

# Agile Working Review



Cyngor Bwrdeisdref Sirol

## Blaenau Gwent

County Borough Council

**Prepared for Andrea Prosser  
January 2023**

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## Introduction

In November 2022, Insight HRC Ltd undertook a review of the agile working operating model at Blaenau Gwent County Borough Council.

The review comprised an online survey sent to all Council staff. This was sent to 1651 employees and was completed by 433 (26% of all staff, excluding school-based staff).

A representative sample of staff were invited to attend focus groups (180 invited, 107 attended). These were designed to add further detail to the information gathered in the survey and to identify areas and ideas for change.

The results indicate that there are a range of views across the Council from people who feel that agile working has significantly improved their wellbeing and productivity to those who believe it is the “worst decision the Council has made”.

The areas seeing the largest improvement are factors around wellbeing, motivation, morale and work-life balance.

In general, people are positive about their relationship with their managers and this relationship seems to be a key factor in how successful the transition to agile working has been.

The greatest negative impact has been to collaboration within and between teams, although the increasing comfort with Microsoft Teams is mitigating the impact.

There has also been a decrease in the visibility of senior leaders and this may be an area for change.

The results indicate that different parts of the organisation have responded slightly differently to the change. Social Services and Education have seen the most benefits whilst Corporate Services and Regeneration and Community Services are less positive.

The survey suggests that Pay Grade has little impact on how people view the changes.

Those with less than 2 years' service and with more than 10 years' service are more positive about the changes than those with 2-10 years' service. This may be because those with less than 2 years' service have only known an agile or home-based way of working. Those with more than 10 years' service may have better established relationships and greater knowledge and confidence in their roles and so are less impacted by the change. However, this would require further investigation.

Overwhelmingly, however, staff feel that much has stayed the same through the changes to working practices. Most staff are able to describe both the benefits and the disadvantages they feel. They recognise that the change isn't perfect but absolutely don't want to go back to five days a week in the office.

There are also some staff who have been very negatively impacted by the changes and don't feel well supported. We would recommend looking at how support for these staff can be improved.

## Summary

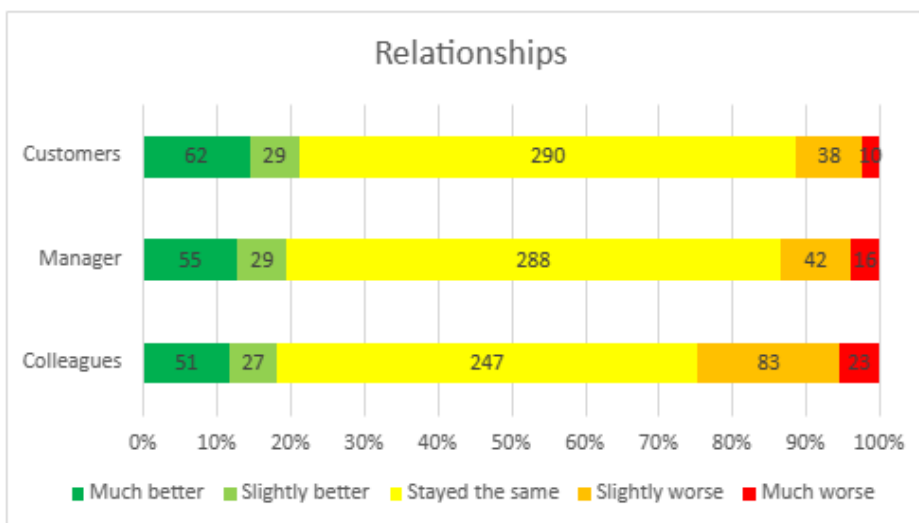
This section provides an overview of the main areas of questioning within the survey, the themes highlighted in the survey and the focus group.

433 respondents completed the survey, although not all respondents answered every question. The charts below show the total results for each question, together with the number of respondents who gave each rating.

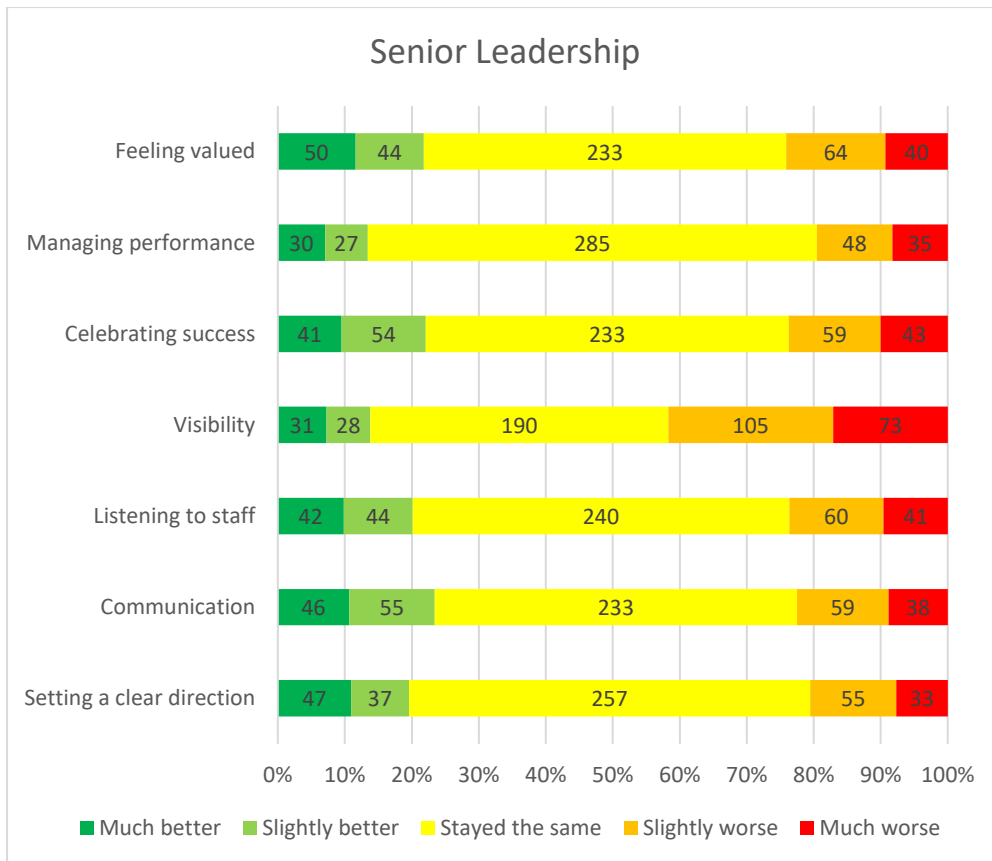
### 1. Survey results



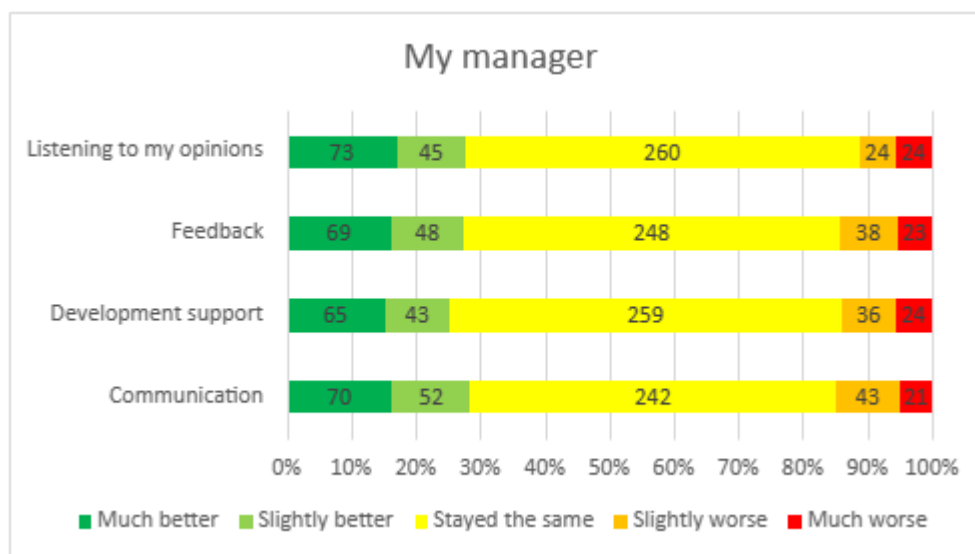
Overall, Satisfaction and Wellbeing showed the greatest percentages of Much Better or Slightly Better responses. Over 60% of respondents indicate that their work-life balance has improved as a result of the Agile Working Policy. Only 24% of participants feel that they are more fairly treated as a result of the Agile Working Policy. However, 62% feel they are treated as fairly as before, with only 13% feeling they are less fairly treated. Around a quarter of respondents feel that their wellbeing and morale has become slightly or much worse as a result of changes to the working policy.



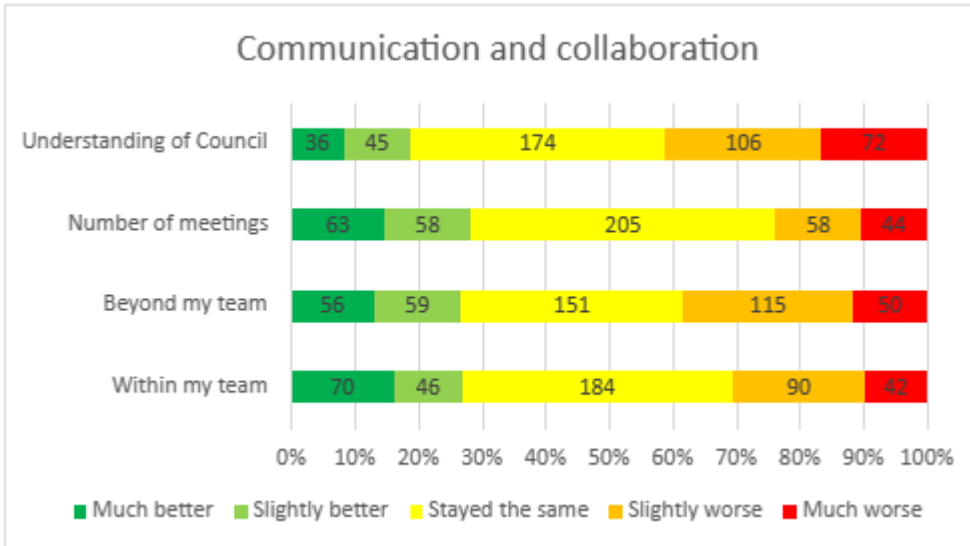
Around two thirds of respondents feel their relationships have stayed the same following the introduction of changes in working practices. This figure is slightly reduced for relationships with colleagues with 24% of respondents in this group feeling their relationships with colleagues have got worse. Around 20% feel their relationships have improved which is consistent for relationships with Customers, Manager and Colleagues.



Fewer than a quarter of respondents feel that senior leadership has got better since the introduction of the Agile Working Policy. The visibility of senior leaders is most negatively impacted with 41% viewing this as slightly or much worse. In all other areas, the majority of respondents view senior leadership as being the same as before the change in working practices.

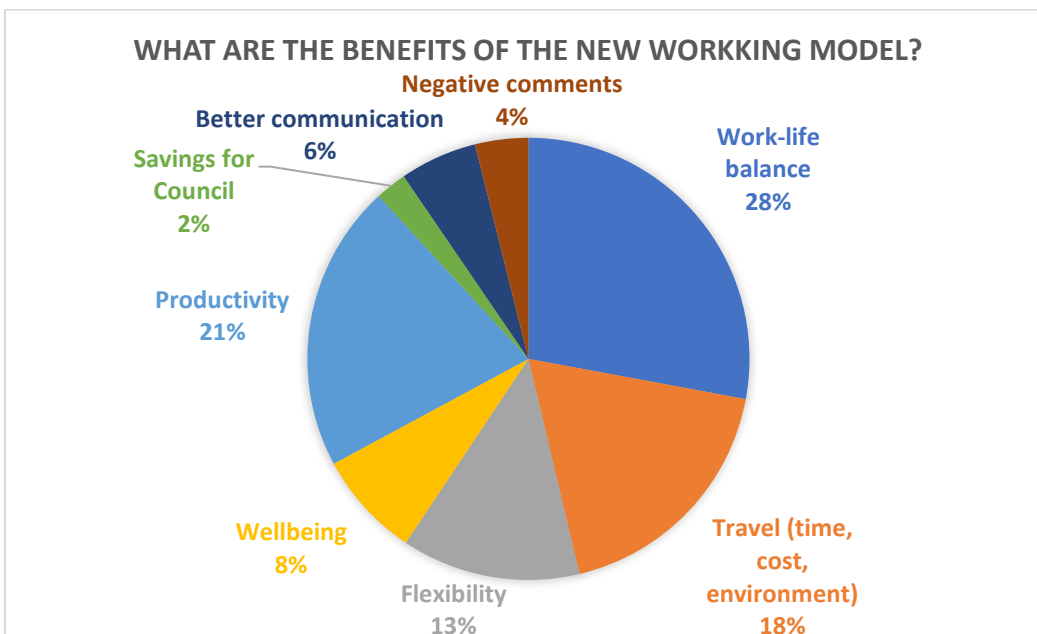


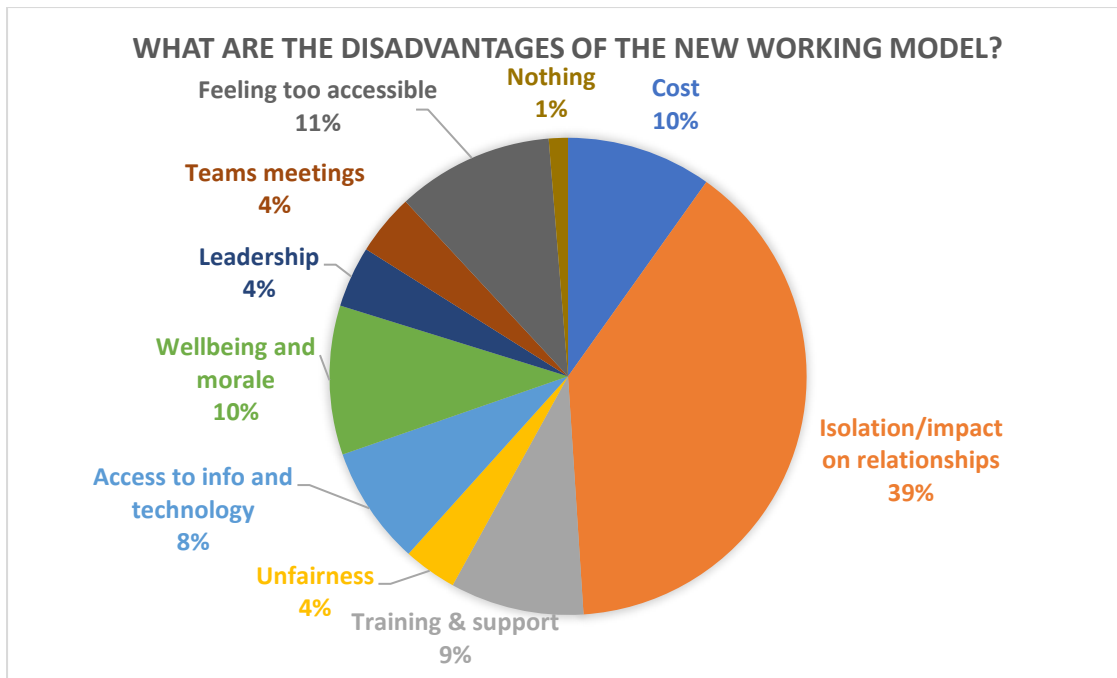
Again, the majority of respondents feel that the support they receive from their manager has stayed the same as before the introduction of the Agile Working Policy. However, more respondents have found a positive (25-28%) than a negative change (11-15%).



The area of Communication and Collaboration has shown the most negative impact since the introduction of the Agile Working Policy. Again, the largest group of respondents feel there has been no change (35-47%). The largest negative impact has been in Understanding the Council with 41% of respondents feeling this is worse since the changes. More respondents see a negative impact in communication and collaboration beyond their team (38%) than within their team (30%). However, in both these areas, more respondents see the change has negative than positive. Interestingly, given anecdotal evidence about the number of meetings, this area has the smallest negative change (24%) with slightly more respondents seeing a positive change (28%). This may be due to the convenience of Teams meetings and the reduction in travel time to attend meetings.

## 2. Survey comments





## Focus Groups

The focus groups were attended by 107 staff and managers. The feedback followed broadly the same themes as the survey comments. Facilitators encouraged participants to focus on actions and solutions, looking for best practice that could be shared and ideas for change.

The focus groups explored the following areas:

- Benefits of agile working and how these could be maximised
- Disadvantages of agile working and how these could be mitigated
- Improved approaches to communication
- Areas of improvement for senior leaders
- How agile working might look in the future

## Results by group

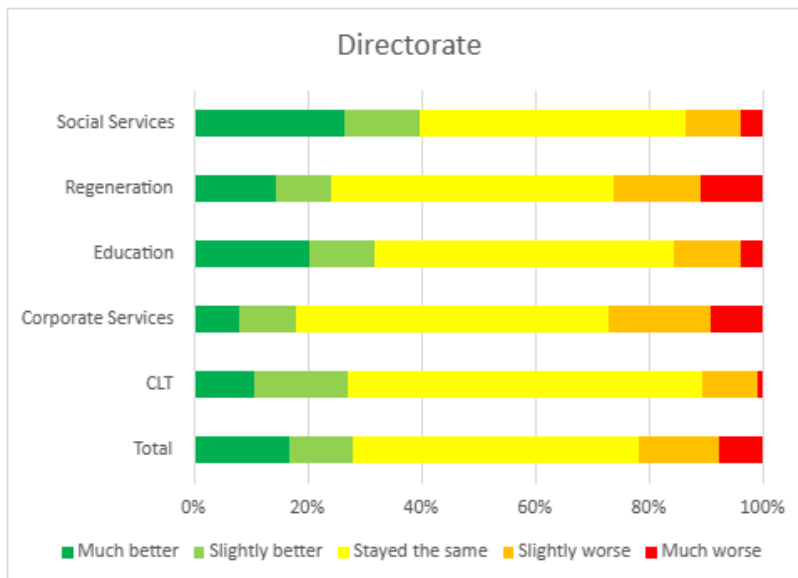
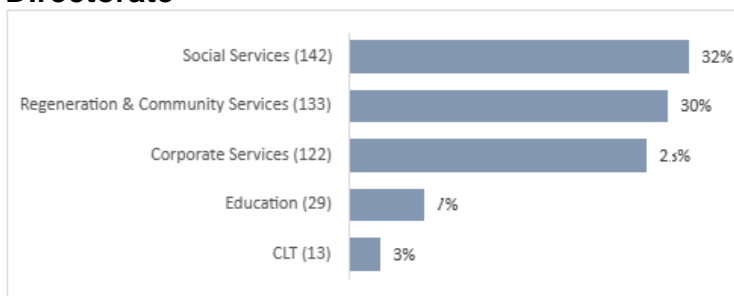
This section provides an overview of the main results broken down by different groups i.e. how respondents from different directorates responded across the survey. This is included to demonstrate the differences between directorates, departments, grades, length of service etc.

There were some inconsistencies with the initial results for the CLT group that indicated respondents had selected this group by mistake. Members of CLT were therefore asked to complete the survey again and their new results have been included in this section.

Some of the groups are small and represent less than 5% of the population that completed the survey (fewer than 25). This may lead to skewed results for these groups.

The blue graphs are taken directly from the MySurvey results generated from the survey using the Council’s software. The “traffic light” graphs have been further analysed by Insight.

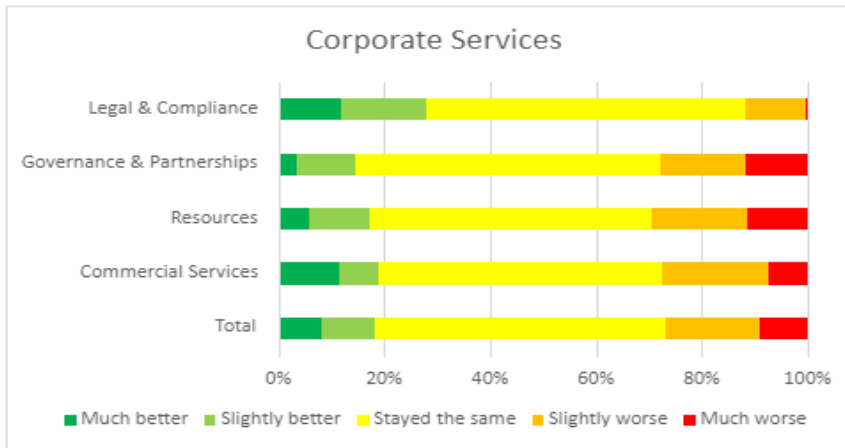
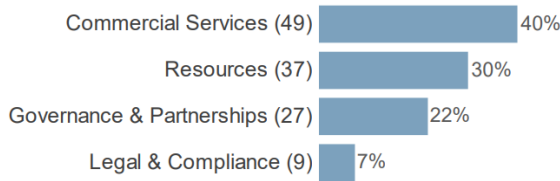
### Directorate



Overall, respondents from Social Services are most likely to view the changes related to the agile working model as an improvement, followed by Education and CLT. CLT and Social Services have the fewest respondents viewing the changes as making things worse. Regeneration and Corporate Services have similar response patterns with slightly more respondents from Regeneration seeing the changes as positive. Further research could explore any particular reasons for the differences across directorates.

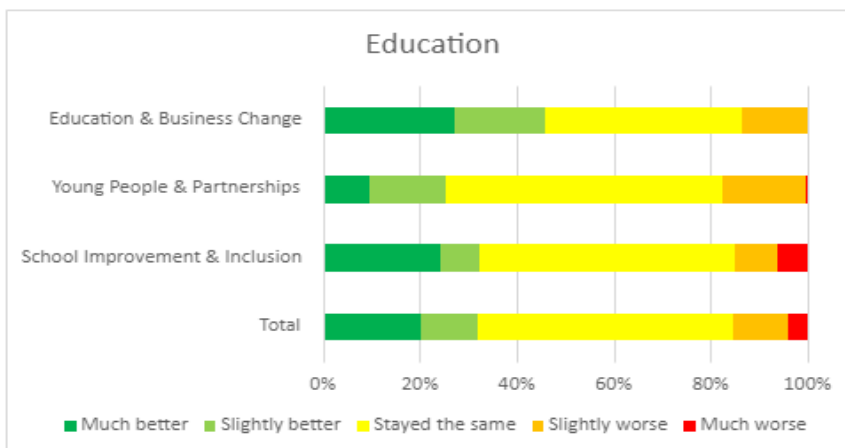


**If Corporate Services:** (Please complete)



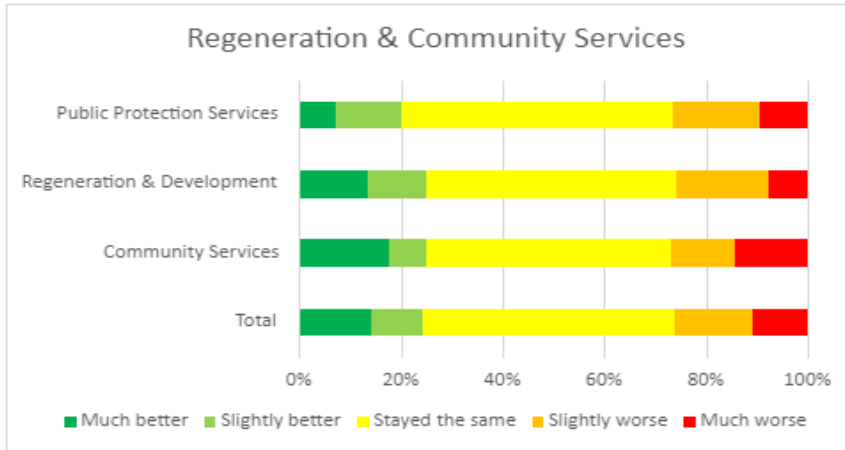
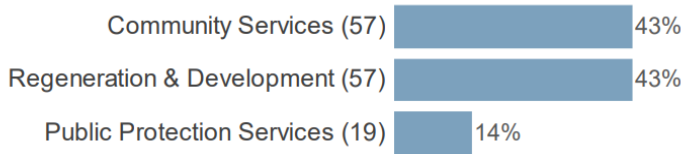
Within the Corporate Services directorate, respondents from Legal & Compliance are the most positive about the agile working arrangements, although this is from a small sample size of 9. The other departments within Corporate Services are broadly similar, with slightly more from Commercial Services seeing the changes as making work “much better”.

**If Education:** (Please complete)



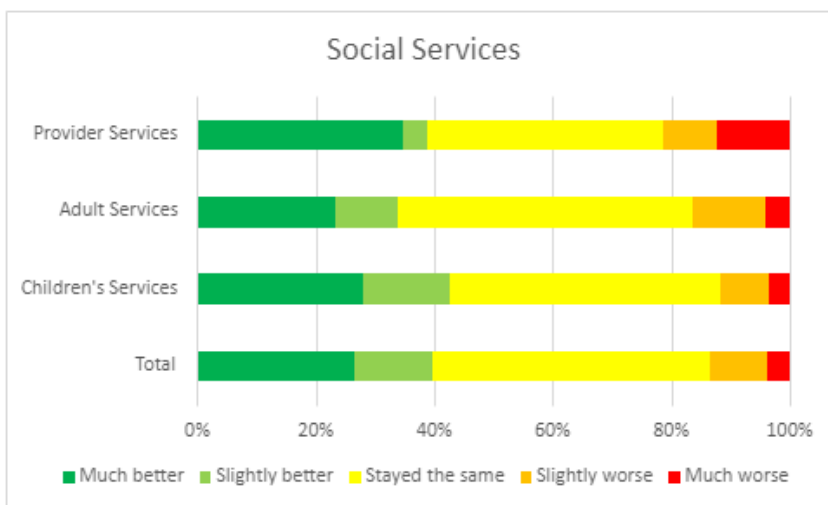
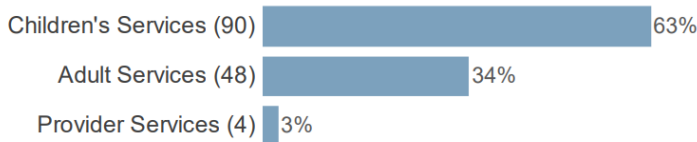
Within Education, respondents from School Improvement & Inclusion are the most positive but, again this is from a small respondent group.

**If Regeneration & Community Services:** (Please complete)



In the Regeneration & Community Services directorate, respondents from Public Protection have a lower percentage of respondents who see the changes as making work “much better” whilst Community Services has the largest proportion of respondents who see the changes as making work “much worse”.

**If Social Services:** (Please complete)

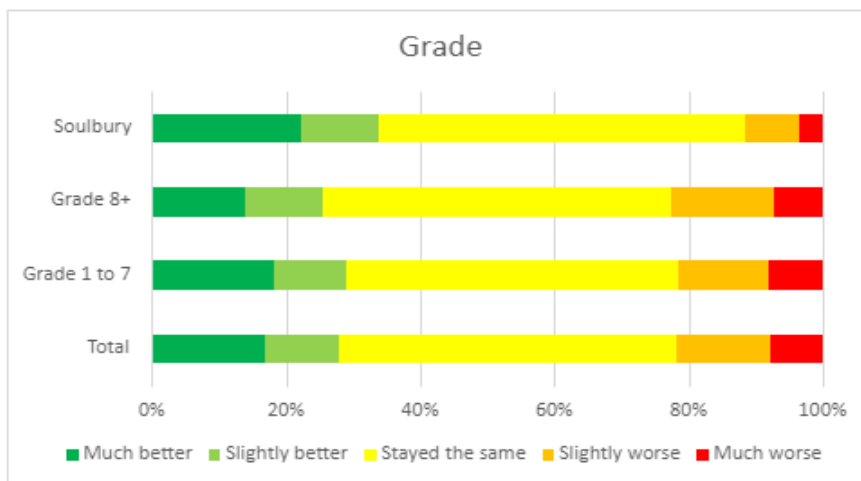


In Social Services, Provider Services has the highest percentage of respondents viewing the changes as “much better and also the highest percentage of respondents who view the changes as “much worse”. Whilst across Social Services, more respondents view the changes as positive than negative, this effect is larger for Children’s than Adult Services.

## Pay Grade

This section explores the difference between different grades and their ratings of the agile working model.

**Please select your grade from the list provided.** (Please complete)

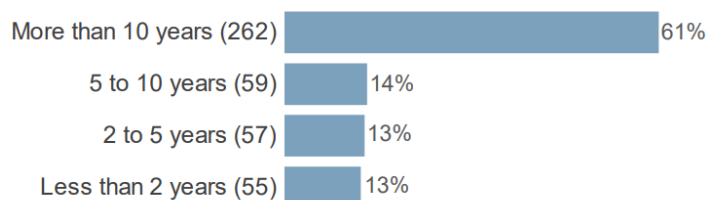


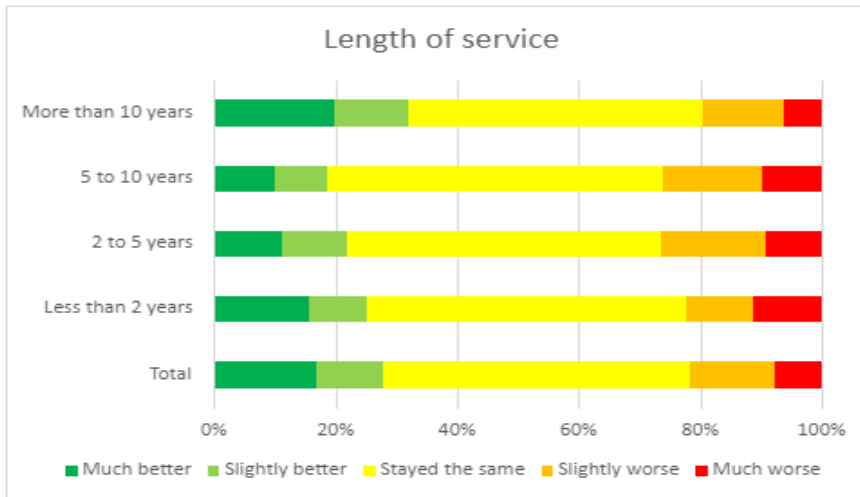
Those on the Soulbury pay grade are the most satisfied with the changes but represent a small group. Respondents in grades 1-7 are slightly more positive about the changes than those on grades 8+ but there isn't a significant difference.

## Length of Service

This section looks at the impact of respondents length of service with the organisation on how positively they view the changes to the working model. Those with less than 2 years' service will have started at BGCBC after the start of the pandemic and so won't have experienced the previous model.

**Please select your length of service from the list provided.** (Please complete)





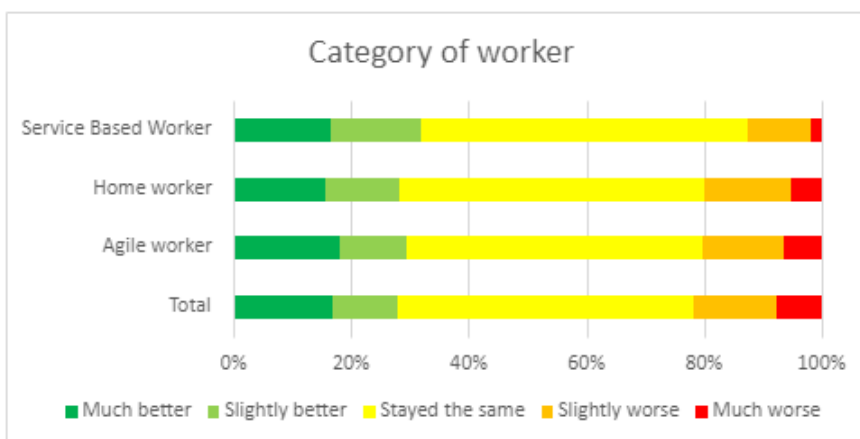
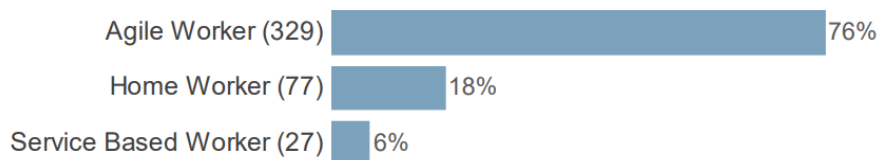
Interestingly, those with more than 10 years’ service and those with less than 2 years’ service are the most positive about the new working model. Those with less than 2 years’ service are likely to have no experience of the previous model and may applied for their role because of the agile working model.

There is some evidence beyond this organisation, that home working works best for people who are experienced in their roles, with fewer development needs and already established relationships which may have positively impacted those with more than 10 years’ service.

### Category of worker

This section looks at whether the different categories of workers impact on how positively respondents view the change in working model.

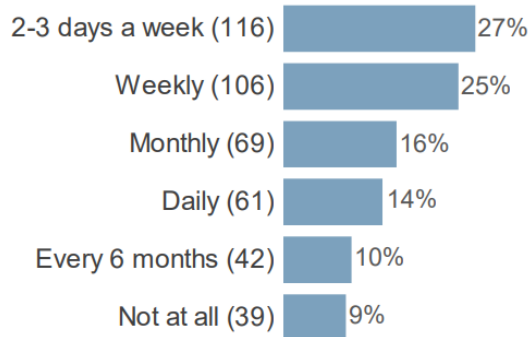
**What category of worker are you?** (Please complete)



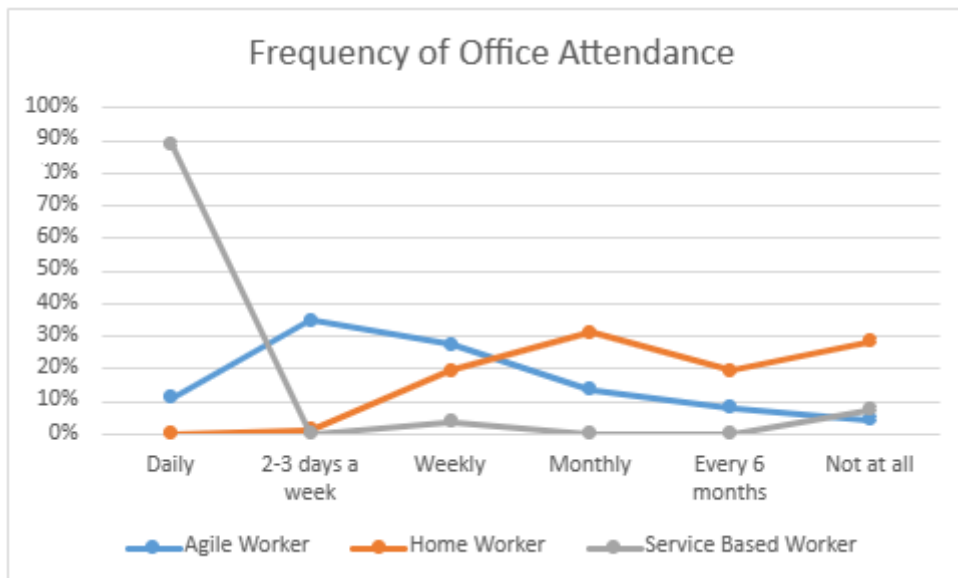
There is little difference between the groups with Service Based Workers having the lowest proportion of negative experiences. However, the changes will have had limited impact on Service Based Workers, beyond their interaction with colleagues and managers who are agile or home workers.

## Frequency of office attendance

### How often do you work at BGCBC offices or onsite?



76% of staff completing the survey are currently classed as “Agile Workers”. 18% are Home Workers and 6% are Service Based Workers.



This graph shows the office attendance of respondents from each of the three categories as a percentage.

	Total	Agile worker		Home worker		Service Based Worker	
Daily	61	37	<b>11%</b>	0	<b>0%</b>	24	<b>89%</b>
2-3 days a week	116	115	<b>35%</b>	1	<b>1%</b>	0	<b>0%</b>
Weekly	106	90	<b>27%</b>	15	<b>19%</b>	1	<b>4%</b>
Monthly	69	45	<b>14%</b>	24	<b>31%</b>	0	<b>0%</b>
Every 6 months	42	27	<b>8%</b>	15	<b>19%</b>	0	<b>0%</b>
Not at all	39	15	<b>5%</b>	22	<b>29%</b>	2	<b>7%</b>

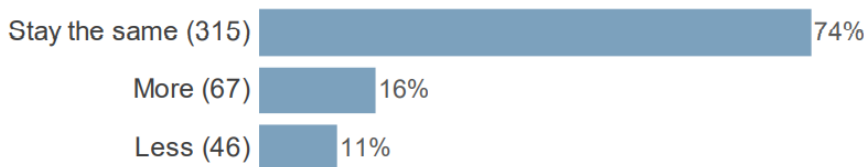
As expected, most Service Based Workers attend the office daily, although some agile workers (11%) also attend offices daily. 27% of agile workers attend offices monthly or less frequently.

The data suggests that, whilst the trends of attendance are broadly correct, there is inconsistency between the categorisation of staff as home and agile workers and how frequently they attend the office.

The survey doesn't define "office" so it may be that staff are attending hubs, libraries or other council sites without defining them as the "office".

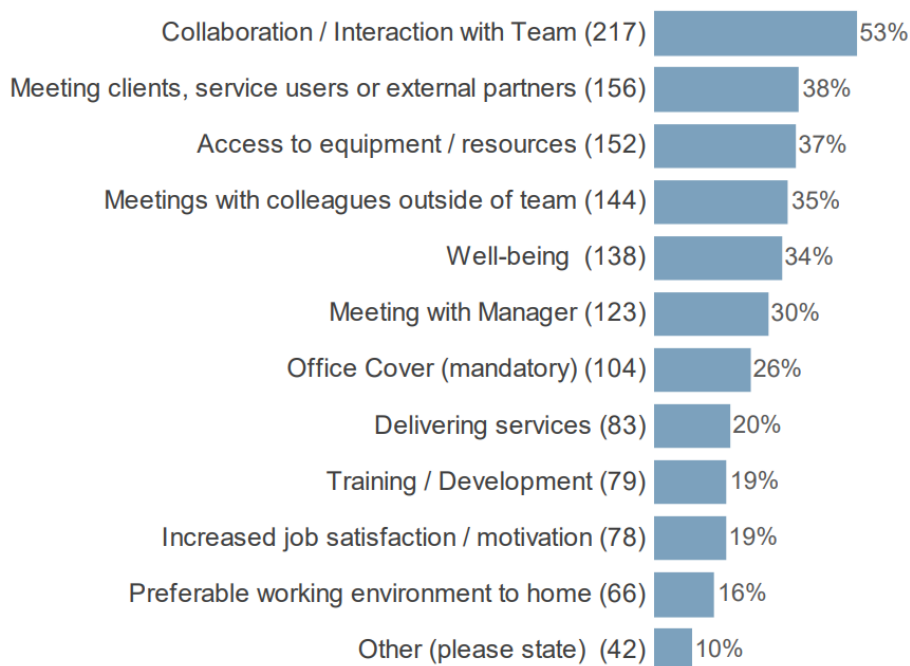
The comments and focus groups did highlight the inconsistency of application as a potential source of conflict and perceived unfairness. However, others recognised the definition of "agile" as meaning working from the best location for the work.

**Would you like to work from BGCBC offices more or less?**



The vast majority of staff (74%) are happy with the frequency that they work in the office. It would, however, be worth keeping this as a "live" area of management discussion with staff in order to avoid tensions.

**What are the main reasons for working from BGCBC offices or onsite? (tick all that apply)**



Of the 33 comments made under "other", 31 are covered in the items above or no further information is provided. The remaining comments relate to cost of living concerns.

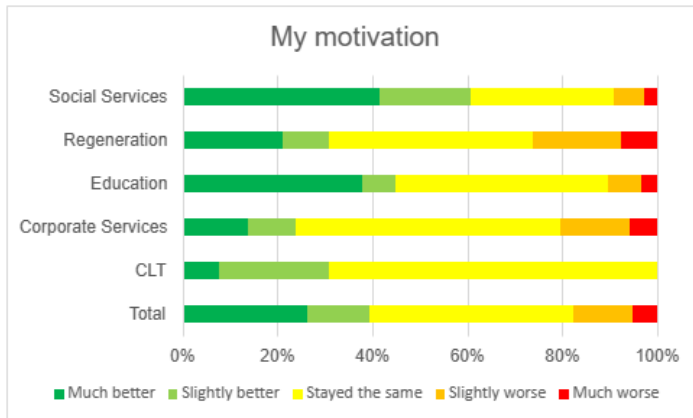
## Detailed feedback

In this section the feedback for each question is provided by directorate.

### Section One: My work satisfaction and wellbeing

Since the new operating model has been implemented, please rate how the following has changed:

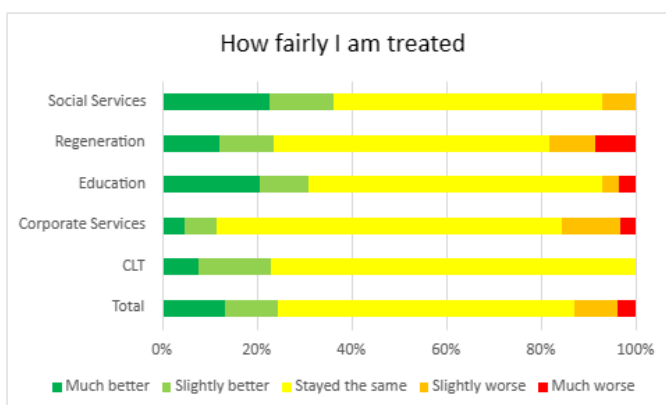
#### 1. My motivation



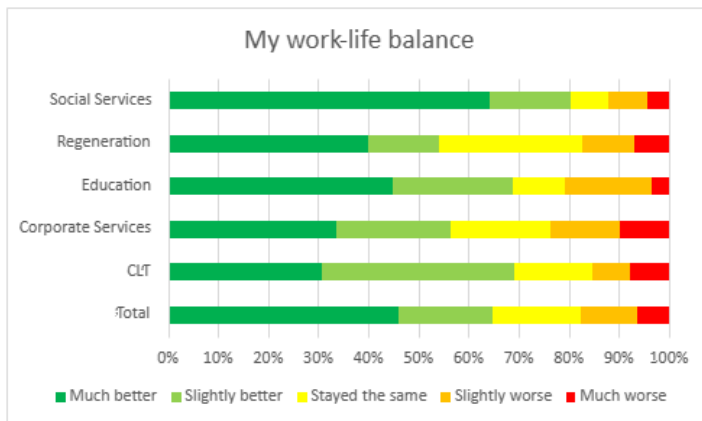
#### 2. My job satisfaction



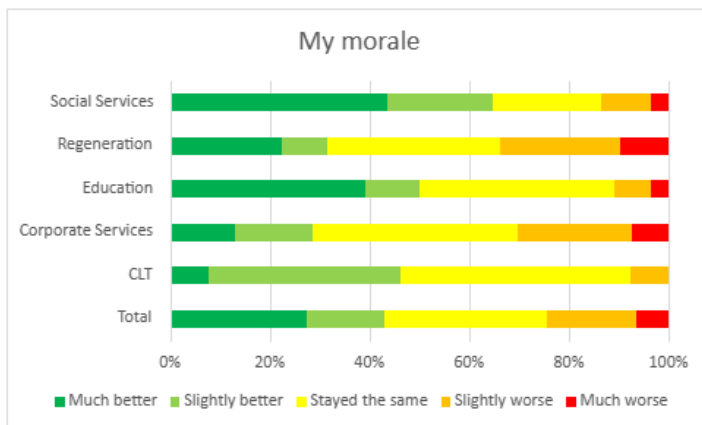
#### 3. How fairly I am treated



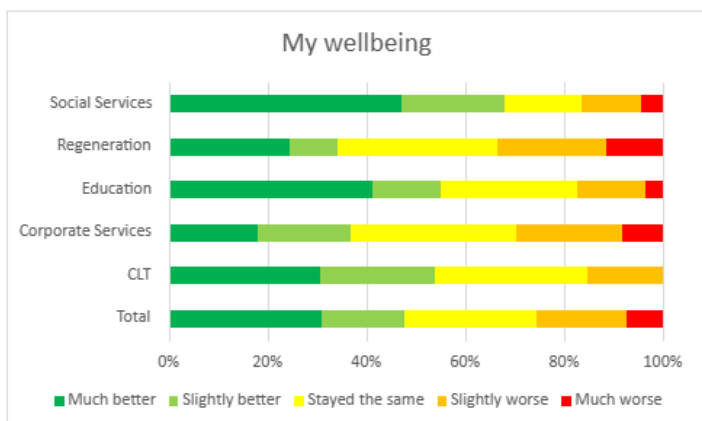
#### 4. My work-life balance



#### 5. My morale

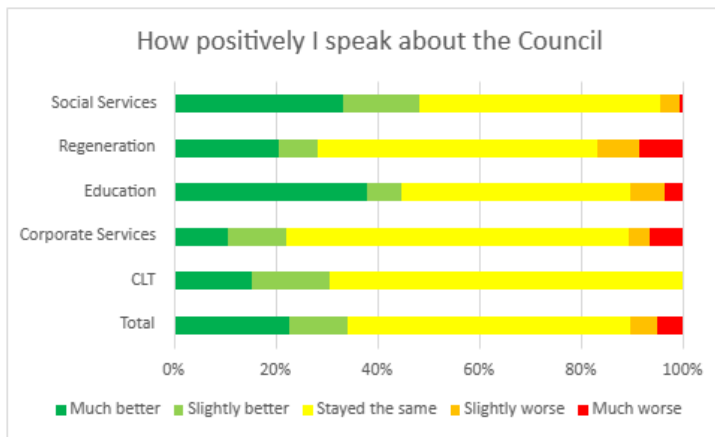


#### 6. My wellbeing





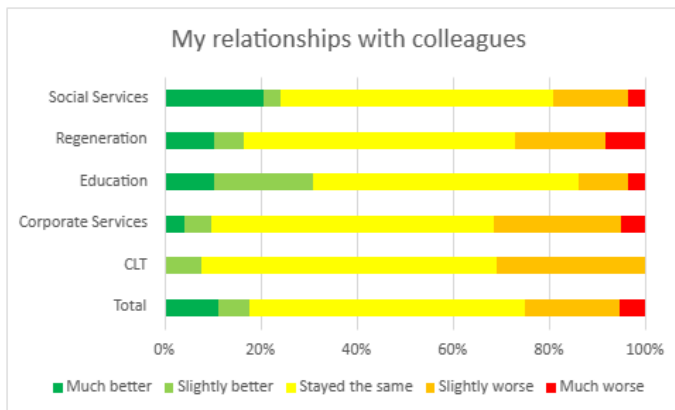
## 7. How positively I speak to others about the Council



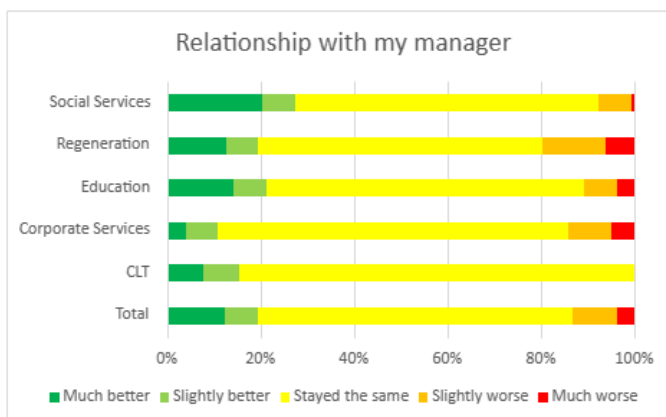
## Section Two: Relationships

Since the new operating model has been implemented, please rate how the following has changed:

### 1. My relationships with colleagues



### 2. My relationship with my manager



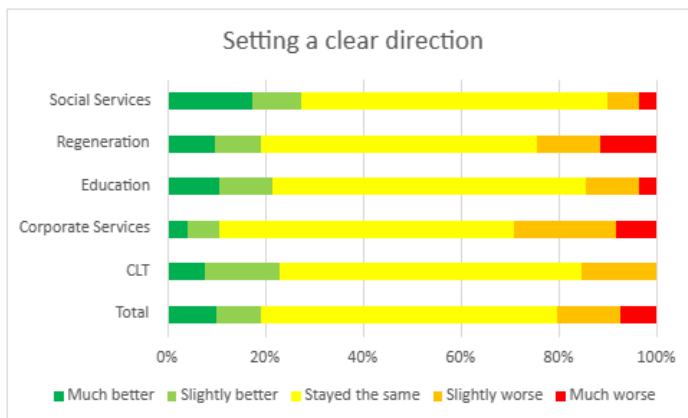
### 3. Relationship with customers/clients



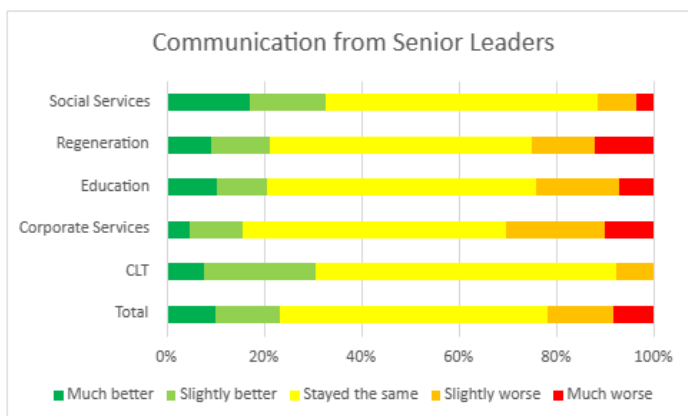
## Section Three: Senior leadership and culture

Since the new operating model has been implemented, please rate how the following has changed:

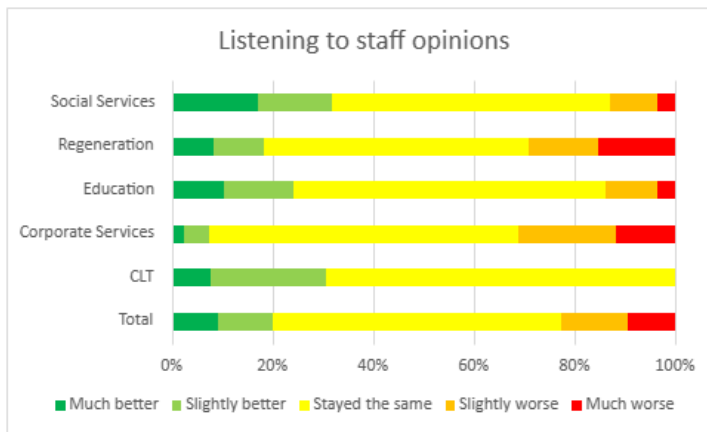
### 1. Senior Leaders setting a clear direction for the organisation



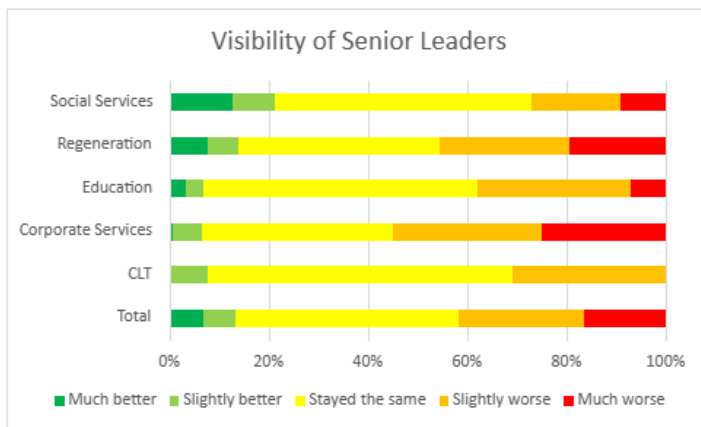
### 2. Communication from Senior Leaders



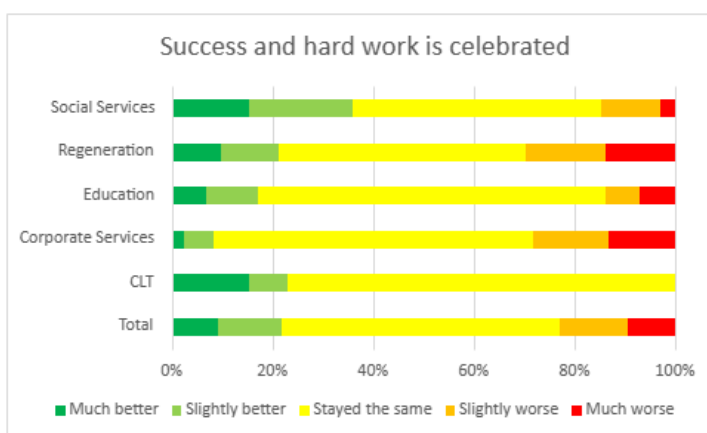
### 3. Senior Leaders listening to staff opinions



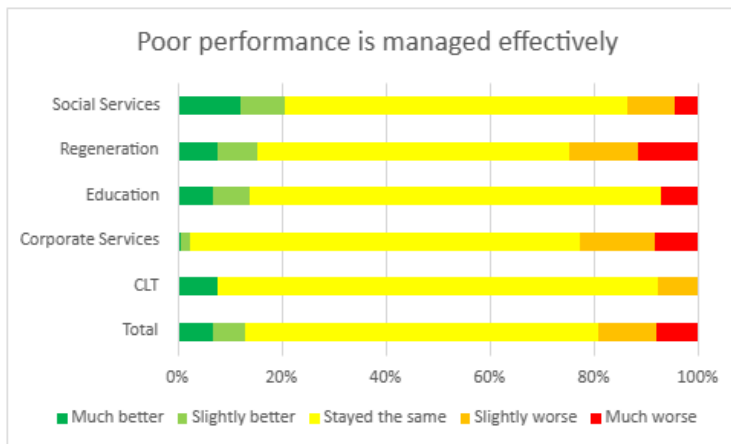
### 4. Visibility of senior leaders



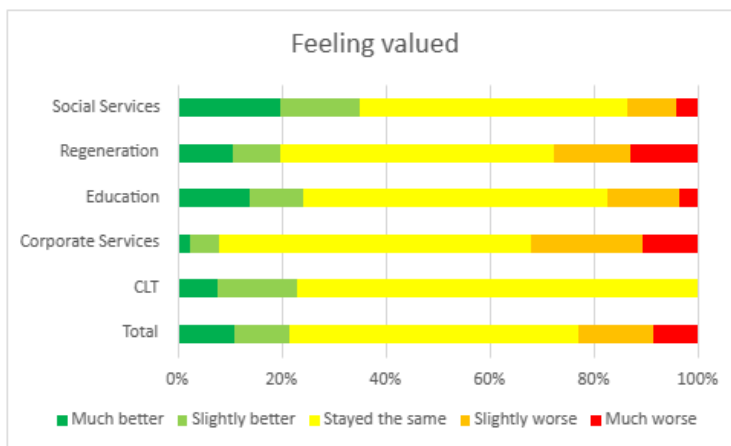
### 5. Success and hard work is celebrated



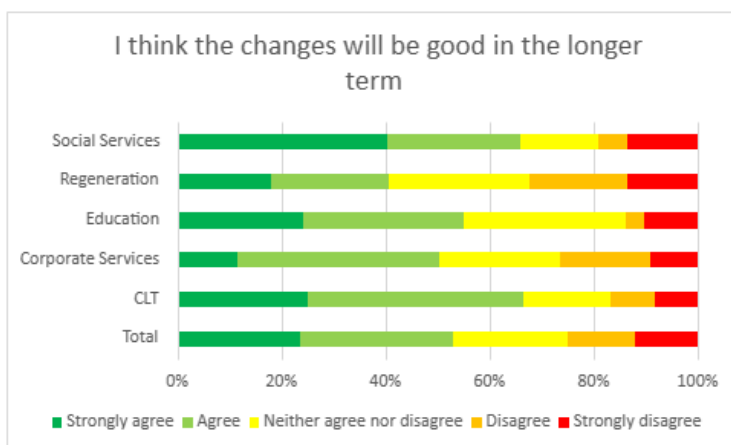
## 6. Poor performance is managed effectively



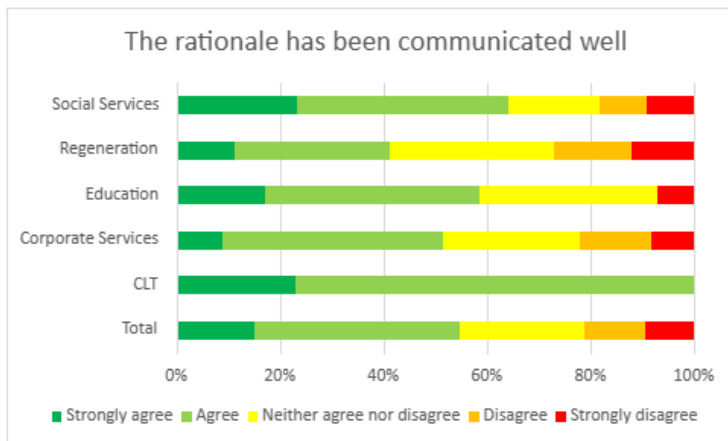
## 7. Feeling valued by the organisation



## 8. I think the changes to the working arrangements will be good for the longer-term future of this organisation



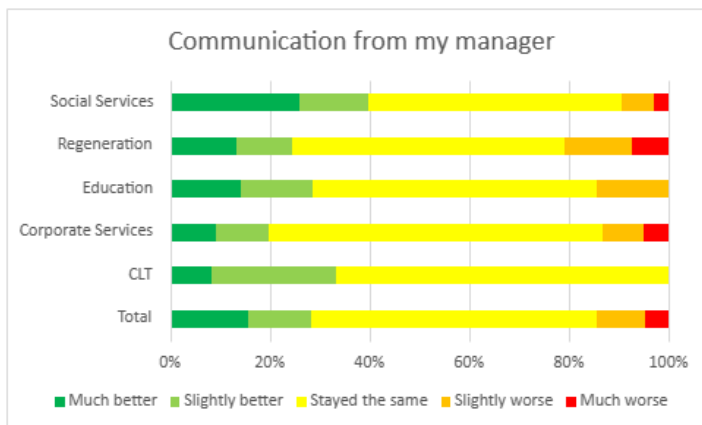
9. The rationale for the changes has been communicated well



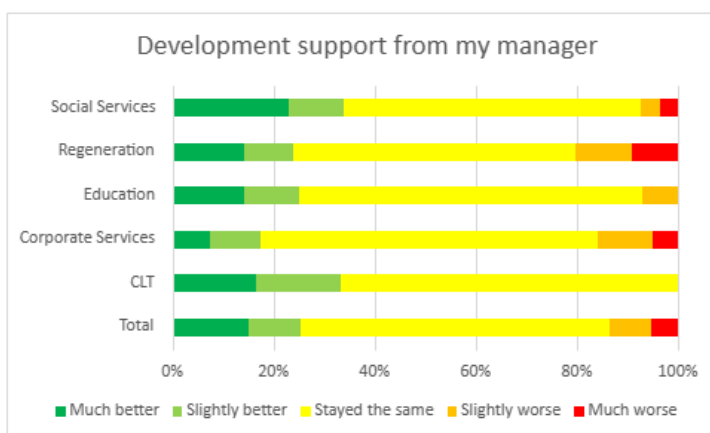
**Section Four: My manager**

Since the new operating model has been implemented, please rate how the following has changed:

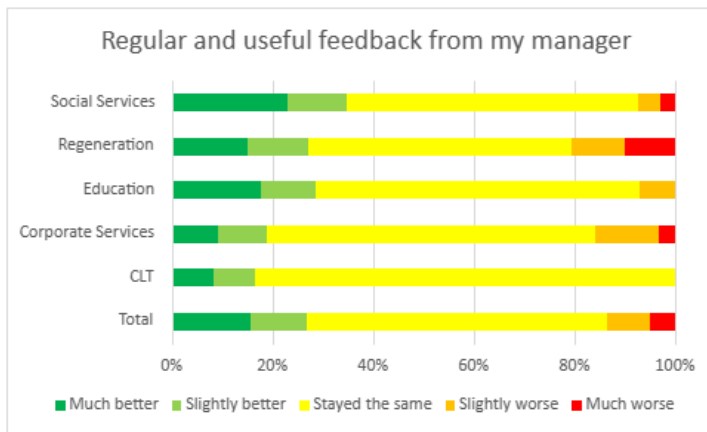
1. Communication from my manager



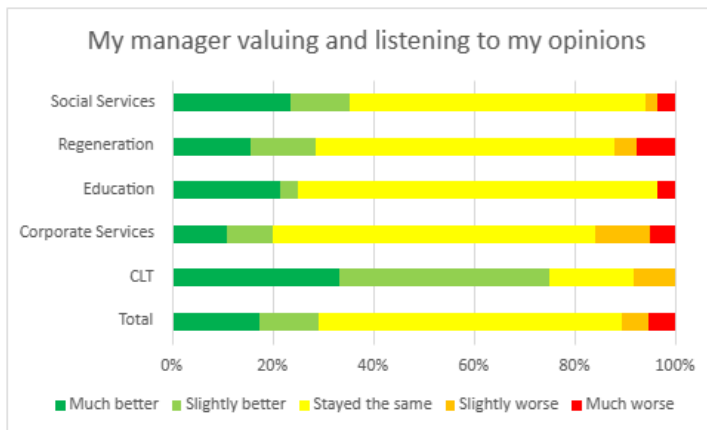
2. Development support from my manager



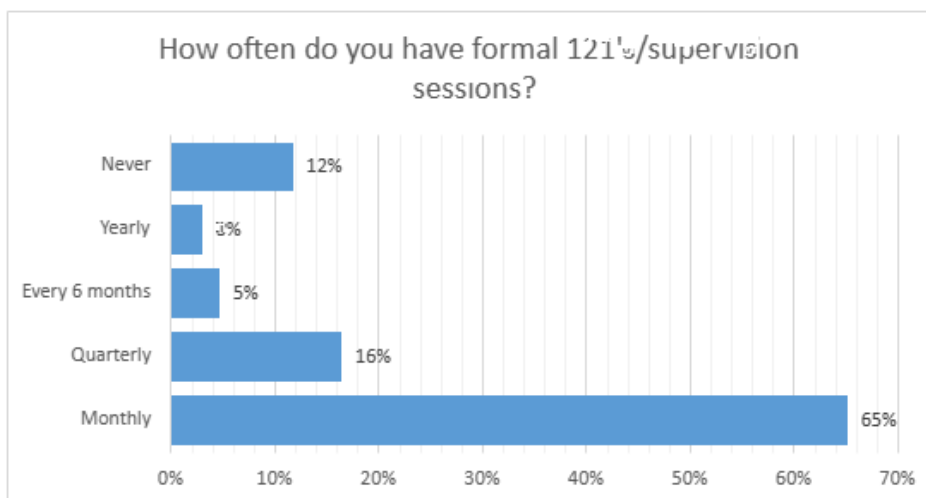
### 3. Regular and useful feedback from my manager

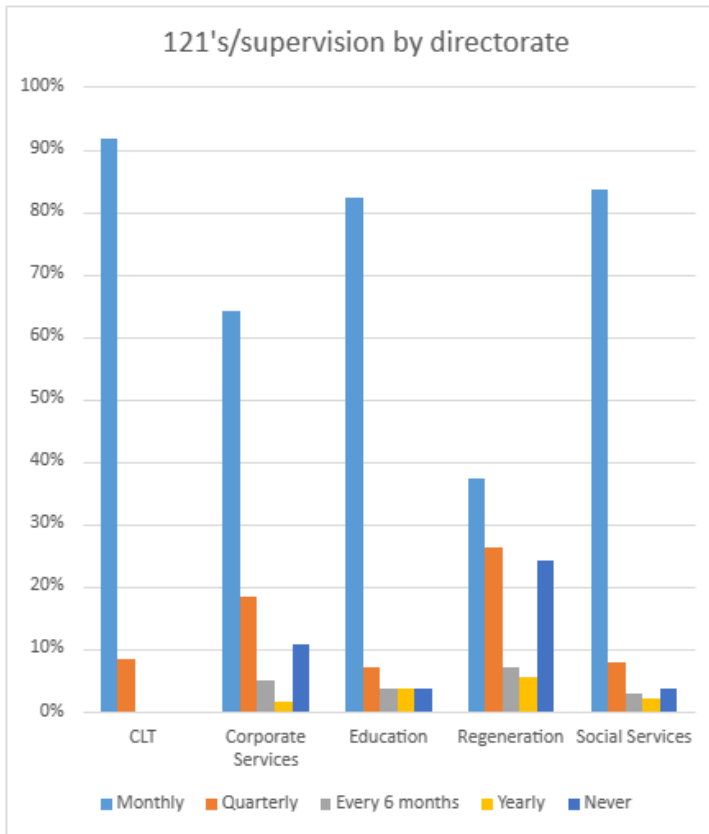


### 4. My manager valuing and listening to my opinions

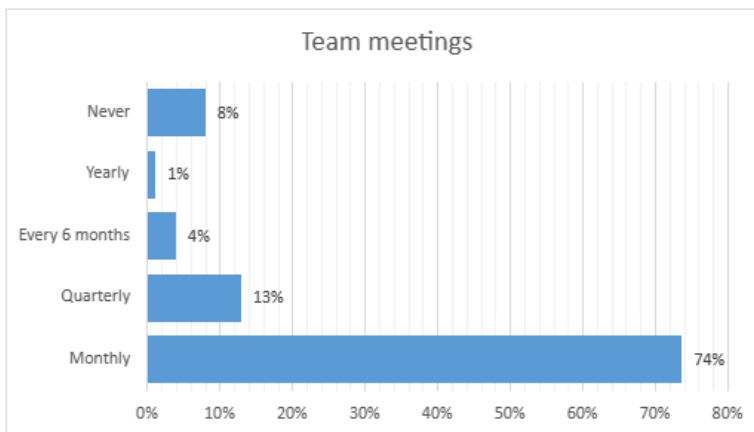


### 5. How often do you have formal 121's / supervision sessions with your manager?

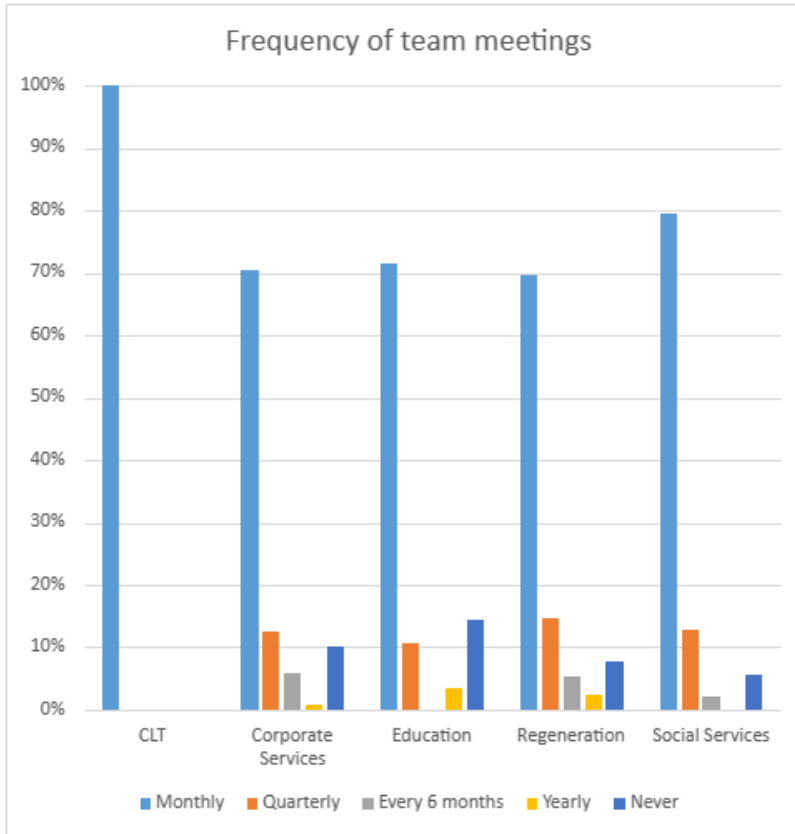




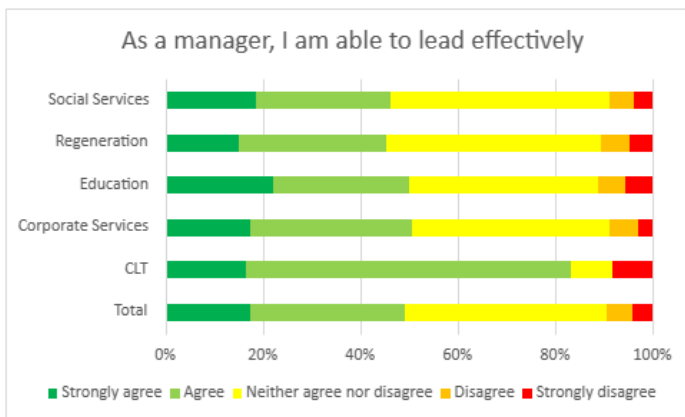
6. How often do you have formal Team Meetings?



In the comments, staff referred to weekly team meetings so team meetings may be occurring on a more frequent than monthly basis.



7. As a manager, I am able to lead a remote team effectively

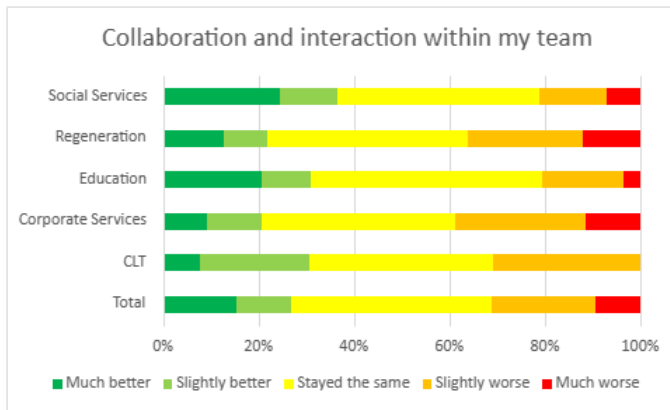




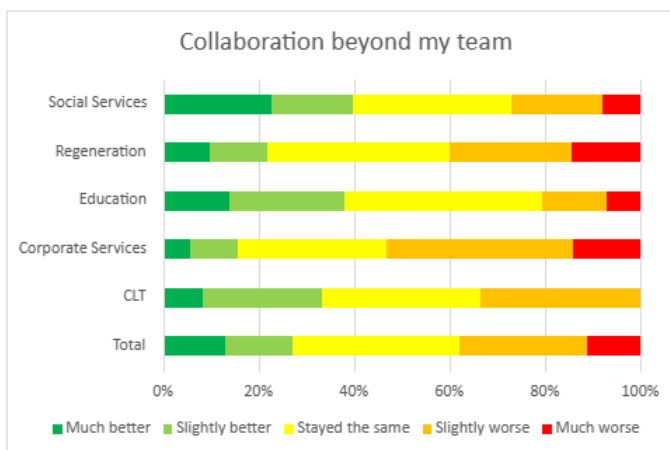
## Section Five: Communication and collaboration

Since the new operating model has been implemented, please rate how the following has changed:

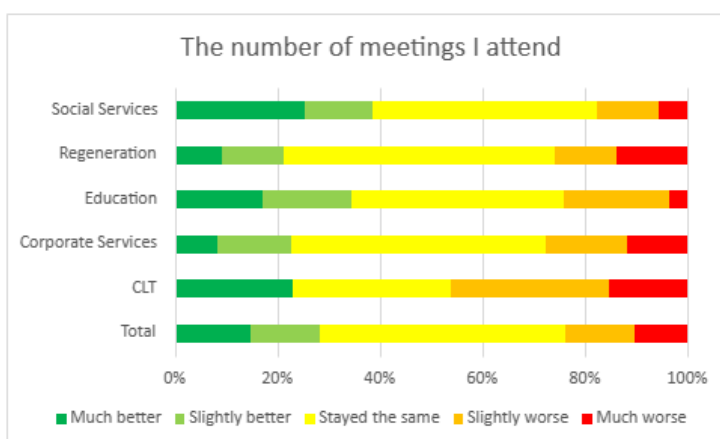
### 1. Collaboration and interaction within my team



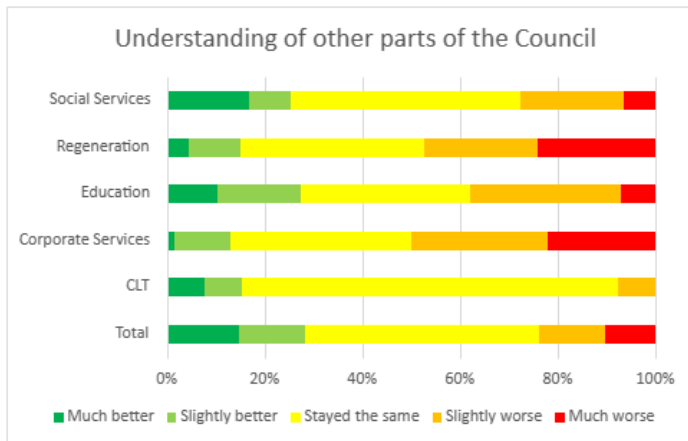
### 2. Collaboration and communication with other teams and colleagues I work with



### 3. The number of meetings I attend

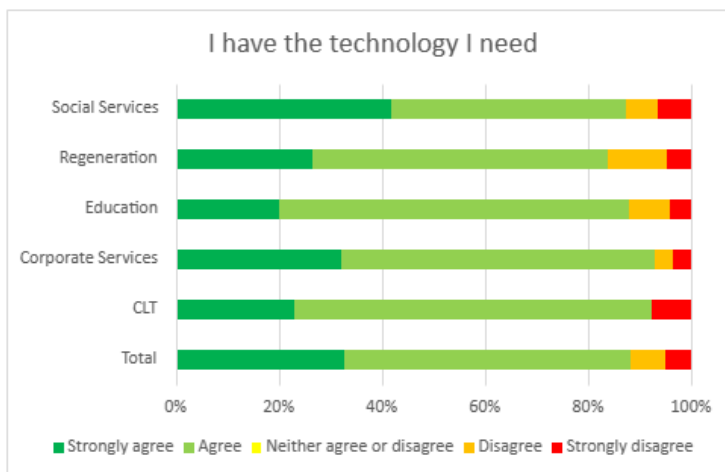


4. My understanding of what is going on in other parts of the Council

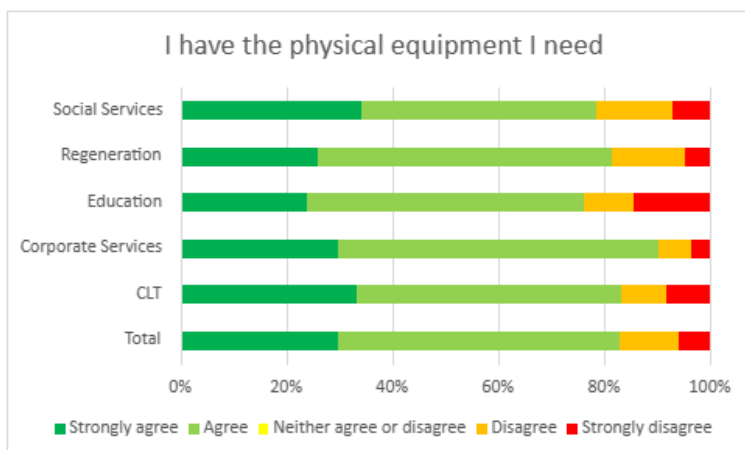


**Section Six: Equipment, skills and training**

1. I have the technology I need to work away from the office.



2. I have the physical equipment I need to work away from the office



**As a result of the new operating model, do you require additional training to support your use of technology?**



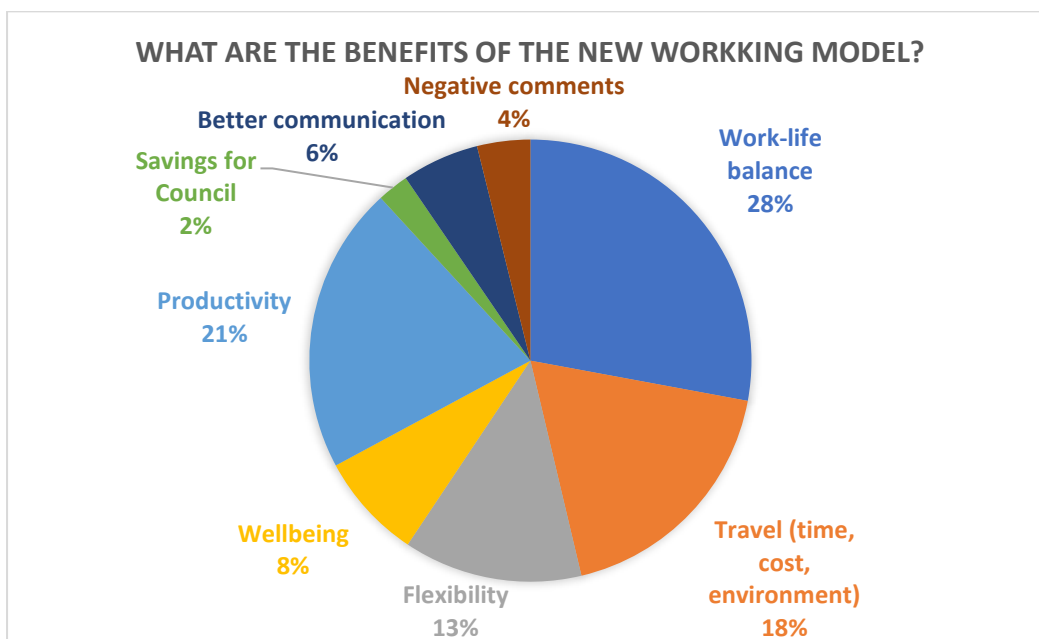
36 comments were received for this question requesting additional training on:

Teams	9
Microsoft 365	12
Capita ONE	1
OneDrive	1
Dropbox	1
Adobe Acrobat	1
Practical demonstrations	2
General training	4
Other comments (not training related)	3

### Section Seven: Comments

Participants were asked to comment on both the positive and negative elements of the new operating model. Thematic analysis has been used on this data.

336 comments were received outlining the benefits of the new operating model. The key themes were:

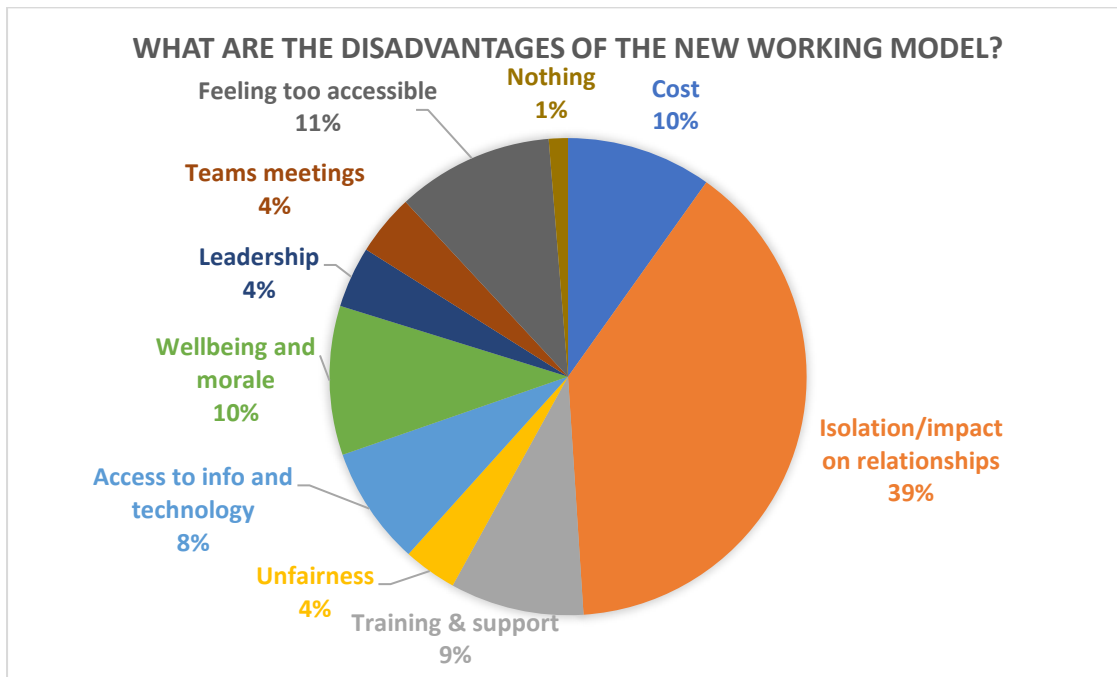


Most commenters identified multiple and related benefits. For example, reduced travel time led to greater productivity or improved work-life balance led to improved wellbeing.

323 people provided comments for the disadvantages of the new working model. These comments tended to be longer and more complex (10,318 words in total, compared to 7,106 for benefits).

The comments range in severity from people struggling to find a disadvantage to people significantly struggling with the new way of working.

The main theme of comments are:



Clearly the impact on relationships is the most significant challenge that people are experiencing. Again, this ranges from those who miss the social interaction but find that Teams is useful for collaboration and teamwork, to those who feel very isolated and lonely.

## Focus Groups

Twelve focus groups were held between November 21<sup>st</sup> and 25<sup>th</sup>. 107 staff attended from across the organisation:

Corporate Services	23	21%
Social Services	29	27%
Regeneration & Community	52	49%
Education	3	3%
<b>Total</b>	<b>107</b>	

Education was therefore underrepresented and Corporate Services overrepresented as a proportion of staff as a whole. School staff weren't included in the review which accounts for some of the under-representation.

Most staff attending were agile workers, a smaller number were home workers and only a couple were service based. More agile workers were invited to the focus groups as they are primarily those impacted by the agile working operating model.

The aim of the focus groups was to focus on what is working well and what changes could be made to improve agile working.

Staff worked in small groups to discuss each topic, making notes on a flipchart which was collected at the end. This feedback is recorded below.

Participants were engaged, vocal and positive. They valued being asked for their opinion and also being given the opportunity to network with colleagues from other parts of the organisation.

The main themes and comments are given below, together with the number of times each comment was made. Responses are given verbatim or summarised when a number of groups made similar comments.

### 1. What are the benefits of agile working?

<b>Productivity</b>		<b>Wellbeing</b>	
Fewer interruptions	6	Home / work balance	13
Technology has improved	1	Flexibility	9
Better focus and concentration.	1	Less sickness leave	3
More independent decision making / empowered	5	Personal health reasons	1
More productive at home	9	Travel – less stress driving / getting to workplace / costs	10
Financial	2	Trust	4
Environmental	1	Wellbeing	2
Benefits seen in very different roles	1	Confidence	1
Office environment is more enjoyable as it's a change rather than a constant	1	Generally happier and motivated	2

## 2. How can the organisation maximise the benefits?

<b>Communication</b>		<b>Other</b>	
Protocols on the use of Teams vs phone calls, or use of cameras	2	Better / easier access to all agile hubs or office space	1
Regular days when the whole team work together in the office	1	More control over meeting room booking	1
Regular 1.2.1 meetings	3	Fairness and Equality	4
Weekly team meetings	1	Reduce the sense of pressure to always be available	4
Clear communications across depts, who is where & when available	1	Be able to rollover more flexi	2
Organisational trees need to be up to date on Teams/other (intranet))	1	Giving more choice	3
News & networking are useful (quarterly) (EYCP/Children's Services/Social Services)	1	Good/trusting line managers	3
Caerphilly newsletter is useful	1	Enable different approaches for different roles/teams/departments	2
Less disjointed comms (don't just put things on FB)	1		
Greater networking with wider organisation	1		

## 3. What are the main disadvantages of agile working?

Waiting for responses	3	Cost of living with heating and lighting rises	7
Too many meetings	2	Needing resources e.g. printing, mail and supplies	4
Feeling pressure to be available (guilt complex about being offline or yellow on Teams)	3	Access to business support	2
Structure of day is lost	1	Disruptions to home life/boundaries	4
Personal safety – keep team updated	1	Decreased communication	7
Feeling isolated / lonely	6	Pressure to work when ill	1
Unable to switch off as work is always there	3	Working longer hours	1
Too many communication channels	2	Reduced motivation	4
Difficult to learn new skills	2	Lack of awareness of other work going on / wider Council	5
Mental challenges and anxiety	1	Friday feeling/celebrations	2
New employees – learning and getting to know people	2	Fairness	1
Team building/team get togethers	12	Screen time	2
Access to agile buildings and confusion around booking space	4	Perception of “shirking from home”	3
Collaboration	8		

#### 4. What can be done about them?

Teambuilding
Team get togethers on an agreed day
Weekly Teams meeting
Weekly face to face meeting with lunch afterwards
On Teams a lot
Regular 1.2.1s
Debriefs
Flexibility of offsite places to meet e.g parks etc
It's more acceptable to be at work but not at your desk
Consistency about what is ok e.g confidentiality of location discussions
Can receive too much information on organisational wide news

#### 5. How have you changed the way you manage as a result of agile working?

More relaxed – not as worried about who is doing what
Work reviews – and more autonomous decision-making
More trust
More confidence – you can be 'you'
Experience of a 'newer' manager can be challenging – less peer support for new managers
Created respect with all officer levels
Work / managing / leadership style has changed

#### 6. How could communication be improved?

<b>Ideas</b>
Video updates from each area so we are kept up to speed with other parts of the council
Integration of new starters
Up to date intranet and directories
Open up Flexi properly to allow work outside of 7am-7pm
Re-evaluate the financial rewards
Q&A's with Chief Exec and Councillors
Get people together – social contact
Purchase an 'owl' for people to use during meetings that are both virtual and face-to-face
Providing and ensuring minimum speeds for internet at home
Focus on wellbeing
Ensure regular one to ones
Approachable managers makes it easy
Communication matters
Approaches for listening
Induction
Newsletters
Meeting discipline – only invite people who need to attend, only attend if you need to

## 7. What would you like to see from senior leaders to support agile working?

Greater visibility – who is who, what are their roles, what are their key challenges and priorities?	2	Proactive – sharing the vision	1
Video messages from Chief Executive and members to keep us all in the loop	1	Information to guide own departmental planning	1
Live and recorded Q&A with the senior team – even if they don't have all the answers	1	Make service more efficient – restructure	1
Celebrate success / More appreciation	4	Risk management	1
Accountability		Retain staff	1
Visibility	2	Collaboration across agencies and departments	1
Better communication – wider team meetings	2	Opinions asked and listened to	2
Acknowledgment of challenges	1	Assist change with training and good communication	1
Understanding how work fits into bigger picture	1	Feel trusted	1
Ensure information is passed down by managers	1		

## 8. The survey suggests that agile working is improving morale and motivation. Do you agree or not? Why?

<b>Agree:</b>		<b>Disagree:</b>	
Work/life balance and being able to pick your hours of work	4	Isolation does not help morale	1
Research more yourself rather than asking others	1	Training and learning new things is more difficult	2
Flexibility	3	Can't just ask "how do I do this" or "can you show me"	1
More control on working day	2	Difficulties with systems – skills and support	2
More productive	2	Reduced	1
Self-care	1	Requires self-motivation and discipline	1
Less stress	2		
Less travel	1		
Cost saving – fuel, room hire	2		



## 9. How can collaboration work better in an agile environment?

<b>Within teams</b>		<b>Between teams</b>	
More face to face meetings	3	Increase the knowledge of what we are all working on	1
A focus on wellbeing for the whole team	1	Global awareness – community driven calls	1
Response times being agreed	1	Better technology (and fully utilise Teams) to support more immediate collaboration	3
Digital Champions	1		
Staff accessibility	1	Contact with other LA's has been good	1
Merging teams – higher morale	1	Wider throughout Wales collaboration	1
Managers adapting/listening to us/proactive	1	Better handovers between	1
Use of digital enhancement – utilising Teams	1	Regular meetings with other depts – may build better working relationships/rapport so collaboration not awkward	4
Regular team meeting (daily, weekly, fortnightly and monthly all suggested)	3	Update address book / intranet with departmental updates and staff names – have a central phone book	1
Better work phones – using WhatsApp	1	Email updates (bullet points) on workload and priorities each month to neighbouring teams	1
One to one line manager meetings weekly	1	Inductions for new staff members between teams	1
Social events – even informal meet-ups for coffee and a chat	1		
Believe in what you're doing – what is the shared purpose of the team	1		

## 10. What does the future of agile working at BGCBC look like?

Better balance between face to face & Teams
Clearer mileage instructions (claims clockings etc)
Informal discussions venues offsite of the standard workplaces
Agile areas – available in non council settings – police station
Annual review of current agile workers, allowances etc
Greater flexibility in location, number of days etc
Increase payment homeworking allowance
Further manager training – so they can manage a hybrid team
Flexi for the hours worked and not lose it
Iron out current issues – printing, emails, access to buildings, IT support / Return of central print – more facilities and technology to enable printing
Implementation of enhanced digital resources (e.g. Teams/Sway) and the introduction of Digital Champions
Consistent availability of IT equipment in office (e.g. keyboard, mouse, screen) and ergonomic requirements of staff
A focus on wellbeing and managers having the knowledge to recognise and manage mental health issues with reduced face-to-face contact
Promote a better attitude to remote working as a benefit – some staff are still very critical of the approach
Ensure some ground rules – ‘yellow’ on Teams does not mean you are not working – a little more trust is needed from some managers
Better feedback from senior management and better communication across the organisation in general

## Recommendations

Overall, there is much in the Agile Working Policy that is working for staff and the organisation. Even where there are frustrations or niggles, staff at focus groups emphasised that they wouldn't want to go back to five days in the office.

We therefore suggest focusing action on the following areas:

### 1. Line management support

The support, trust, empowerment and regular feedback provided by the majority of line managers has a positive effect on how staff are adjusting to know ways of working and teamwork within those teams. Staff that described a positive relationship with line managers also seemed to be more proactive about overcoming challenges and were more positive about their general experience.

Conversely, at the focus groups, those who were struggling with agile working also often described a lack of support, perceived unfairness and fewer 121s and team meetings. These line managers may also be struggling with change and receive less support from their own managers.

We recommend this is investigated further with a view to provide additional support, training and coaching to managers who need it.

### 2. Wellbeing support

The survey and focus groups both showed a clear improvement in wellbeing for many staff. However, for some staff, there has been a significant decline in this area which is often linked to isolation.

We recommend that line managers identify staff requiring additional support and are the first point of contact. If, however, this is not possible then a dedicated "Wellbeing Champion" could be the next point of call. This could sit alongside normal work duties and could, potentially, also look at issues around sickness absence.

### 3. Leadership visibility

Staff themselves provided a number of ideas in this area including video/Teams calls with senior leadership, wider Directorate meetings (which have been received positively in those areas that have had them) and updated information about who is in CLT.

### 4. Ironing out IT niggles

Many staff are positive about the increased use of technology and the benefits of Teams. Staff approaches to technology have changed over time as they have become more confident. Teams and individuals are working out how to use technology effectively for them.

The introduction of Digital Champions has been viewed positively, where people knew about them. This role is likely to embed further over time.

Staff highlight frustrations with the speed of IT support which could be investigated to see if improvements can be made.

Some systems are difficult for staff to update themselves such as updating the intranet with changes to job titles and names. This would enable staff to know who to contact across the organisation.

## **5. Map agile working to organisational performance**

Agile working has had, in general, a positive effect on wellbeing and the comments indicate that people feel more productive. Is this translating into improvements in performance?

Can this be sustained in the long-term if there are negative impacts on training and informal workplace development?

## **6. Celebrate success and positive stories**

Whilst there are some areas for improvement, there is also much positive news in this report. Staff would like to see success celebrated more, and this can be used to increase buy-in (as long as staff feel their concerns have been heard and addressed).

## **7. Complete a full engagement survey**

The data above focuses on the change in perceptions following the introduction of the Agile Working Policy. It doesn't provide a measure of engagement – only whether it has got better, worse or stayed the same since the policy was introduced. E.g. a score of "stayed the same" could indicate that performance was poor in this area before, or good in this area before.

A full engagement survey would provide greater information about areas for change and development.