

Subject	Staff Engagement Survey 2025	Status	For Publication
Report to	Authority	Date	18 December 2025
Report of	Director Designate		
Equality Impact Assessment	Not Required	Attached	n/a
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1 Purpose of the Report

- 1.1 To present the results of the 2025 Staff Engagement Survey for Members' information and consideration.

2 Recommendations

- 2.1 Members are recommended to:
- a. Note and welcome the positive results of the staff survey.**

3 Link to Corporate Objectives

- 3.1 This report links to the delivery of the following corporate objectives:

Valuing and Engaging Our Employees

to ensure that all our employees are able to develop a career with SYPA and are actively engaged in improving our services.

Listening to Our Stakeholders

to ensure that stakeholders' views are heard within our decision making processes.

Effective and Transparent Governance

to uphold effective governance showing prudence and propriety at all times.

- 3.2 Our staff are an important stakeholder group and are crucial to our success as an organisation. By considering the results of the survey at this time, in advance of the update to the corporate strategy due in February 2026, members can ensure that appropriate actions are being taken in response to the results.

4 Implications for the Strategic Risk Register

- 4.1 The actions outlined in this report seek to address the 'People' risks in the strategic risk register.

5 Background and Options

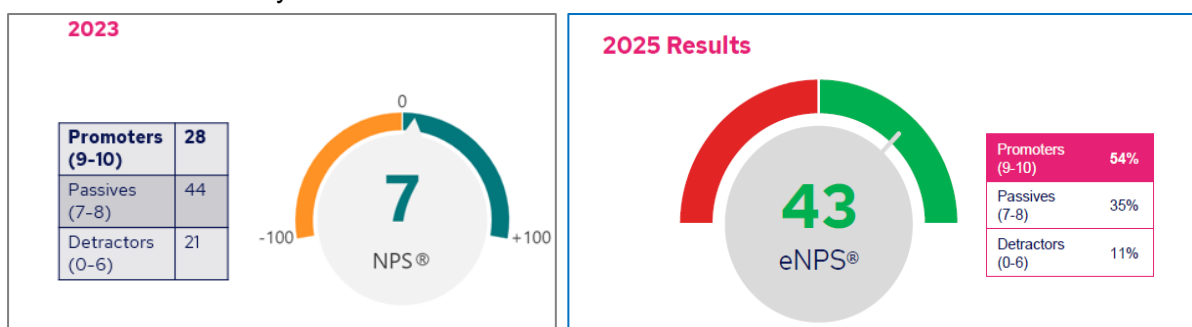
- 5.1 The Authority aims to undertake staff engagement surveys on a regular basis, once every two years, in order to assess progress and direction of travel. The last such survey was undertaken in 2023. The 2025 Staff Survey was therefore carried out during September-October 2025 with the results reported to SMT, HR and the Trades Union representatives in November.
- 5.2 The previous surveys (2023 and before that in 2020) were undertaken with an external consultant – Reed – who designed the survey in such a way as to make it repeatable in future years to enable direct comparison of results and assess improvements or any decline in particular aspects of engagement. For the 2025 survey, we again commissioned Reed to administer the survey on this basis and collate and analyse the results.
- 5.3 The results of the 2023 survey showed improvements across employee engagement when compared to 2020, as well as highlighting some areas for us to focus on for improvement and a series of actions were planned to do this as reported to the Authority in December 2023, when we also set a target to achieve even higher scores of engagement the next time the survey was conducted.
- 5.4 A summary of the 2025 survey results is attached at Appendix A and this shows that we have certainly achieved the above goal.
- 5.5 The survey response rate was high at 84% - just slightly above the rates achieved in 2023 and 2020. This compares to a UK companies benchmark of 69%.
- 5.6 The survey provides a measure of employee satisfaction by asking a single question which leads to what is called the 'Net Promoter Score'. The question asks employees: *On a scale of 0 – 10, how likely are you to recommend working here to a friend or colleague?*

The responses are then grouped as follows:

- Employees giving scores of 9 – 10 are categorised as Promoters.
- Employees giving scores of 7 – 8 are categorised as Passives.
- Employees giving scores of 0 – 6 are categorised as Detractors.

An overall score is then calculated as the percentage of employees who are Promoters minus the percentage of employees who are Detractors.

- 5.7 The results for 2025 show a very large improvement in our Net Promoter Score since the last survey as shown below:

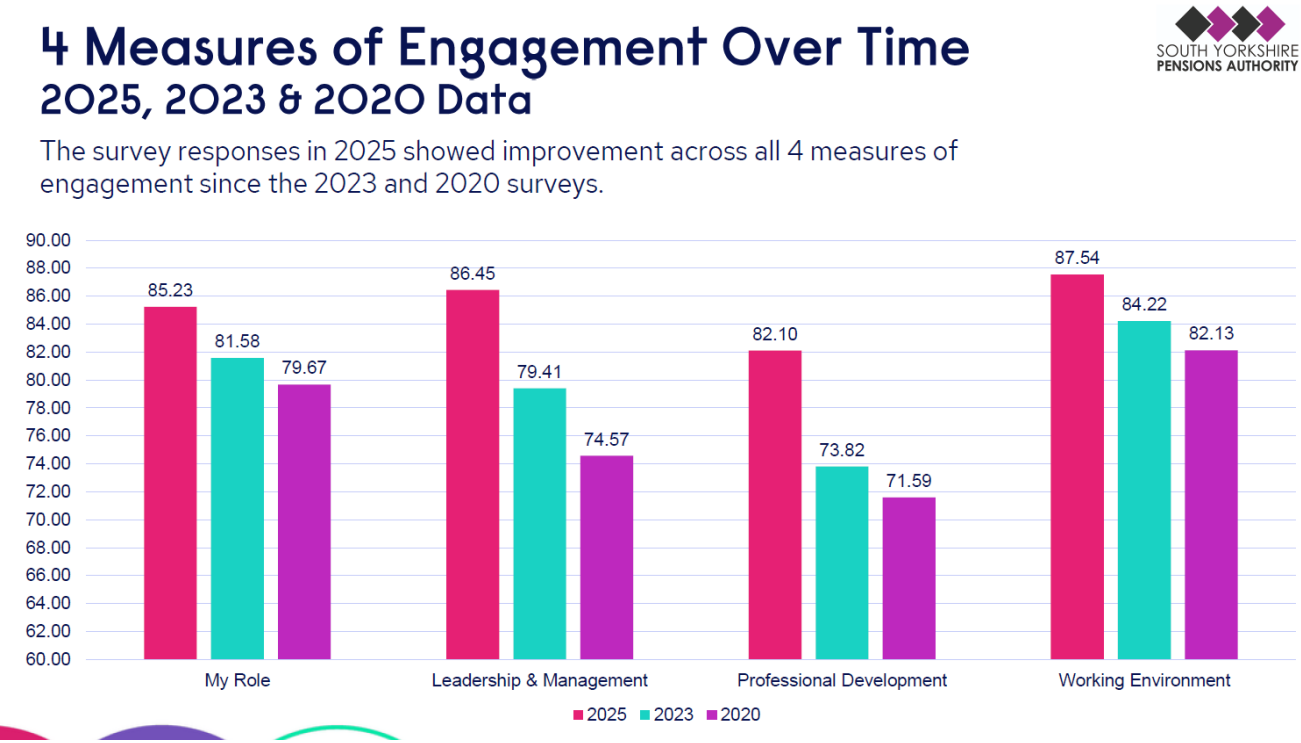


- 5.8 The net promoter score has increased by a total of 36; from a score of plus 7 in 2023 to plus 43 this time – with significantly more employees now promoters than detractors.
- 5.9 This a very pleasing result, demonstrating that actions taken since the last survey in 2023 have been effective in achieving such a substantial increase in the overall level of employee satisfaction.

- 5.10 The results of the rest of the survey also reflect further marked improvements in all four measures of engagement assessed when compared to 2023.
- 5.11 The measures of engagement are:

Engagement Measure	Includes questions about:
My Role	Having access to resources and information needed to do the job well, being trusted to make decisions, and employees knowing what is expected of them in their role.
Leadership and Management	Receiving regular feedback on performance, that the employee feels their opinions count, being aware of the organisation's values and goals and the employee's role in achieving these.
Professional Development	Availability of training, support from manager in improving skills, feeling stimulated by the role and understanding the next steps for the employee's career here.
Working Environment	Being treated fairly by manager, working within a collaborative and supportive team, having a good work-life balance, availability of good wellbeing initiatives and being able to express authentic self at work. An additional question was also included in 2025 on diversity and inclusion by asking the extent to which employees feel comfortable sharing information about their protected characteristics.

- 5.12 The chart below illustrates the consistent and strong improvement in the results.



- 5.13 The Working Environment remains the highest scoring of the four measures overall, as it was in both 2023 and 2020. The score for Leadership and Management has increased substantially again since 2023 and is now the second highest scoring measure, overtaking My Role which is now third. The most significant improvement

since 2023 is in the measure of Professional Development which has increased by 11% to 82.10; although it remains the lowest scoring measure, as it was last time. The increase in the score indicates that some good progress has been made through the actions taken since the 2023 survey, but the fact that it still scores lower than the other measures, along with some of the themes drawn out from the qualitative feedback, shows that there remains more for us to do in this area.

5.14 Other positive highlights:

- a. Professional Development now shows the most significant rise of 11%.
- b. Being aware of the Authority's goals and values is the highest scoring question followed by being treated fairly and inspired by teams.
- c. Availability of training is the most improved question, up 16% on 2023.
- d. Significant improvement on 2023 in being stimulated by the role, awareness of goals and values, and receiving feedback.
- e. There is excellent engagement at team leader and middle management grades who overwhelmingly feel supported by both their managers and their wider teams.
- f. In relation to tenure, the highest level of engagement was among those who've been with the Authority for 2 to 5 years – providing an opportunity to develop this group into future leaders.

5.15 Areas with room for further improvement:

- a. Lowest response rate amongst entry Grades A – C, albeit still above UK benchmark at 74%.
- b. There is a drop off in engagement among those with a tenure of more than 5 years.
- c. Senior practitioners (Grade F – G) continue to provide the lowest scores in most areas, particularly professional development.
- d. Understanding the next steps in career remains the lowest scoring question despite an 11% rise since 2023.
- e. Bringing authentic self to work remains the lowest score in the working environment section.

5.16 These points, with further detail available in the qualitative feedback summarised in Appendix A, are consistent with our expectations based on areas already identified for attention and the subject of actions planned within the People Strategy. These include the development of a learning and development strategy incorporating information on career pathways supported by a documented career grade progression scheme for certain roles.

5.17 Similarly, qualitative feedback themes showed that workload strain and the impact of casework backlogs are stressors and that addressing these would improve productivity and morale. These issues are also already known and plans are in place within the corporate strategy. Clearance of the backlog is progressing and currently targeted for completion by end of March 2026. The strategic action to optimise use of technology will help with the management of ongoing workloads and a project is under way to implement automation in the processing of certain casework types. Resourcing demands and capacity are also being reviewed as part of budget and workforce planning.

5.18 The survey outcomes clearly demonstrate the successful impact of actions taken in the last two years and provides confidence that by making progress on the current strategic plans, we will strengthen employee engagement in these areas.

5.19 The very impressive results overall of this year's survey also provides us with opportunities to build on the very clear strengths identified – such as informing the

strategic plans around developing our Employee Value Proposition as part of the work to continually evolve and remain ahead in relation to recruitment and retention, and to build on the strong levels of engagement within certain grades and tenure to maximise the potential here and develop future leaders.

Conclusion

- 5.20 The survey results show very strong improvement from the first one in 2020 to 2023 to the very high and impressive scores across all four measures of engagement now evident in 2025, demonstrating that significant progress has been made and that the actions taken have been effective.
- 5.21 Employees have provided some useful feedback that confirms and will help to further inform the plans already in progress around professional development and workload pressures.
- 5.22 Looking ahead once again, the aim will now be to ensure that the very high scores from this year's survey will be at least maintained, and that we can make progress in the areas requiring some improvement to result in positive impact and outcomes when we run the survey again in two years' time.

6 Implications

- 6.1 The proposals outlined in this report have the following implications:

Financial	There are no direct financial implications arising from this report. The budget included the funds required for carrying out the survey. The funding for the actions outlined in the report as aiming to address some of the findings are or will be resourced appropriately from the relevant budget or corporate reserves and separately approved.
Human Resources	As outlined in the body of the report.
ICT	None
Legal	None
Procurement	None

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Director Designate

Background Papers	
Document	Place of Inspection
Previous report on results of the 2023 survey.	Agenda item - Staff Survey 2023 - South Yorkshire Pensions Authority