

## ABERDEEN CITY COUNCIL

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<b>COMMITTEE</b>	Staff Governance Committee
<b>DATE</b>	25 August 2025
<b>EXEMPT</b>	No
<b>CONFIDENTIAL</b>	No
<b>REPORT TITLE</b>	Employee Experience Survey 2024/25
<b>REPORT NUMBER</b>	CORS/25/148
<b>EXECUTIVE DIRECTOR</b>	Andy MacDonald
<b>CHIEF OFFICER</b>	Isla Newcombe / Martin Murchie
<b>REPORT AUTHOR</b>	Isla Newcombe / Martin Murchie
<b>TERMS OF REFERENCE</b>	2.6 and 2.7

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### 1. PURPOSE OF REPORT

- 1.1 The report presents the results of the Employee Experience Survey 2024, including analysis, commentary and further actions proposed to respond to issues which the survey has highlighted.

### 2. RECOMMENDATION

That the Committee:-

- 2.1 Note the results of the 2024 Employee Experience Survey and the action areas in Appendix 1 to this report.

### 3. CURRENT SITUATION

- 3.1 The Employee Experience Survey was launched on 13<sup>th</sup> December 2024 and remained open until 14<sup>th</sup> January 2025. It sought to gather insights and feedback from employees into various aspects of the employee experience to inform future improvements. Whilst predominantly an online survey, paper copies were made available and support to complete the survey along with the availability of alternative formats. In total, 1,711 responses were received. This represents a return rate of almost 20%.

This response rate is consistent with previous Aberdeen City Council survey response rates including the Future of Work Survey (2020) - 20% and the survey related to the proposal to reduce the working week (2024) – 25%.

To compare survey response rates externally, analysis indicates that survey response rates depend on factors such as the survey type, target audience, and distribution channels. Generally, 20-25% is considered a reasonable response rate for online surveys. For internal surveys, a reasonable response rate is between 10% and 30%.

### 3.2 The survey focussed on the following areas:

#### Organisational Culture

Questions were based on the Council's Guiding Principles and, for each respondent, their Cluster; Job Family; Length of Service; Working Pattern; and Working Style were recorded.

#### Wellbeing

Questions were asked to build on previous feedback gathered from the 'Wellbeing Pulse Check' in winter 2023 and to provide insights into the mental health and wellbeing of our workforce, helping to identify any hot spots and trends across the organisation and to inform priority areas for the Mental Health Action Plan in the year ahead.

#### Equality, Diversity and Inclusion (EDI)

Questions were asked to understand employee views on how well the Council performs in supporting EDI issues and initiatives as an employer. Of the 1,711 responses, 1,693 (99%) of respondents responded to one or more EDI question.

The questions were grouped in the following themes:

- Overall impressions about equality, diversity and inclusion and Aberdeen City Council
- Internal Communications and Employee Engagement
- Recruitment and Promotion
- Training, Development and Skills
- Leadership and Management of EDI

The responses from this section were used to inform the new set of Equality Outcomes as an employer for 2025-2029 and the supporting EDI Action Plan.

#### Safety and Inclusion

Questions were asked to assess our public sector equality duty to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act. This section also sought to understand barriers and causes of gender inequality in the workplace and to support the work being done as part of the Equally Safe at Work accreditation programme.

#### Other areas of the employee experience

Questions were asked about:

- Employee Induction
- Flexible Working

- Employee Satisfaction

3.3 Equality information was also collected as part of the survey, with respondents invited to give information relating to age, sex, sexual orientation, trans history, ethnicity, religion or belief, marital status, physical and mental health conditions, and caring responsibilities (pregnancy/maternity). These questions were optional.

#### Analysis

3.4 Survey questions required a response indicating:

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

For these quantitative questions, dashboards have been developed allowing appropriate interactive interrogation and analysis corporately and by each Function and Cluster.

3.5 In some case, free text answers were sought. Summary comments have been included where they may help to offer further context.

3.6 Overarching themes and action areas are included within the report at Appendix 1.

3.7 A series of 12 focus groups across job families were conducted to delve deeper into the responses received. The focus groups were focussed around some of the key themes raised in the survey. Summary comments have been included where they may help to offer further context.

#### Next Steps

3.8 In addition to the overall proposed areas of improvement contained within the report, each Cluster Senior Management Team will review their results. Issues identified and priorities for improvement may need to be focussed and targeted to that area and by the local senior management team, drawing on support from People and Citizen Services.

3.9 The data collected as part of the EDI and Safety and Inclusion sections has been used to develop the Equality, Diversity and Inclusion action plan. This action plan is being developed to map out how we will meet the outcomes and address any issues identified. The plan will also be presented to committee for consideration.

3.10 A report will be presented to the Anti Poverty and Inequality committee by April 2027 mapping out progress made against the new equality outcomes and supporting action plan.

3.11 The data collected as part of the Wellbeing questions within the survey will be checked against the recently approved Mental Health Action Plan and to continue to help shape future developments and initiatives and will be included in the Mental Health Action Plan.

3.12 The workforce delivery plan was approved by committee in 2023 and covers a 3 to 5 year period. As part of the next review and update of this plan, the outcomes from the survey and the actions identified will be incorporated and reviewed alongside other key data sets.

#### 4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications arising from this report.

#### 5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from this report.

#### 6. ENVIRONMENTAL IMPLICATIONS

6.1 There are no direct environmental implications arising from this report.

#### 7. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H)  *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
<b>Strategic Risk</b>	None		L	<b>Yes</b>
<b>Compliance</b>	Risk of non-compliance with ED&I regulations	Ongoing monitoring and implementation with our Corporate team as required for existing measures and updates in line with Government and H&S guidance.	L	<b>Yes</b>
<b>Operational</b>	Maintaining customer delivery and service provision through changing government requirements and adjusting	Clear guidance and principles for SMTs and employees as continue to adapt as a local authority. Through the workstreams, manage ways of working and digital solutions, use of buildings etc in line	L	<b>Yes</b>

	ways of working.	with service area needs.		
<b>Financial</b>	There could be required spend for training and promotional printed material for any staff communications going forward.	This training/promotional spending will be covered by the agreed corporate training budget held within People and Citizen Services.	L	<b>Yes</b>
<b>Reputational</b>	As an employer, there could be a perception that we are not an employer of choice or a fair and inclusive employer.	Further development of project plans around flexible working and family friendly policies which highlight the benefits of working for the organisation.	L	<b>Yes</b>
<b>Environment / Climate</b>	Potential reduction in staff commute and business travel. To be balanced with energy consumption.	Continue work with Environmental Policy team and Corporate Landlord team to assess this. Build on Green Champions network	L	<b>Yes</b>

## 8. OUTCOMES

<b><u>Council Delivery Plan 2024</u></b>	
<b>Aberdeen City Council Policy Statement</b> <b><u>Working in Partnership for Aberdeen</u></b>	<b>Impact of Report</b>
	The Employee Experience and any resulting work feeds into our responsibilities under Workforce Delivery Plan and the vision of the 21st Century Public Servant.
<b><u>Local Outcome Improvement Plan 2016-2026 Local Outcome Improvement Plan 2016-2026</u></b>	
Prosperous People Stretch Outcomes	<p>11. Healthy life expectancy (time lived in good health) is five years longer by 2026</p> <p>“support 100 people to feel confident to promote wellbeing and good health”</p> <p>Flexible working to improve work life balance. More time off for caring responsibilities (Family Friendly policies). Promotion of Wellbeing support and services.</p>

## 9. IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Impact Assessment	No assessment required. I confirm this has been discussed and agreed with Isla Newcombe, Chief Officer - People & Citizen Services on 21 May 2025.
Data Protection Impact Assessment	A DPIA is not required for this report, but one was carried out for the Employee Experience Survey.
Other	n/a

## 10. BACKGROUND PAPERS

10.1 none

## 11. APPENDICES

11.1 Appendix 1- Aberdeen City Council Employee Experience Survey 2024 - Results

## 12. REPORT AUTHOR CONTACT DETAILS

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