North Western Inshore Fisheries and Conservation Authority Survey Results Review August 2025

What are we measuring?

The Engagement survey looks at how employees *feel and experience* 16 key aspects of work that contribute to our productivity, wellbeing and engagement.
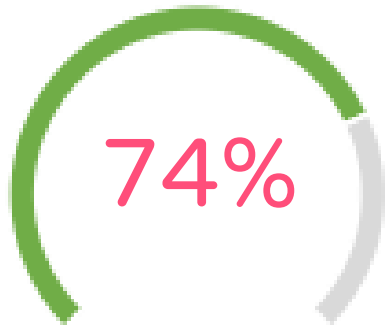
These fall under 4 categories:

1. **Cognitive** – What's going on in people's minds

2. **Capability** – Having the tools & support to do your job well

3. **Connection** – The social aspects of work & connection to others

4. **Confidence** – The wellbeing indicators

View a summary of the 16 questions here.

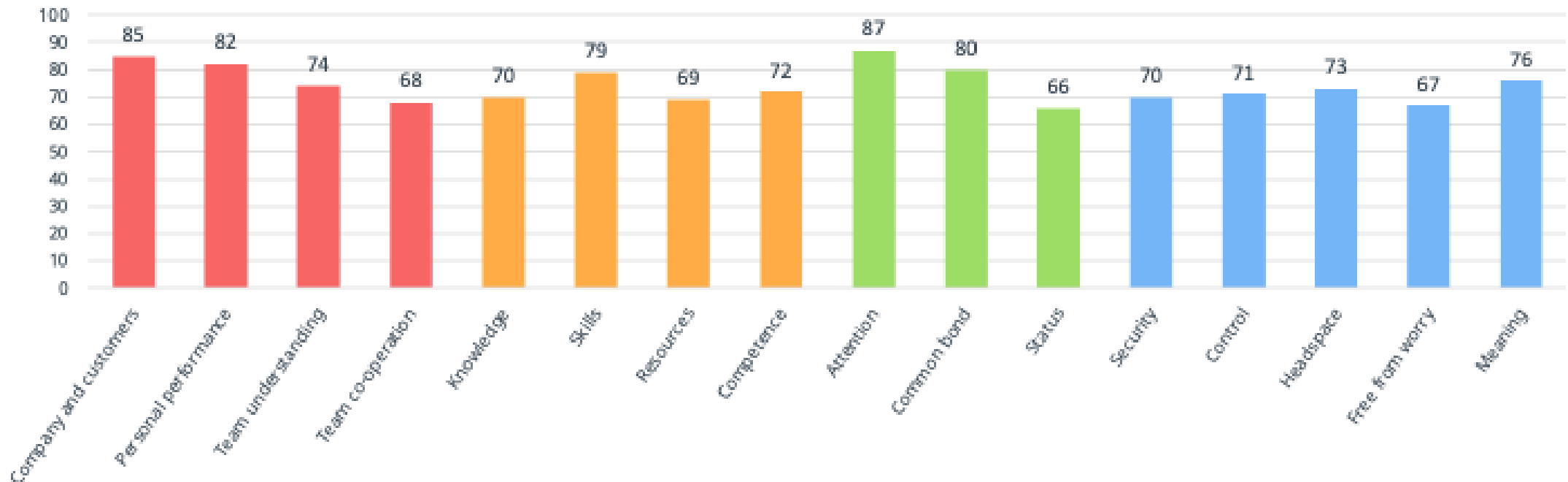View more info on the 16 areas here.

Overview

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74%

Our overall **engagement score was 74%** *(vs previous score of 68%)*

In the 16 areas the business scored as below. The next 2 slides outline our highest scoring areas and where there are most opportunities for improvement.

Highest scoring areas

Some of our highest scoring areas were:

- Company and Customers (85%) – understanding how our work fits into the bigger picture and benefits customers.

- Personal Performance (82%) – complete clarity about the performance expected from me at work.

- Attention (87%) – ability to interact positively with others.

- Common Bond (80%) – positive and constructive bonds with others and a sense of team spirit.

Areas for improvement

Some opportunities for improvement came from the following areas:

- Team Co-operation (68%) – feeling the team co-operate as efficiently as possible.

- Resources (69%) - feeling that I have all the necessary support and resources to do my

  work

- Status (66%) - Feeling that the value of my work is recognised by others

- Free from worry (67%) – feeling in control at work.

Areas for improvement – key themes *(sentiment analysis)*

- Team Co-operation

  - Some employees raised trust and transparency issues – citing potential favoritism and gossiping

  - Not knowing what others are working on can make collaboration and asking for help difficult

- Knowledge

  - Employees reported increased responsibilities without proportional staffing

  - There is a suggestion that line managers could play a more active, hands-on role to ease pressure during peak times

  - Resources to perform effectively can sometimes be lacking

- Status

  - Some employees feel like their work can sometimes be overlooked or not sufficiently recognized

  - Other teams can receive credit or references for work they didn't do, which causes feelings of frustration

- Free from worry

  - Clear guidance and instruction

  - Quite often there is too much variance in approaches to enforcement duties

Comparison to previous survey

This chart shows the latest survey results compared to the previous 2024 survey.

We have seen increases in all areas, but particularly Team understanding, Team co-operation, Status and Control.

	Aug-24	Aug-25	Aug 24 vs. Aug 25
Overall	68	74	6
Company and customers	82	85	3
Personal performance	80	82	2
Team understanding	59	74	15
Team co-operation	48	68	20
Knowledge	64	70	6
Skills	71	79	8
Resources	62	69	7
Competence	68	72	4
Attention	85	87	2
Common bond	74	80	6
Status	56	66	10
Security	69	70	1
Control	60	71	11
Headspace	67	73	6
Free from worry	64	67	3
Meaning	74	76	2
Completions (n)	21/22	21/22	
Completions (%)	95%	95%	

Comparison to other customers

This chart shows our survey results against the WeThrive customer average.

We scored in-line with the average for **Company and Customers.**

Some attention in the areas where we defer from the average may be useful, including **Knowledge, Skills, Competence** and **Status.**

	11/08/2025 North Western Inshore Fl...	WeThrive average	Variance
Overall	74	78	-4
Cognitive	77	80	-3
Company and customers	85	85	0
Personal performance	82	84	-2
Team understanding	74	79	-5
Team co-operation	68	73	-5
Capability	72	78	-6
Knowledge	70	76	-6
Skills	79	85	-6
Resources	69	74	-5
Competence	72	79	-7
Connection	78	81	-3
Attention	87	88	-1
Common bond	80	82	-2
Status	66	74	-8
Confidence	71	74	-3
Security	70	74	-4
Control	71	72	-1
Headspace	73	75	-2
Free from worry	67	68	-1
Meaning	76	80	-4
Completions (n)	21/22	19335/24958	
Completions (%)	95	77	

Key strengths – themes *(sentiment analysis)*

- Flexibility and work-life balance
  - Flexible working hours are consistently praised
  - Employees value the ability to plan their own schedules and balance personal/work demands

- Colleagues and team spirit
  - Supportive, collaborative and positive teams
  - There is an appreciation for team get-togethers and admin support
  - Colleagues are described as friendly, skilled and keen to develop themselves, which creates a motivating environment

- Nature, outdoors and variety
  - Working amongst nature, outdoors and with changing scenery is a source of enjoyment for employees
  - The variety and dynamic nature of the work keeps it engaging and interesting

- Purpose and impact
  - Employees are motivated by real-world impacts, particularly in environmental and socio-economic matters
  - Feeling that the work is meaningful and contributes to positive change is a strong driver of satisfaction among employees

- Development and opportunities
  - Training, skill-building and learning opportunities are appreciated
  - Opportunities to interact with stakeholders and grow professionally

Key opportunities – themes *(sentiment analysis)*

- Collaboration and culture

  - Desire for less of a "them and us" mentality across teams and locations

  - A desire to put historical issues in the past and build stronger collaboration

  - Tackle blame culture and avoiding collective punishment are crucial for morale

- Communication and inclusion

  - Better communication between staff and management

  - Requests for more discussion and consideration of staff opinions before decisions are made

- Clarity of roles

  - Clearer job roles and responsibilities

  - Consistent role fulfillment would reduce inefficiencies and help to prevent extra pressure placed on others

- Resourcing and staffing

  - Requests for bigger teams and more manpower

  - Better equipment to help support day-to-day tasks

Heatmap – Scores by Department

	Overall	Administration	Enforcement	Science
Overall	74	74	74	74
Cognitive	77	76	74	86
Company and customers	85	80	85	88
Personal performance	82	80	81	86
Team understanding	74	75	68	88
Team co-operation	68	70	62	82
Capability	72	73	74	68
Knowledge	70	70	72	62
Skills	79	78	82	72
Resources	69	72	66	72
Competence	72	72	74	68
Connection	78	75	77	79
Attention	87	90	88	82
Common bond	80	78	75	92
Status	66	58	69	64
Confidence	71	73	73	67
Security	70	80	70	64
Control	71	60	77	68
Headspace	73	78	77	62
Free from worry	67	68	62	78
Meaning	76	78	80	64
Total completions	21/22	4/4	12/12	5/5
Completion %	95%	100%	100%	100%

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Heatmap – Scores by Gender

	Overall	Male	Female
Overall	74	74	75
Cognitive	77	76	80
Company and customers	85	85	85
Personal performance	82	82	82
Team understanding	74	70	81
Team co-operation	68	66	71
Capability	72	73	72
Knowledge	70	70	69
Skills	79	82	75
Resources	69	66	72
Competence	72	74	70
Connection	78	76	79
Attention	87	85	90
Common bond	80	76	85
Status	66	68	62
Confidence	71	72	71
Security	70	66	78
Control	71	76	64
Headspace	73	74	72
Free from worry	67	65	70
Meaning	76	78	71
Total completions	21/22	13/14	8/8
Completion %	95%	93%	100%

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Heatmap – Custom questions by Department

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	Overall	Administration	Enforcement	Science
The senior leaders contribute to a positive work culture.	56	40	59	60
I am receiving the right amount of communication from my manager.	70	78	65	76
I feel supported by management.	64	48	66	74
Management informs us about changes before they are implemented.	55	33	64	50
My skills are recognised and put into use appropriately and meaningfully.	69	50	73	74
My ideas, opinions and perspectives are listened to and valued by the organisation/my manager/my colleagues.	61	43	64	68
North Western Inshore Fisheries and Conservation Authority takes mental health seriously, and the business genuinely cares about the staff's mental health.	69	80	68	62

Custom questions – Comparison to last year

	Aug-24	Aug-25	Aug 24 vs. Aug 25
The senior leaders contribute to a positive work culture	54	56	2
I am receiving the right amount of communication from my manager	64	70	6
I feel supported by management	65	64	-1
Management informs us about changes before they are implemented	47	55	8
My skills are recognised and put into use appropriately and meaningfully	64	69	5
My ideas, opinions and perspectives are listened to and valued by the organisation/my manager/my colleagues	63	61	-2
North Western Inshore Fisheries and Conservation Authority takes mental health seriously, and the business genuinely cares about the staff's mental health	66	69	3

Are there any ideas/initiatives/benefits that you would like the company to consider?

* Not many comments were left for the free text questions, however there were a few mentions of:

- Salary sacrifice

  - EV, car scheme, dental cover, vehicle lease

- Joint working

- Consultation

  - More consultation with staff regarding key decisions

One thing the organisation could do to support me at this moment would be...

Key themes

- Communication

  - Listen more – so employees feel heard

- Staffing

  - More enforcement staff to assist with busy periods

- Training

  - Provide appropriate training those those that require/want it

Summary of key findings

<u>Celebrating the wins</u>

- Flexibility

- Supportive teams

- Dynamic job with supportive teams

<u>Key areas to focus</u>

- Communication

- Collaboration across locations

- Staffing resource

Our key action points...

Based on our overall results, we are going to focus on the following actions across the organisation:

- More scheduled joint duties between Enforcement and Science officers

- A performance objective for each officer to work with a colleague from another office or team at least once each year

- Senior Management Team Focus at each quarterly face-to-face team meeting
    - Allowing the CEO, Head of Admin, Science or Enforcement to go into greater detail about what they do and what current priorities they're working on

- Offers of one-to-one chats with the CEO to become an annual initiative, along with the same for the three team heads for staff members outside of their own teams

- Senior IFCOs to be involved in monthly managers' meetings

- A new anonymised suggestions form to be created to replace the current suggestions mailbox which is not entirely anonymous

- Job descriptions for all roles to be made available to all staff via the intranet