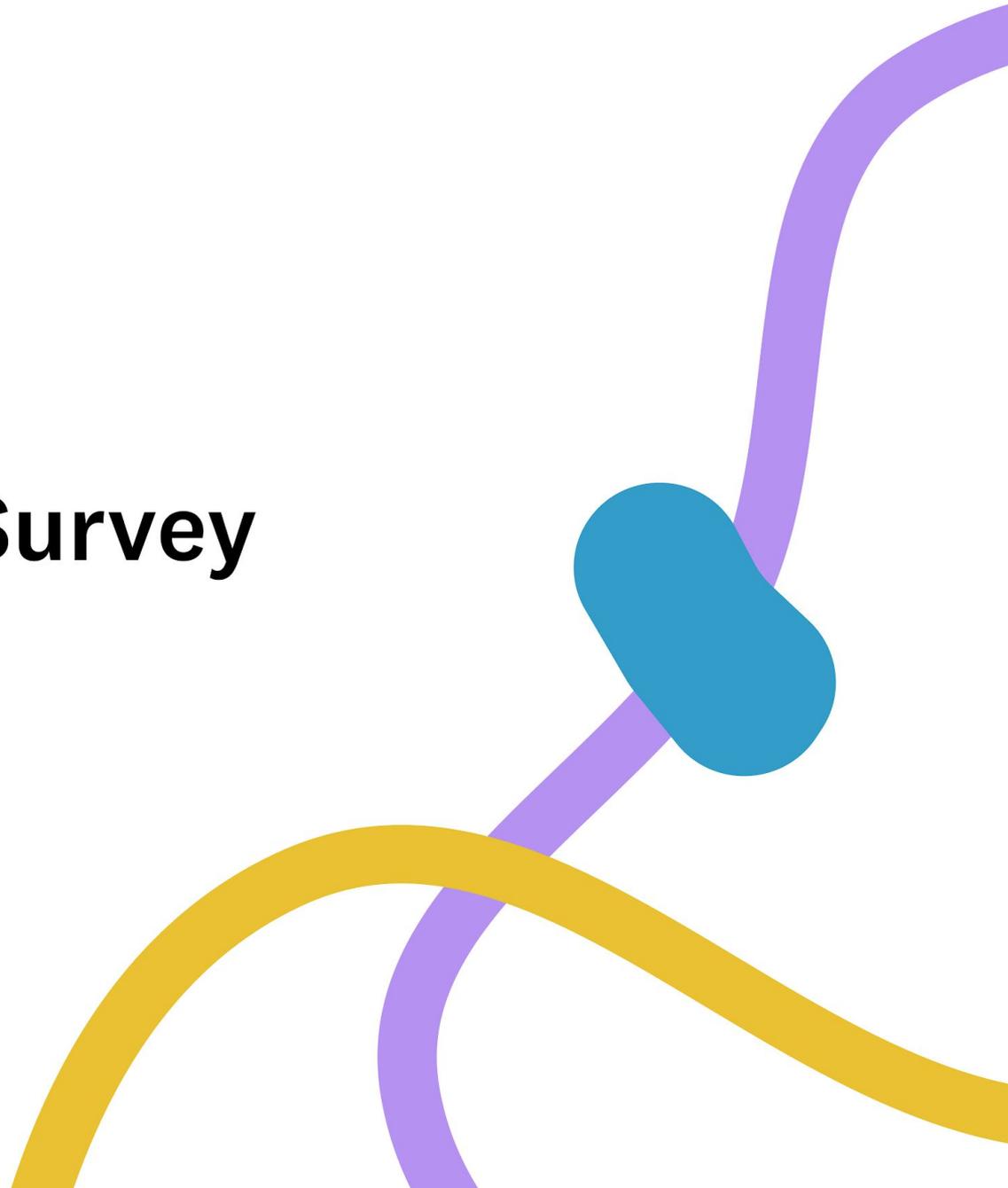




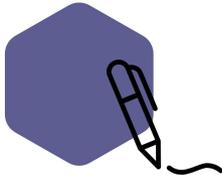
Live Borders

Opening Up Survey Report

Created by People Science at Hive
April 2020

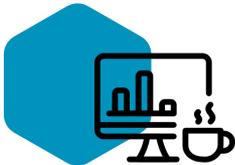


Contents



Headlines

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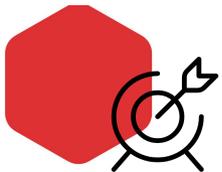


Exploring the data

Engagement Drivers; Free text themes



Exploring the themes



Summary and Action Areas

Summary; Key action points; Implementing change

Context

Introduction



This executive report pack provides headline results and detailed insight following our Opening Up survey, working with our employee engagement and experience partners Hive.

As everyone is aware, we are currently faced with the unique challenge of managing a business through a global health crisis - one which will undoubtedly be having an impact on our people, from both a personal and professional perspective. Colleagues will be making bigger judgements on the integrity and authenticity of us as an employer than ever before, based on how they perceive our response to this crisis and the extent to which we are supporting our people through it.

Given the added importance of maintaining positive levels of engagement during this time, we have drawn on the Hive People Science team to review the high level results from this survey. This insight will enable us to understand the impact of our work on the colleague experience to date and Hive will make their recommendations for any future work needed.

Senior leaders are asked to review the results presented in this report and will be expected to take conversations forward within their teams on the basis of these findings. Leaders are asked to consider some of the key trends and themes highlighted within this report and prepare for a follow up discussion around how the organisation will use this insight to shape the future of the business.

Headlines

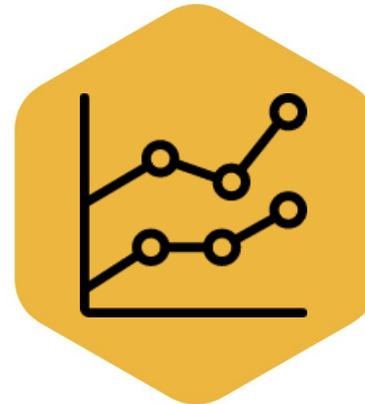
Headlines



Survey Summary

6.9

(Average score across all core scaled questions - anything above 7.0 is classified as a positive score)



Engagement Index:

7.2

(Combining advocacy/ pride/ loyalty)

eNPS

0

+6 points vs Nov 2019
(A score between -10 and +20 is classified as normal/typical)



Response Rate

24%

-7% points vs Nov 2019
(70% and above is our ideal response rate for a survey)



Core Scaled Question Breakdown

Question	Score	
I am confident that our leadership team will make the right decisions to manage the company through this crisis	7.7	
I feel proud to work for Live Borders	7.5	
I'm managing to maintain my normal levels of health and wellbeing	7.4	
I see a clear link between my work and the organisation's goals and objectives	7.1	
I feel like I truly belong here	7.1	
The leaders at Live Borders are visible and accessible	7	
I believe I have everything I need to do my job to the best of my ability	7	
I feel I have good job security here	7	
The organisation is good at celebrating its successes	7	
I rarely think about looking for a job with another company	7	
I find it easy to communicate with people in other teams and departments	6.9	
My manager is regularly checking in with me to see how I'm doing	6.8	
There is open and honest two-way communication at Live Borders	6.4	
We are staying connected as a team during this time	6.2	
Other departments collaborate well with us to get things done	6	

Av.
6.9

Response Rates



The overall response rate of 24% is considered within a low range for a full engagement/experience survey. At Hive, we aim to receive the insight and feedback from at least 70% of the workforce, so we can be confident that the data reflects the thoughts of the majority of employees at Live Borders. By demonstrating action of the back of the survey, and increasing communication will allow leaders to drive response rates for future surveys. Additional tips to increase participation for future surveys can be found [here](#).

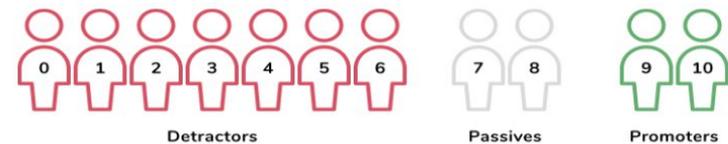
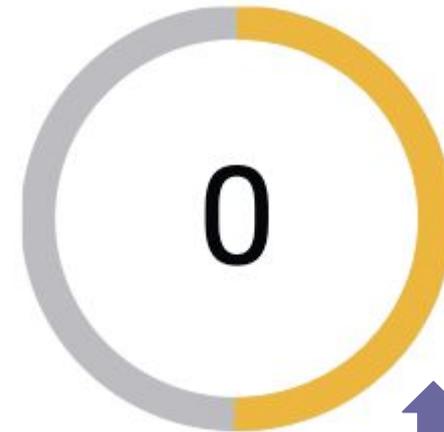
Exploring the data

Employee Net Promoter Score (eNPS)

A measure of employee advocacy

How likely are you to recommend our organisation as a good place to work?

Live Borders' eNPS



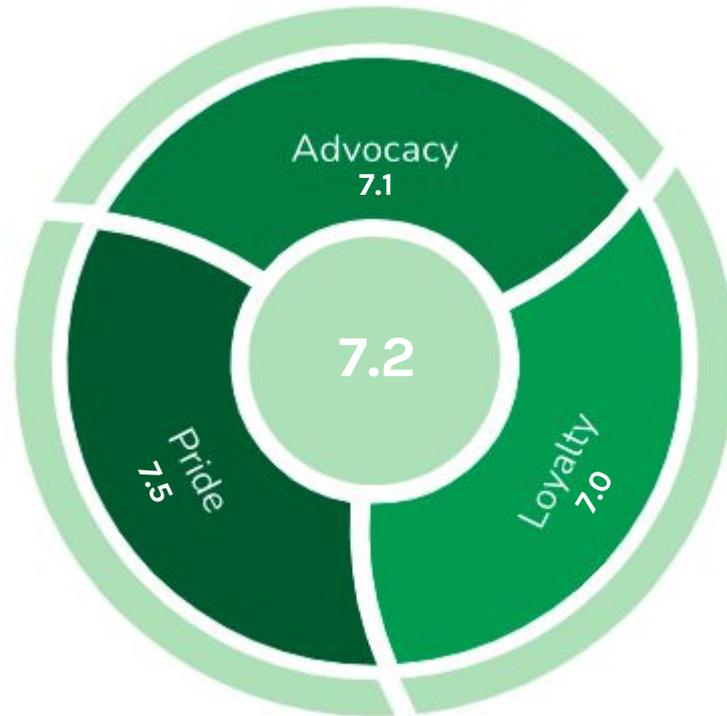
What does good look like?

- 40 and above = outstanding
- 20 to 40 = very good/ excellent
- 10 to + 20 = a typical, or 'normal' score
- 10 and below = a low, concerning score



eNPS calculation

Live Borders' Engagement Index



Advocacy: How likely are you to recommend our organisation as a good place to work?

Loyalty: I rarely think about looking for a job with another company

Pride: I feel proud to work for Live Borders

Advocacy or eNPS, a measure of whether an employee would recommend the organisation as a good place to work, a sense of pride and loyalty, or intent to happily stay, are all important aspects of employee engagement.

An engagement index score of 7.2 is classified as a positive score and is a good foundation to build upon, it indicates that employees at Live Borders are engaged with scope to improve towards being highly engaged.

When considering each facet individually, all items achieved a score classified as positive which is a fantastic achievement. The item regarding loyalty is the lowest scoring facet with a 1.4 point difference between furloughed (6.2) and remote/deployed (7.6) employees, suggesting that some work is needed to ensure consistent experiences across both cohorts..

Although loyalty levels are scoring slightly lower, employees are still proud to work at Live Borders and would recommend the organisation to others, with the items scoring a positive 7.5 and 7.1 respectively.

*You will note how different eNPS is when converted to an average score - this demonstrates the importance of this question as a single reporting metric as it gives a more accurate reflection of employee experience.

Furloughed vs Remote/Deployed Overview

Core Questions	Live Borders	Remote/Deployed	Furloughed
I am confident that our leadership team will make the right decisions to manage the company through this crisis	7.7	8.0	7.4
The leaders at Live Borders are visible and accessible	7.0	7.3	6.5
I see a clear link between my work and the organisation's goals and objectives	7.1	7.2	7.1
I believe I have everything I need to do my job to the best of my ability	7.0	7.1	6.8
My manager is regularly checking in with me to see how I'm doing	6.8	6.5	7.2
I feel like I truly belong here	7.1	7.2	6.9
I'm managing to maintain my normal levels of health and wellbeing	7.4	7.4	7.5
Other departments collaborate well with us to get things done	6.0	6.1	6.0
I find it easy to communicate with people in other teams and departments	6.9	6.8	7.0
There is open and honest two-way communication at Live Borders	6.4	6.6	6.1
I feel I have good job security here	7.0	6.9	7.1
The organisation is good at celebrating its successes	7.0	7.3	6.4
We are staying connected as a team during this time	6.2	6.2	6.2
I feel proud to work for Live Borders	7.5	7.9	7.0
I rarely think about looking for a job with another company	7.0	7.6	6.2
eNPS	+0	+6	-8
Engagement Index	7.2	7.6	6.6
Core Question Average	6.9	7.1	6.8

When focusing on the core questions across the survey, Live Borders as a whole received a moderate survey average (6.9), with remote/deployed employees achieving an average of 7.1 which is classified as positive. Similarly, respondents within the remote/deployed cohort received a higher engagement index (7.6) and eNPS (+6) compared to their furloughed employees (6.6 and -8 respectively).

Demographic Breakdown

	eNPS	Advocacy	Pride	Loyalty	Engagement Index	Core Question Average
Overall Organisation	+0	7.1	7.5	7.0	7.2	6.9
Furloughed	-8	6.7	7.0	6.2	6.6	6.8
Remote/Deployed	+5	7.4	7.9	7.6	7.6	7.1
Business Services	-17	6.8	7.6	7.3	7.2	7.1
Connected & Created Communities	-38	5.9	5.6	5.8	5.8	5.5
Museums, Galleries & Archives	-25	6.5	7.0	5.4	6.3	7.0

When considering all reportable department breakdowns, all three departments received eNPS results classified as low/concerning. Whilst advocacy levels were low across all three departments, both Business Services and Museums, Galleries & Archives received positive scores for pride and Business Services were the only reportable department that scored positively for loyalty. It is positive to see that on the whole, pride for Live Borders seem to be high, with an organisational average of 7.5, and four out of five breakdowns receiving a positive score.

Introduction to driver analysis

The results presented throughout this report are extremely useful in highlighting positive trends, hot spot areas requiring improvement, and differences in employee perception across the organisation.

This next section seeks to take things a step further, by shaping recommendations for focused action planning and discussion based on the areas in the survey which are actually driving scores in the engagement index - which is comprised of the questions relating to advocacy, loyalty and pride.

A positive score - or a negative score - on a particular question or set of questions in the survey, does not necessarily mean a low or high score on any of these engagement measures. By running a regression analysis and focusing on the primary drivers of engagement, we can instead hone in on the areas which are making a significant difference to perceptions of working experiences across the organisation.

The primary drivers illustrated on the following slides can therefore become the priority areas for action; requiring a strategic discussion with Senior Leaders as to how the organisation can address them.

Live Borders Engagement Drivers

Of the core questions asked in the survey, the diagram indicates which areas are currently impacting engagement levels at the organisation.



Grey = no drivers were found in this question category
Green = Engagement Drivers found in these categories

Collaborative	6.5
Other departments collaborate well with us to get things done	6.0
Health and wellbeing	7.4
None of the questions asked are drivers of the engagement index	
Honest	6.4
None of the questions asked are drivers of the engagement index	
Inclusive	6.9
I feel like I truly belong here	7.1
Positive	7.0
None of the questions asked are drivers of the engagement index	
Productive	7.1
None of the questions asked are drivers of the engagement index	
Strategic Direction	7.3
I am confident that our leadership team will make the right decisions to manage the company through this crisis	7.7
Team Identification	6.2
None of the questions asked are drivers of the engagement index	

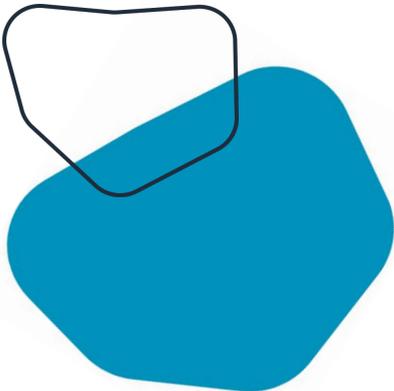
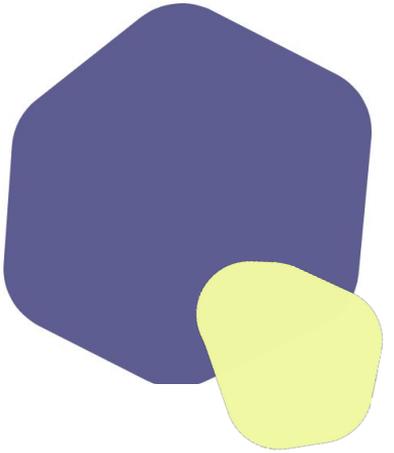
Explaining the Organisational Engagement Drivers

The three engagement drivers identified on the previous page, sit within three question categories: **Strategic Direction; Collaborative; and Inclusive**. An overall average of 7.2 for the Engagement Index is a positive score and a good foundation to work from. These drivers have been ranked below in terms of most to least impact on engagement. Whilst this can be useful for prioritising actions, the analysis is actually forming a model, which means that all of these areas are important, and as some items are more actionable than others and there is cross-over and connection within the items, it is often more helpful to consider these drivers as themes. By understanding the organisational level drivers; the driving factors of furloughed vs non-furloughed employees (following slide) and utilising the valuable context from free text comments, we are able to understand the organisational level themes. In this case, they are: **Clarity and Communication; Belonging; and Health and Wellbeing**. These have been explained in more detail throughout the remaining section of this report.

I am confident that our leadership team will make the right decisions to manager the company through this crisis is the strongest driver of engagement across the organisation. This item received a positive organisational average score of 7.7, exceeding the core item average of 6.9, suggesting that this is an area that Live Borders are excelling at and thus, should be nurtured. It is important to keep in mind that although scores for both furloughed and non-furloughed workers were classified as positive, scores between the two cohorts did vary by 0.6 points (7.4 and 8.0 respectively).

The second strongest driver identified was *Other departments collaborate well with us to get things done*. This item received a score that fell 0.9 points below core item average (6.9). An average score of 6.0 is classified as moderate, identifying an area with scope for improvement. Both furloughed (6.0) and non-furloughed (6.1) employees scored this item moderately, however when reviewing perceptions by reportable departments, respondents in Connected and Creative Communities received the lowest score (4.9).

I feel like I truly belong here is the third strongest driver of engagement, achieving a positive score of 7.1, and exceeding the core item average of 6.9. When comparing perceptions across cohorts, employees who are currently furloughed received a moderate score of 6.9, whilst those currently working scored 0.3 points higher (7.2), suggesting Furloughed employees may be lacking a sense of belonging compared to their colleagues who are still working. Respondents within Museums, Galleries and Archives achieved a score of 7.3, whilst those within Connected and Creative Communities scored 1.7 points lower.



Furloughed vs Remote/Deployed

Although it's important to review engagement drivers on an organisational level, employees are experiencing working life at Live Borders differently depending on whether they are currently furloughed. To understand what additional areas are impacting their engagement index, additional statistical analysis was conducted.

For employees who are currently still working, either remotely or deployed into services across Live Borders, two additional items are impacting their engagement levels. The extent to which employees feel they have a clear understanding of what is expected of themselves in their role and how their work impacts and feeds into the organisational goals and objectives will impact how engaged remote/deployed employees feel currently.

In terms of respondents who are currently furloughed, maintaining their normal levels of health and wellbeing as well as their perceived confidence that they will be able to pick up their usual work with minimal disruption are influencing engagement levels for this cohort.

By working on organisational level drivers in addition to a targeted approach for these two cohorts, Live Borders will be able to impact engagement levels going forward.

Organisational Level Drivers	I am confident that our leadership team will make the right decisions to manage the company through this (7.7)
	Other departments collaborate well with us to get things done (6.0)
	I feel like I truly belong here (7.1)
Additional Non-Furloughed Drivers	I have a clear understanding of what's expected of me in my role (8.1)
	I see a clear link between my work and the organisation's goals and objectives (7.2)
Additional Furloughed Drivers	I'm managing to maintain my normal levels of health and wellbeing (7.5)
	I feel confident that I can pick up my usual work with minimal disruption once I return to work (6.5)

**What are
people telling
us?**

Thematic analysis

Employees responding to the survey were asked two free text questions:

- What changes to your work life (as a result of the COVID-19 pandemic) would you like to be normal practice in the future?
- How might we improve the way we collaborate across Live Borders?

Comments have been analysed via a thematic analysis process, with codes assigned to each employee comment. For some colleague comments a number of codes were needed. The final codes were reviewed and key themes were developed.

This pack provides a high level summary of the key themes.



“What changes to your work life (as a result of the COVID-19 pandemic) would you like to be normal practice in the future?”

“I think there is a clear argument for staff to have much more flexibility in their working hours and some flexibility in working location.”

“Home working, Chance to reduce working hours, Flexibility around school holidays”



“I would like to have the continued flexibility to work around my role and my family commitments and being able to work when I can be most productive”

“Working from home with regular Teams meetings”

“Flexible working options to either be at home or in office.”



Flexible Working was outlined across both cohorts as an important aspect to embed in future practice. Some employees outlined that the ability to work around their personal life has been beneficial. Comments also identified the need for flexibility in the environment that they work in, whether that’s at home or in a traditional workplace.

“What changes to your work life (as a result of the COVID-19 pandemic) would you like to be normal practice in the future?”

“More online meetings as they are much more focused and my whole day isn’t taken up with travel for a meeting.”

“I think the online meetings have been a major plus during this time and cut down dramatically on travel.”



“I kind of liked it the way it was... however if pressed I'd say that the Zoom meetings have been useful and could be a good way of keeping in touch especially for lone workers”



“Work from a local Live Borders building to reduce travel. Meetings online.”

“Teams/Zoom meetings instead of travelling.”

Online/Virtual Meetings were praised as this will allow employees to reduce their commuting time and support a flexible working arrangement. Comments also mentioned the reduction of commuting due to online meetings having an impact on productivity and efficiency.

“How might we improve the way we collaborate across Live Borders?”

“I think using the bulletin to share what different parts of the organisation are working on”

“Communicate with all staff at the same time regarding changes”

“Regular meetings across a section of staff”

“More discussion and involvement across services before decisions are made”

“Very little discussion or no discussions on major changes made with staff who have to carry out that change. Therefore taking into account staff’s views before that decision is made.”



Communication was highlighted as a key facilitator to increasing collaboration across Live Borders. This came in many different forms such as sharing what different parts of the organisation are working on, increasing employee knowledge and involvement in decision-making and improved information sharing.

“How might we improve the way we collaborate across Live Borders?”

“Better info sharing on new and ongoing projects so people can feed in if appropriate and to also make people feel they are a part of the whole LB team not divided into sports and culture”

“Tighter links between sport and culture - break the them and us feeling”

“Have a working group of people from different areas of the business and people feed information to the working group”

“Definite scope for improvement for collaboration between venues”

“Very difficult when our service offering is so wide and varied and our facilities and venues cover such a large geographical area but possibly more development of crossing over staff into different services/ teams to see how each other work and opening up to new ideas..”



Improve links across the organisation was raised as a way to increase collaboration. Comments outlined the need to improve cross functional working with ideas to improve this including working groups, leadership role modelling, understanding what other areas are working on and having the ability to work in different areas to deepen their knowledge.

Exploring the themes

Themes from the data



**Clarity and
Communication**



Belonging



**Health and
Wellbeing**

Analysis of responses to both the scaled and free text items have identified three main themes across the dataset; **Clarity and Communication; Belonging; and Health and Wellbeing**. All of these themes are interrelated and changes in one area will ultimately impact the other areas. The following slides explore the themes and related survey items in more detail.

Clarity and Communication

7.7

I am confident that our leadership team will make the right decisions to manage the company through this

7.1

I see a clear link between my work and the organisation's goals and objectives

6.4

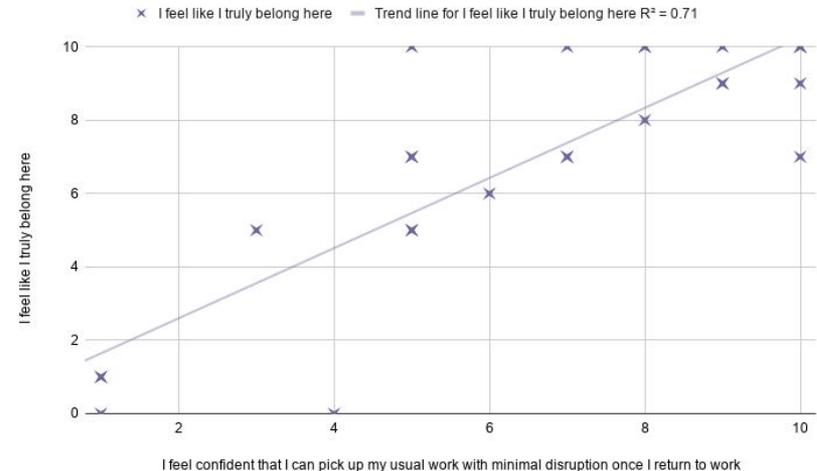
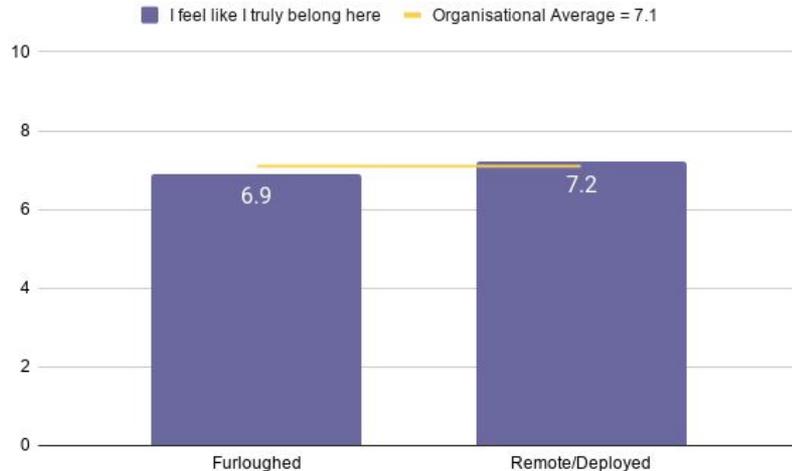
There is open and honest two-way communication at Live Borders

6

Other departments collaborate well with us to get things done

It is impossible to achieve openness and transparency without good communication and, therefore, how an organisation chooses to communicate with its employees and how open and transparent this communication is, will have a real impact on its culture. In order to develop this culture of openness and transparency, organisations need to keep employees informed of the changing priorities and direction that the business is headed in and ensure that employees understand the reasons behind any decisions being made. This becomes even more important during times of uncertainty, such as the current pandemic, when employees need to have confidence in the direction their business is heading in. Now, more than ever, people want to understand what is happening within their organisation, given that many people might have anxieties about what the future holds. Communication, therefore, helps to connect and align employees to the business purpose and also helps to create a sense of openness and transparency that can further build trust and confidence in leadership. Live Borders received a positive score in terms of confidence in leadership (7.7) and employees seeing a clear link between their work and the organisations goals and objectives (7.1) which is a result worth celebrating. However, overall two-way communication can still be improved, as this received a moderate score of 6.4. Additionally, within free text comments respondents highlighted that an increase in communication is needed to support collaboration efforts across the organisation. As the item exploring collaboration was the lowest scoring organisational level driver of engagement (6.0), it provides the largest opportunity for improvement. When comparing perceived collaboration efforts to the survey ran in November 2019, perceptions have increased by 0.2 points, showcasing that progress has been made, however, there's still further scope for improvement.

Belonging



Social belonging is a key building block in impacting levels of satisfaction in life, and whilst the average employee spends the majority of their day at work, a sense of belonging is crucial to maintain engagement and productivity levels within the workplace. Research shows that belonging has a positive impact on job performance and advocacy with a decrease in job turnover and sickness absence, highlighting the severity that a sense of belonging plays in the workplace.

Although levels of belonging seem positive on an organisational level (7.1), furloughed workers received a score that's classified as moderate (6.9), suggesting that more could be done in terms of inclusion and belonging for this cohort. When focusing on furloughed employees' intent to stay, there's a positive correlation between their perception of belonging and employees rarely thinking about looking for a job at another company ($r=0.67$), reinforcing the relationship between belonging and loyalty levels.

Interestingly, employees being confident that they can pick up their usual work with minimal disruption (6.5) is not only a key driver of engagement levels for furloughed employees, it is also highly correlated to their perception of belonging. The graph outlines that the higher an employee's confidence is to return to work with minimal disruption, the more likely they are to feel a sense of belonging. By understanding what resources and support employees need to transition back into the workplace, will aid efforts to increase a sense of belonging within this cohort.

Health and Wellbeing

7.6

I'm managing to keep a healthy work-life balance

7.4

I'm managing to maintain my normal levels of health and wellbeing (Remote/Deployed)

7.5

I'm managing to maintain my normal levels of health and wellbeing (Furloughed)

For any organisation to be high-performing, it requires a culture that is characterised by employees that are healthy and thriving. Wellbeing enables sustainable levels of engagement and enhances the link between engagement and performance. During such challenging and uncertain times, resilience will also play a key role in ensuring colleagues can remain physically and psychologically healthy.

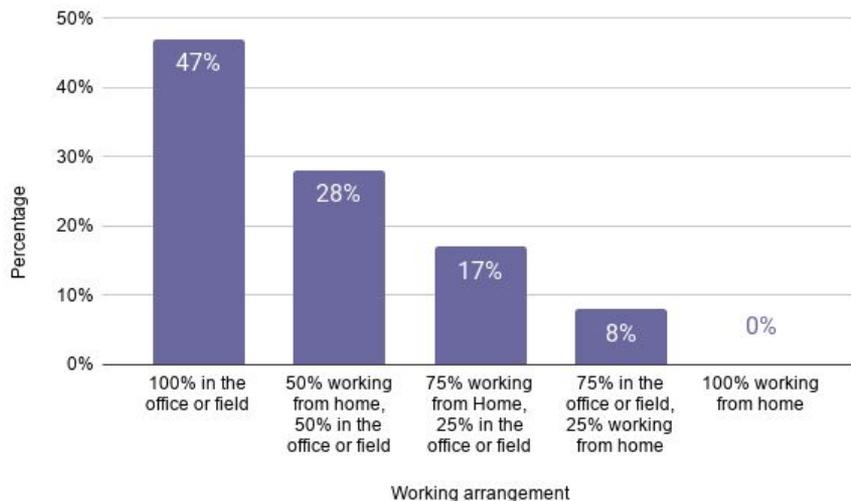
Work-related activities place significant cognitive demands on employees and, therefore, daily recovery is crucial. Without sufficient leisure time to detach and recover from these demands, employees' health and wellbeing can become compromised, which in turn can have a negative impact on their performance at work. It is positive to see that remote and deployed respondents believe that they are managing to keep a healthy work-life balance (7.6) as well as maintaining normal levels of health and wellbeing (7.4), however employees within the 45-54 years old cohort received the only moderate score of 5.7 out of all reportable age groups within Remote/Deployed respondents for the item regarding maintenance of health and wellbeing. Furloughed employees' perception of health and wellbeing is similar with an average of 7.5, suggesting a relatively consistent experience across both cohorts.

When considering health and wellbeing, free text comments praised the ability to work flexibly and the use of online meetings to support a flexible approach when restrictions are lifted. Comments raised the fact that commuting to an office space for monthly meetings, increases commuting time and does not aid in a flexible working approach. By continuing online meetings, leaders will be able to aid employees in working flexibly, supporting their overall health and wellbeing.

Additional Insight

Remote/Deployed

Remote/Deployed Specific Question	Question Category	Average Score
I'm managing to keep a healthy work-life balance	Health and wellbeing	7.6
I believe I have a say on matters that impact the work I do	Inclusive	7.3
I have a clear understanding of what is expected of me in my role	Productive	8.1



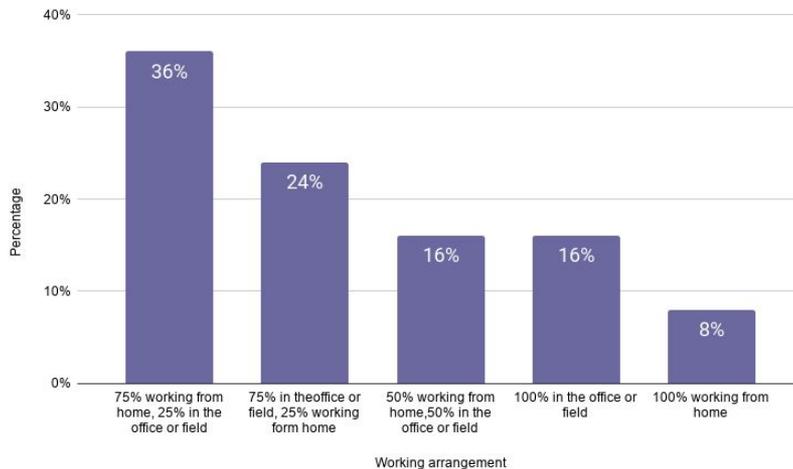
When reviewing the specific questions for remote/deployed individuals, all three items received positive scores, with clarity in role scoring the highest (8.1). Although respondents believe that they have a say on matters that impact the work they do is the lowest scoring item, it still received a score classified as positive. Free text comments in relation to the item ‘How might we improve the way we collaborate at Live Borders’ suggested that more could be done to include employees in any decision making going forward. Interestingly, there's a strong positive correlation between employees belief that they have a say on matters that impact the work they do and their perception that other departments collaborate well with them to get things done ($r=.72$), meaning that the greater the collaboration between departments the higher the perception that employees have a say on matters that impact the work they do.

When respondents were asked about their biggest challenges, the two highest rated challenges were “General anxiety about the impact of COVID-19” (33%) and “Social Isolation” (28%), with options regarding “Home-working setup” (6%) and “Too many distractions at home” (3%), receiving the lowest number of selections.

When restrictions are lifted, almost half of the respondents would prefer to work 100% in the office or field, and the remaining respondents choosing some form of hybrid working, with free text comments regarding flexible working reinforcing employees perceptions of working arrangements.

Furloughed

Furloughed Specific Question	Question Category	Average Score
I feel confident that I can pick up my usual work with minimal disruption once I return to work	Productive	6.5
I am happy with the level of information/Communication I have received whilst on furlough	Honest	6.7
I feel comfortable raising any concerns I might have about returning to the workplace	Health and Wellbeing	7.4



When reviewing Furlough only items, two out of three resulted in average scores classified as moderate (6.5 and 6.7).

Positively, employees' perception that they feel comfortable raising any concerns that they might have about returning to the workplace is high, suggesting employees feel safe to share concerns. This item was highly correlated with employees confidence that the leadership team will make the right decisions, outlining the impact that confidence in leadership may have on employees' openness regarding their return to the workplace.

Interestingly, when understanding ideal working arrangements for Furloughed employees, the majority of employees would prefer some form of hybrid working, with only 16% selecting "100% in the office or field" and 8% selecting "100% working from home", although this homeworking selection was higher than their remote/deployed colleagues.

Focusing on the engagement index, Furloughed employees received a score that is 1 point lower compared to their remote/deployed colleagues. When diving deeper and splitting the data by preferred working arrangements, employees who selected 100% in the office/field option, received the highest engagement index (7.8) across preferences.

Internal Benchmarking

Questions	April 2021	June 2020	November 2019
I am confident that our leadership team will make the right decisions to manage the company through this crisis	7.7	8.5*	6.6*
I feel proud to work for Live Borders	7.5		6.9
I see a clear link between my work and the organisation's goals and objectives	7.1		7.2
I'm managing to maintain my normal levels of health and wellbeing	7.4	8.3*	
My manager is regularly checking in with me to see how I'm doing	6.8	7.5	
Other departments collaborate well with us to get things done	6		5.8
The leaders at Live Borders are visible and accessible	7	8.5*	6*
There is open and honest two-way communication at Live Borders	6.4	8.5*	6.3*
How likely are you to recommend this organisation as a good place to work (eNPS)	0		-6

When comparing scores across different surveys, it is important to reflect on the contexts surrounding that survey. In particular, the COVID-19 survey that was conducted between May and June 2020, was sent in the height of the pandemic, where Hive saw a huge uplift in scores for organisations who were surveying at that time. By benchmarking across more surveys, we are able to see a more accurate depiction of internal growth regarding key areas. All comparable items bar 'I see a clear link between my work and the organisation's goals and objectives' increased in average scores when comparing to November 2019. However, employees seeing a clear link between their work and organisation's goals only dropped by 0.1 point, which is a fantastic result and should be celebrated. It's also incredibly positive to see that employees pride to work for Live Borders has increased by 0.6 point compared to the November 2019 survey.

NB: All items with an asterisks denote slight wording changes compared to those asked in April 2021.

Summary

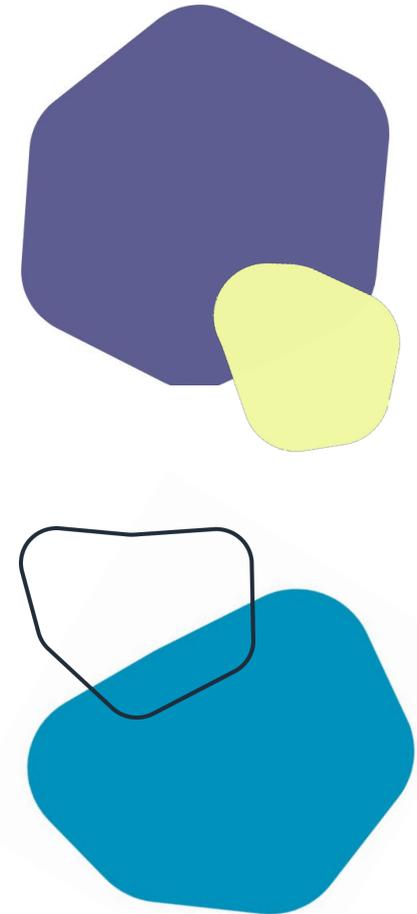
Summary

Overall, the organisation achieved a core item average score of 6.9 for this engagement survey. This is classified as a moderate result, however, as Live Borders received a response rate of 24%, it means that we can't be certain that the results are a true representation of the employee experience across the whole organisation. The majority of employees have been furloughed at some point during the pandemic, so the response rate does demonstrate that there is an appetite within the employee population to provide feedback, however, more could be done internally to demonstrate to employees the value of taking part in surveys such as this. When employees feel confident that leaders genuinely value their insights and want to drive positive change for the benefit of their people, this helps to encourage the provision of honest feedback and increases trust in leadership behaviour. Therefore, it is imperative that employees are able to tangibly connect their feedback from this survey with any subsequent changes introduced within Live Borders.

Live Borders' eNPS increased by 6 points since November 2019, resulting in an organisational eNPS of +0, which is a fantastic result. Although eNPS ranged across demographic breakdowns, the breakdown between furloughed and remote/deployed stayed within a normal range, which is a result worth celebrating. Similarly, Live Borders achieved a positive engagement index of 7.2, which is a good result, however, there were certain departments who scored within a moderate range, which requires further exploration.

Analysis of the key engagement measures, in combination with an exploration of the free text commentary, revealed three main themes emerging from the data: **Clarity and Communication; Belonging; and Health and Wellbeing.**

Communication and openness during times of uncertainty plays a crucial role in helping employees to feel engaged, happy and psychologically safe. Communication was found to be having a significant impact on respondents across the organisation, so it is important to make sure that all employees are able to have honest two-way conversations within a safe environment where they feel comfortable to voice their opinions, and are able to be kept up to date with organisational decisions. This will support employees to feel secure, connected and confident in the direction that Live Borders is headed in.

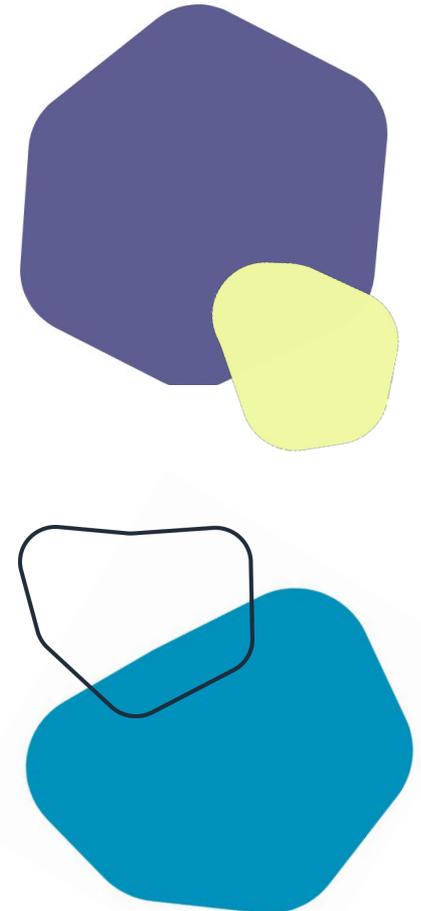


Summary

Belonging and a sense of inclusion is a key component of job satisfaction, productivity and overall engagement levels. This is true for those who have responded to this survey. Perception of belonging can vary person to person, so understanding what aspects across the organisation contribute to a sense of belonging is key. The data identified that confidence in their ability to return to work with minimal disruption highly correlated with furloughed employees' sense of belonging. However, a more holistic view regarding belonging and inclusion could be beneficial to fully understand what aspects impact employees across Live Borders to feel like they belong.

Now more than ever, **health and wellbeing** is incredibly important in maintaining engagement in the ever changing working world. Wellbeing has such a large impact on employee satisfaction, productivity and overall engagement levels across organisations. Additional statistical analysis has outlined that employees ability to maintain health and wellbeing levels are a key driving factor for advocacy, loyalty and pride at Live Borders. Free text comments outlined the need to keep flexible working once restrictions start to lift, to ensure that employees are able to maintain health and wellbeing levels in the future. Reviewing any future of work processes and the “new normal” for Live Borders with employees insight and feedback will be crucial in cultivating an experience that will support wellbeing and maintain or increase engagement levels as a result.

It is clear from the data that if the organisation can get the communication right post-survey, tell the story from the data in a powerful way, and involve employees in discussions around how to drive positive change across any of the themes emanating from the survey, then engagement can be maintained or improved as a result.



**How can we
take this
forward?**

Action Areas

When considering the actions and recommendations, remember to **approach this in an agile way**. Don't try and commit to too many actions all at once, when the reality is this never works. Focus on a few priorities and actions that will make a real difference to colleagues, ensuring that these are delivered to the point where they are properly embedded and have become the new 'business as usual'.



Clarity and Communication

How might we increase communication across the organisation and improve collaboration, two-way communication and clarity regarding our goals?



Belonging

How might we ensure that all employees feel included and that they belong at Live Borders?



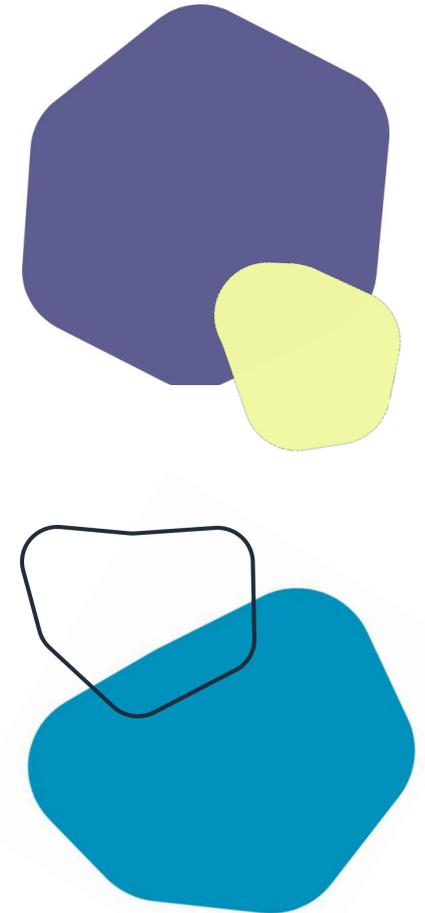
Health and wellbeing

How might we cultivate an environment where employees are healthy and thriving?

Implementing change

Each of the core themes emanating from the survey can all be explored further through a combination of:

- **Team-based conversation and ideas sharing** - exploring the results within teams and including them in discussions around priorities for improvement. The conversations which give them the opportunity to suggest solutions, are far more impactful, than asking managers and leaders to come up with a plan for action on their own before trying to implement these actions within the team.
- More **strategic conversations at the leadership level** to explore what can be done across the organisation when it comes to tackling major survey themes like clarity and communication. Whatever comes from these discussions (including the fact they are taking place) should be communicated to colleagues so they have clarity and confidence around how the data is being utilised and taken forward - this is important even if no changes will be made, otherwise colleagues will create their own stories, believe they have not been listened to, and feel disengaged as a result.
- Further **pulse surveys** can be used to gather more data and insight around themes like belonging and inclusion. The caveat to progressing this is that we should only send out this survey once action has been taken following this latest one.





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