for this staff group are consistent with the rest of the homeworking population where 70% would prefer a blended approach however **a higher proportion (22%) would prefer to work from home full time** where the organisations average is 10%.

### Area where staff live and preference



Badenoch and Strathspey - **76% blended; 21% home full time; 3% office full time**

Black Isle, Dingwall and Seaforth - **72% blended; 12% home full time; 8% office full time**

Caithness - **71% blended; 17% home full time; 12% office full time**

Easter Ross - **63% blended; 27% home full time; 10% office full time**

Inverness – **69% blended; 19% home full time; 12% office full time**

Isle of Skye, Raasay and Wester Ross – **55% blended; 14% home full time; 17% office full time,**

Lochaber - **66% blended, 22% home full time, 12% office full time**

Nairn - **68% blended, 24% home full time; 8% office full time**

Sutherland - **72% blended; 22% home full time; 6% office full time**

Outside Highland are - **75% blended; 24% home full time; 1% office full time**

This information allows us to conclude that where staff live is not a factor in preference to blended working. **Generally, the more rural the higher the potential percentage of those choosing to work from home full time.** Further research might reveal that the quality of office space may factor in an individual’s decision, but this isn’t an area that has been explored yet.

## Key themes

### Blended working

The data showcases just how strong the desire is for a blended approach of working. A significant majority of our staff would like to work from home on a regular basis in the future. It is clear people miss seeing their colleagues so would like to come back to collaborate and engage with one another face to face, but they would still prefer to work the majority of their week from home than in the office environment – with most preferring the **80% home; 20% office split.**

### Factors in choice

An overwhelming **33% of our staff with a disability would choose to work home full time as well as 22% of staff with caring responsibilities** where the organisations average is 10%. It is significant than

none would choose to return to the office full time. It is important not to make any assumptions why as there will be a diverse range of needs and circumstances, but it is equally important we raise awareness and signpost at management engagement sessions and support 1:1 discussion with employees where required.

There is also a rural dynamic to the preferences of staff. Those who live outside of the Inverness area were marginally more likely to choose to work from home full-time and their preference for the blended approach was generally higher than the organisations average.

### Homeworking

This survey data allows us to say conclusively that homeworking has been a success for the majority of our staff with the majority saying that a sense of **work/life balance** and **saving money** has contributed to that positive experience.

There are pockets of data suggesting that the minority who had a more negative experience were **due to lack of engagement with colleagues (51%)**, **social isolation (24%)** and being worried about the **increased costs of working from home (24%)**.

### Wellbeing and other work-related concerns

The survey highlights a wide range of concerns that employees would like help with right now.

The top two reported concerns were **Wellbeing/Social isolation** and **Training and Development** which highlights the need for regular employee interaction and planned opportunities to get together.

### Workplace safety

The survey results feature a number of insights related to the workplace and for over half of our homeworkers, **workplace safety** is a top concern. For most of this group it has been fifteen months since they last worked in an office environment and many expressed concerns about the environment they were returning to; highlighting the need for incremental integration and robust employee communication when the time comes.

### Protected characteristics

The proportion of people responding to equality monitoring questions by age, sex and ethnicity roughly correspond to the establishment figures, but the proportion identifying as disabled is higher.

Where no analysis has been highlighted as part of the report with regard to other protected characteristics, the data hasn't allowed for deeper analysis.

### Next Steps

As an organisation it is important to understand what we have done well and areas in which we can help to improve.

The results of this survey will inform the next steps we take as a Council which will include:

#### New ways of Working (NWOW)

- NWOW strategic objectives
- Shaping NWOW management engagement sessions scheduled for the end of May 2021
- Staff communication and engagement planned for June 2021
- Management survey

**Wellbeing** - will be an integral part, but independent of, New Ways of Working

- Be used to update the Employee Wellbeing Strategy 2019-2021
- Link to existing OHSW plan 2021-2022
- Investigate future surveys/projects to support wellbeing

## Equalities data overview

### Gender

- 69.78% respondents identify as female; this reflects this high proportion of women in the workforce (74.3%).

### Disability

- 5.7% of respondents consider themselves to have a disability. This is higher than the 'establishment' data currently on resource link.
- *0.82% of the Council workforce identify as being disabled. As a percentage of those staff on for whom the Council hold data this equates to 2.6% of the workforce*
- Nine percent (9%) of respondents said their daily activities were limited due to a long-term health problem/disability; either 'a lot' (1.5%) or 'a little' (7.5%).

Those with certain health conditions:

- numbers higher than responses to disability and those whose daily activities are limited.

- Around 1 in 5 of the population are estimated to have a disability – would need to check working age population as prevalence increases with age (around 12-15%)

**Ethnicity**

- Responses identifying as non-white (less than 1%), are lower than 2011 Scotland Census for Highland (1.4 % of the population identify as a minority ethnic group), compared to 4% for Scotland overall).
- Establishment figures are also low (0.5%)– details not published.

**Religion**

- The Council has not previously published details of numbers of staff identifying with a religion, belief or none.
- The most common response of 'No religion' in Highland and Scotland, and secondly Church of Scotland broadly reflects Census 2011 data for Highland.

**Sexual Orientation**

- 2.2% of respondents identify as LGB. This corresponds with SHS estimates of 2% of the wider population.
- The Census Scotland will gather data for the first time in 2022.

**Trans**

- A small number of staff have identified as trans, too small to publish details.
- This information is not published elsewhere by the Council.

**Parental/caring responsibilities**

- Almost half of staff responding have these 49.27%

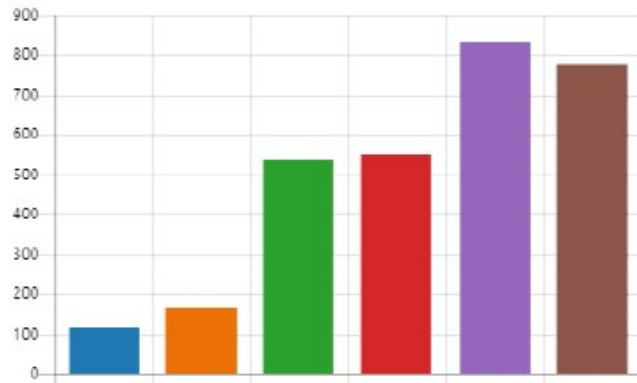
**Care for someone with a long-term disability or illness**

- 14.16% of staff have this responsibility

**APPENDIX – RESULTS****Generic data**

5. How long have you worked for the Council?

Up to 1 year	114
Over 1 year	162
Over 2 years	535
Up to 10 years	553
Over 10 years	836
Over 20 years	779



6. Is your contract with The Highland Council

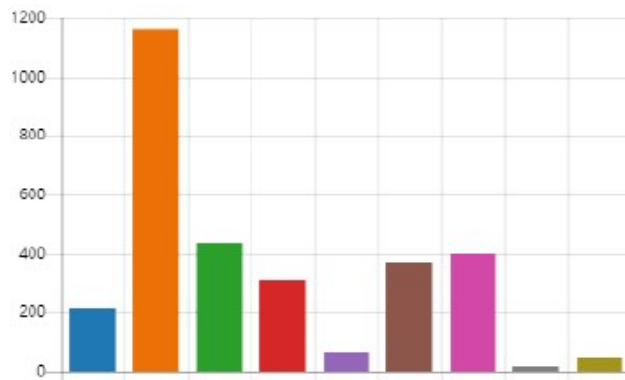
💡 Insights

Permanent	2775
Fixed Term	145
Temporary	59



7. Which Service do you work in?

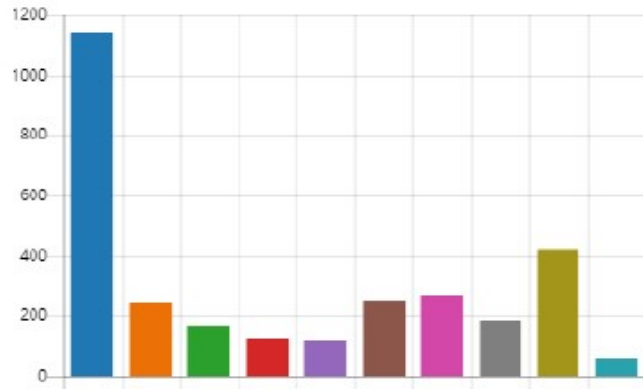
Communities and place ECO - ...	213
Education and Learning ECO - ...	1161
Health and Social Care ECO - ...	437
Infrastructure and Environmen...	309
Performance and Governance ...	68
Property and Housing ECO - ...	371
Resources and Finance ECO - ...	396
Transformation ECO - Allan G...	16
Chief Executives Office	46





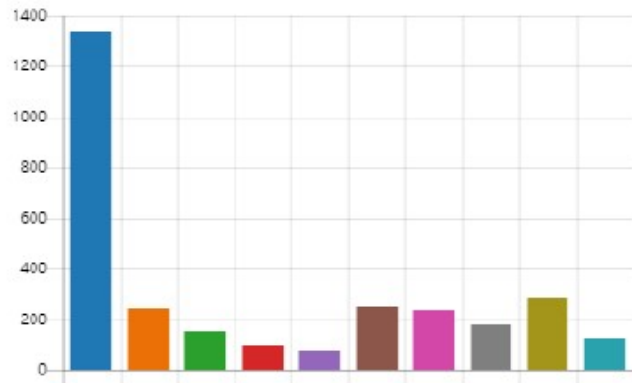
8. Which area do you live in?

<span style="color: blue;">●</span> Inverness  Insights	1142
<span style="color: orange;">●</span> Caithness	243
<span style="color: green;">●</span> Sutherland	166
<span style="color: red;">●</span> Badenoch and Strathspey	125
<span style="color: purple;">●</span> Nairn	119
<span style="color: brown;">●</span> Lochaber	249
<span style="color: pink;">●</span> Easter Ross	268
<span style="color: grey;">●</span> Isle of Skye, Raasay & Wester ...	183
<span style="color: olive;">●</span> Black Isle, Dingwall and Seafor...	422
<span style="color: cyan;">●</span> Outside Highland area	62



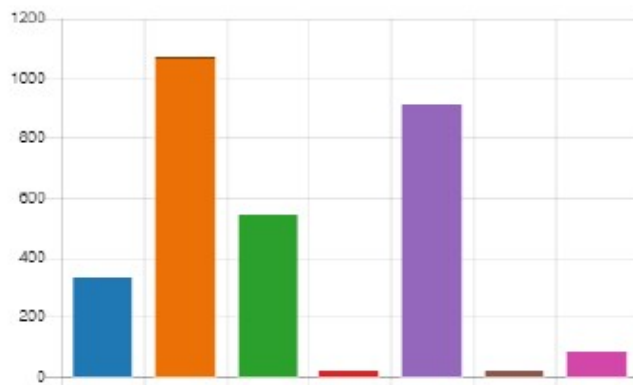
9. Which area do you predominantly work in?

<span style="color: blue;">●</span> Inverness  Insights	1335
<span style="color: orange;">●</span> Caithness	242
<span style="color: green;">●</span> Sutherland	155
<span style="color: red;">●</span> Badenoch and Strathspey	97
<span style="color: purple;">●</span> Nairn	79
<span style="color: brown;">●</span> Lochaber	251
<span style="color: pink;">●</span> Easter Ross	233
<span style="color: grey;">●</span> Isle of Skye, Raasay & Wester ...	181
<span style="color: olive;">●</span> Black Isle, Dingwall and Seafor...	288
<span style="color: cyan;">●</span> Not applicable	118



10. What is the grade of your job?

<span style="color: blue;">●</span> HC 1-3	334
<span style="color: orange;">●</span> HC 4-8	1068
<span style="color: green;">●</span> HC 9-13	540
<span style="color: red;">●</span> HC 14-15 /ECO	24
<span style="color: purple;">●</span> Prefer not to say	911
<span style="color: brown;">●</span> AFC Band 2-5	21
<span style="color: pink;">●</span> AFC Band 6-8	81



## Homeworking and New ways of Working

### 16. I am currently working from home

💡 Insights

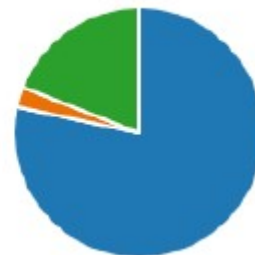
Some of the time	312
Most of the time	370
All of the time	1204
None of the time	1093



### 17. I have been performing

💡 Insights

Usual role	1477
A different role	49
A mix of both	360



### 18. Do you have the equipment you need to work at home effectively right now?

💡 Insights

Yes	1073
Mostly	657
No	156



### 20. Do you have a dedicated workspace at home?

💡 Insights

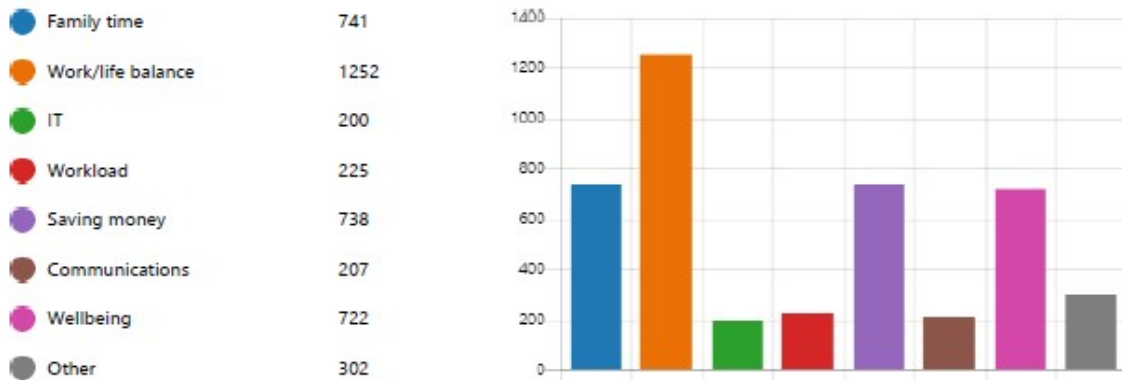
Yes	1272
No	368
Most/some of the time	246



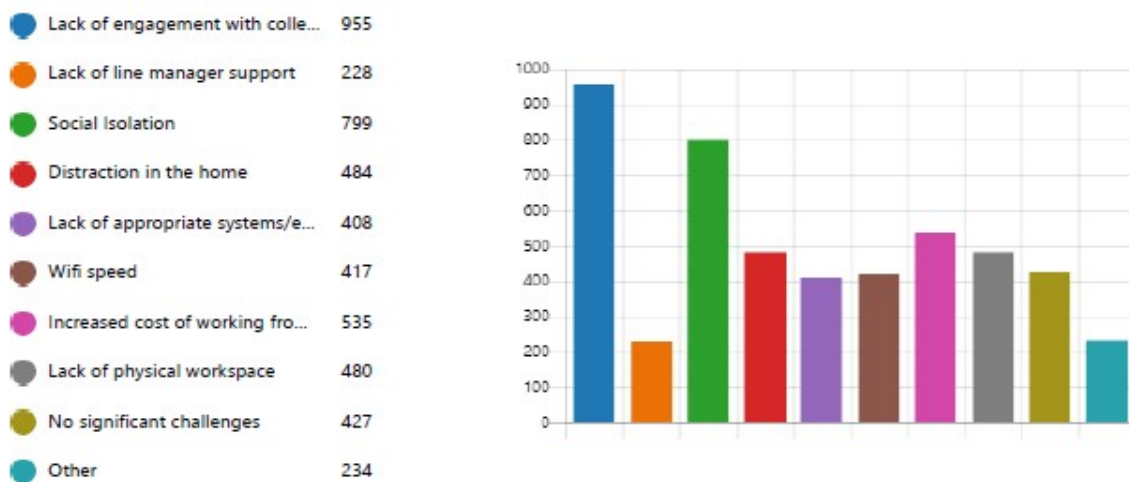
21. Has working from home been a generally positive experience for you?



22. If yes or somewhat, what are the positives? Multiple answers can be selected



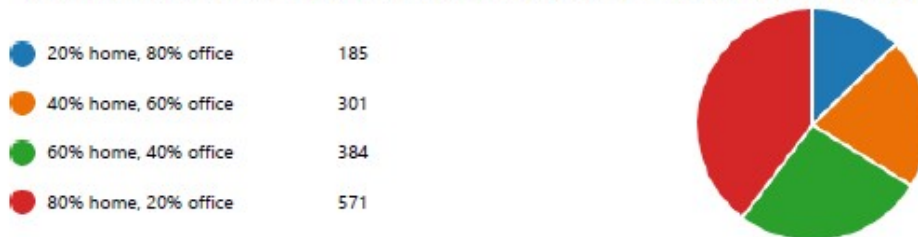
24. What are the biggest challenges working from home? Multiple answers can be selected



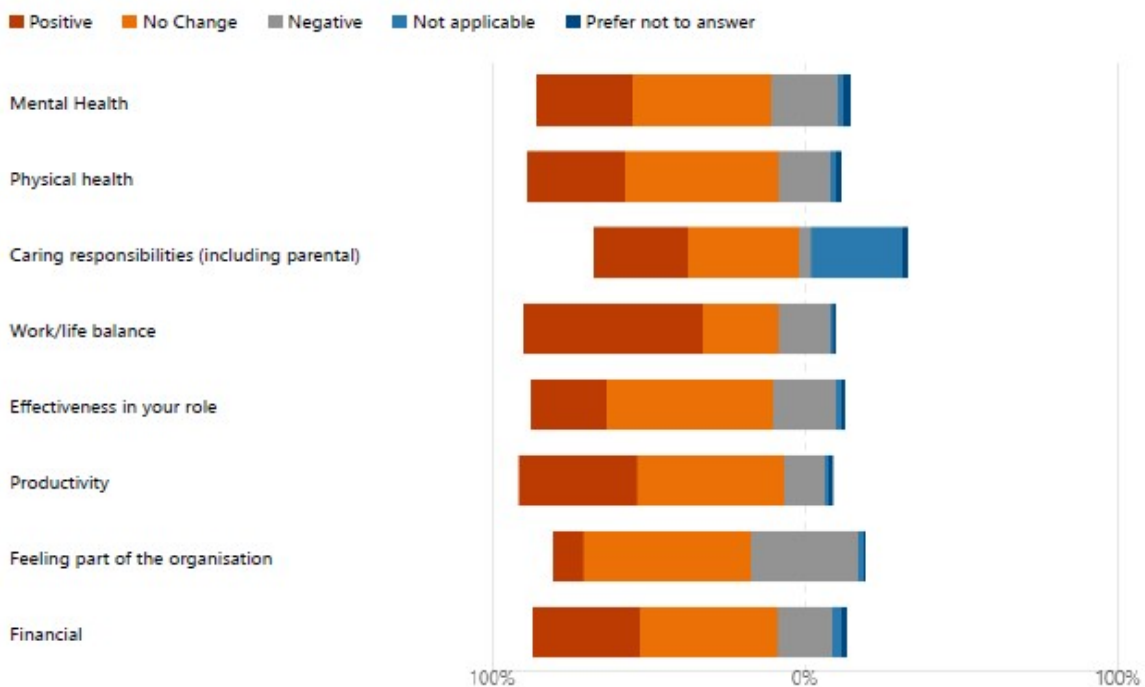
26. The Council is considering different models of returning to the workplace. It could include some continued working from home. What would be your preference out of the following options:



27. If you selected a blended approach, what balance of time would you prefer between working at home or in the office? (where 20% is equivalent to one working day for you)

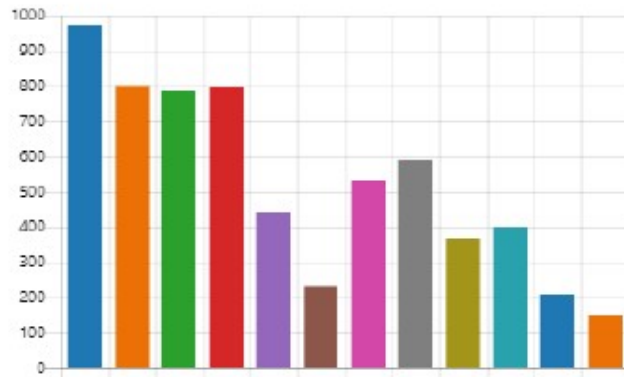


29. Should working from home become a requirement, what would be the implications for you?



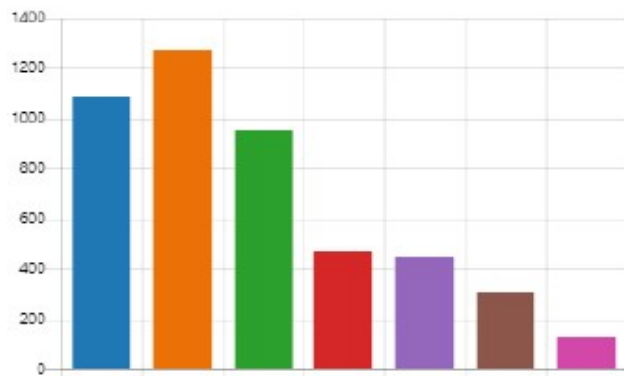
30. If returning to the workplace is an option what would be your main concerns? Multiple answers can be selected

Workplace safety	975
Workplace environment	800
Not being able to work from h...	787
Working at a different locatio...	795
Juggling virtual and actual me...	442
Digitization of paperwork/Acc...	231
Where to keep my stuff	533
Fuel/parking costs	592
Childcare/Caring responsibilities	367
Adjustment	398
Other	211
None	148



32. What have you missed about working in the office environment? Multiple answers can be selected

Socializing with colleagues	1087
Meeting with colleagues face ...	1274
Collaboration with colleagues	953
Structured routine	470
Office environment	444
Nothing	308
Other	128



## Equalities

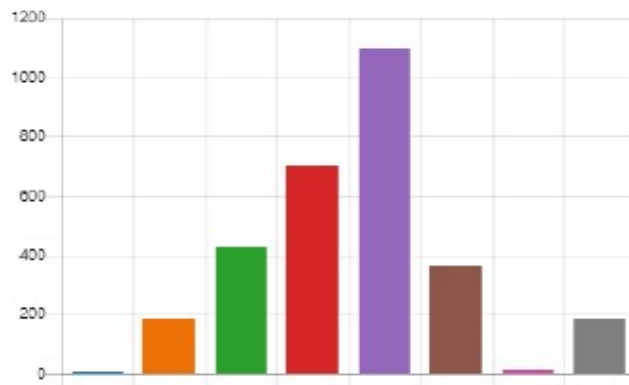
35. Are you

	💡 Insights	
● Male		757
● Female		2079
● Other		5
● Prefer not to say		138



36. Please specify your age

● Under 20		5
● 20-29		183
● 30-39		426
● 40-49		705
● 50-59		1096
● 60-69		363
● 70+		15
● Prefer not to say		186



37. Do you consider yourself to have a disability? Under the terms of the Equality Act 2010, a disability is defined as a physical or mental impairment, which has a substantial and long-term adverse effect on a person's ability to carry out day-to-day tasks

	💡 Insights	
● Yes		172
● No		2669
● Prefer not to say		138



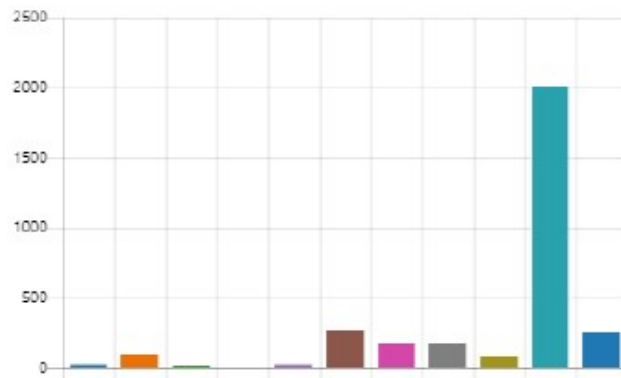
38. Are your daily activities limited due to a long-term health problem/disability?

	💡 Insights	
● Yes – limited a lot		44
● Yes – Limited a little		223
● No		2606
● Prefer not to say		106



39. Do you have any of the following long-term health problems/disabilities?

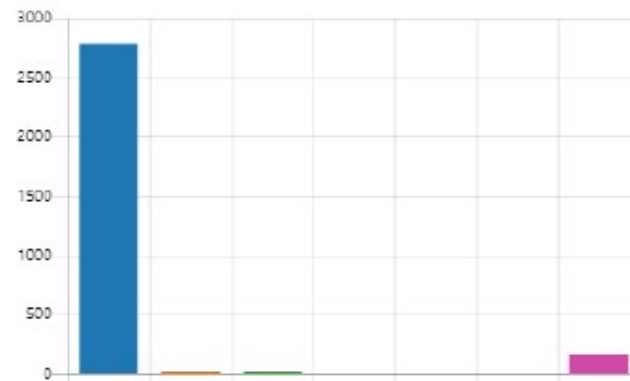
● Blindness or partial sight loss	25
● Deafness or partial hearing loss	96
● Developmental disorder	7
● Full or partial loss of voice or ...	2
● Learning difficulty	27
● Long-term illness or disease o...	278
● Mental health condition	171
● Other condition	168
● Physical disability	74
● No condition	2013
● Prefer not to say	248



40. Please select your ethnic group

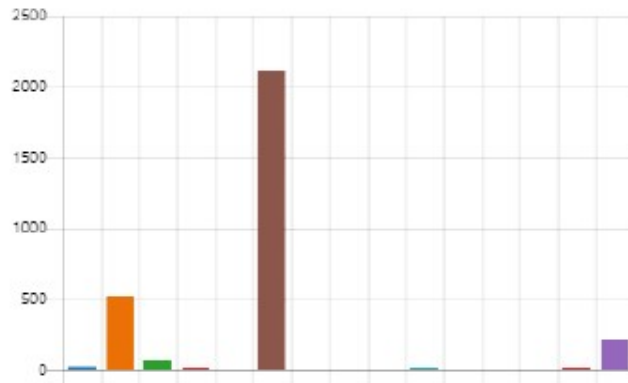
💡 Insights

● A White	2783
● B Mixed or multiple ethnic gro...	14
● C Asian	9
● D African (please write in furth...	1
● E Caribbean or Black (please w...	2
● F Other ethnic group (please ...	3
● Prefer not to say	167



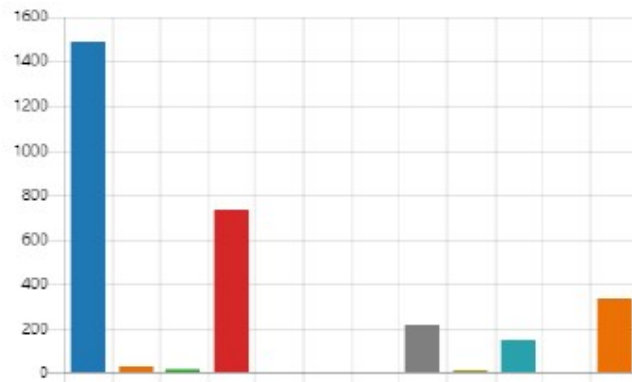
41. If you chose white, Asian or Other please select your background here

● A - Irish	24
● A - Other British	519
● A - Other white (please write i...	72
● A - Polish	12
● A - Roma	1
● A - Scottish	2111
● A - Showman/showwoman	1
● C - Bangladeshi/Scottish Bang...	0
● C - Chinese/Scottish Chinese/...	1
● C - Indian/Scottish Indian/Briti...	6
● C - Other Asian (please write i...	4
● C - Pakistani/Scottish Pakistani...	1
● F - Arab /Scottish Arab/British...	2
● F - Other ethnic group (please...	13
● Prefer not to say	212



43. What religion or religious denomination or body do you belong to

● None	💡 Insights	1494
● Another religion or body (plea...		30
● Buddhist		11
● Church of Scotland		732
● Hindu		3
● Jewish		3
● Muslim (please write denomin...		3
● Other Christian (please write i...		211
● Pagan		7
● Roman Catholic		148
● Sikh		1
● Prefer not to say		336



45. Do you consider yourself to be trans or have a trans history?

💡 Insights	
● Yes	3
● No	2813
● Prefer not to say	163





46. Which of the following best describes your sexual orientation

<span style="color: blue;">●</span> Bisexual	<span style="color: grey;">💡</span> Insights	23
<span style="color: orange;">●</span> Gay or Lesbian		37
<span style="color: green;">●</span> Straight/Heterosexual		2549
<span style="color: red;">●</span> Other sexual orientation (plea...		7
<span style="color: purple;">●</span> Prefer not to say		363



48. Do you have parental/caring responsibilities?

	<span style="color: grey;">💡</span> Insights	
<span style="color: blue;">●</span> Yes		1468
<span style="color: orange;">●</span> No		1400
<span style="color: green;">●</span> Prefer not to say		111



49. Do you provide care for someone due to a long-term health problem/disability?

	<span style="color: grey;">💡</span> Insights	
<span style="color: blue;">●</span> Yes		422
<span style="color: orange;">●</span> No		2413
<span style="color: green;">●</span> Prefer not to say		144

