



Milewood
INDIVIDUAL CARE AND SUPPORT

Employee Engagement Survey – Organisation Results

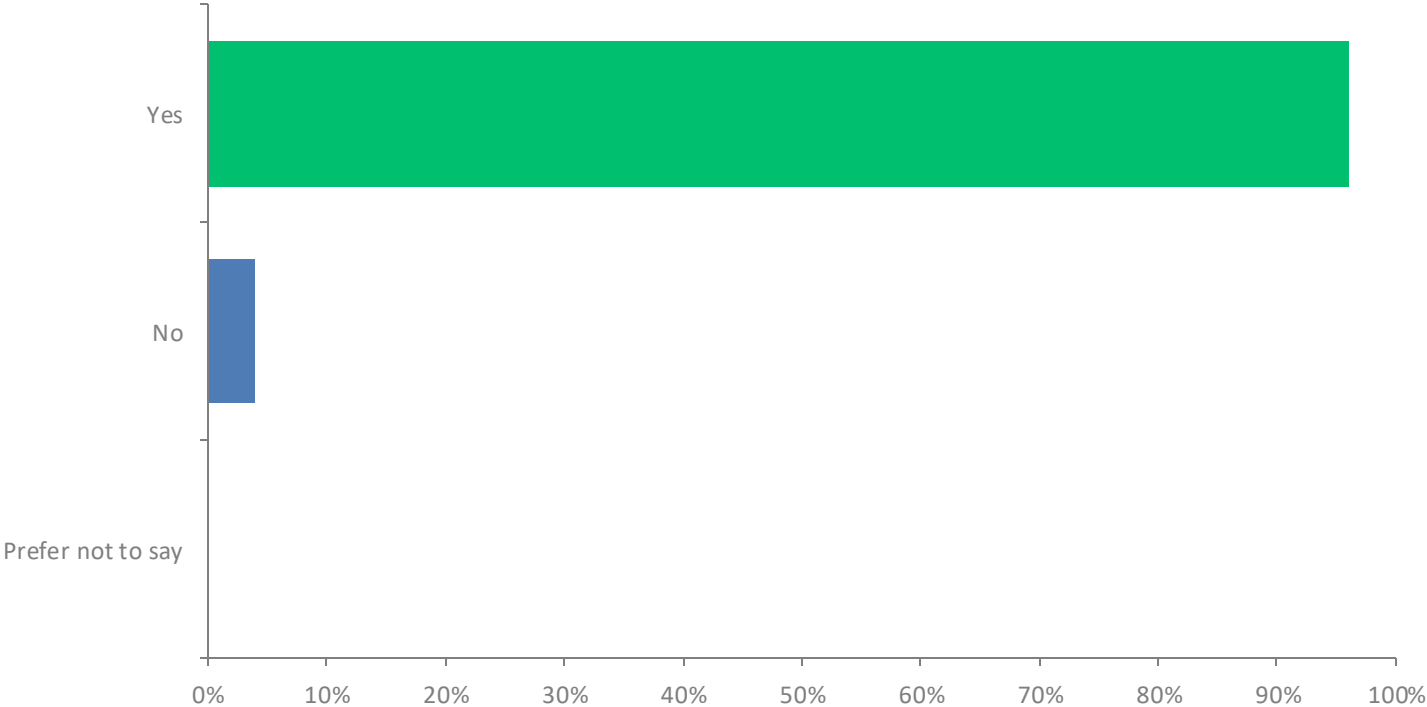
07 February 2024

- The questions in the survey were created in a way to aid analysis of performance historically, but also to aid benchmarking in the future with more regular and targeted surveys
- Some of the questions are directly or closely related to questions previously used in the 2023 Milewood Annual Survey, whilst others were taken from a best practice global survey called Gallup and others were created based on perceived areas of importance for Milewood
- 6 questions were used from Gallup, these were questions - 4, 16-20
- 12 questions which were closely linked to the previous survey were - 5-10, 12-13, 15, 21-22

- Survey ran from 1st December – 31st December 2024
- 432 Responses
- 54% engagement rate (Gallup suggest best-practice organisations are at 70% engagement, whilst the global average is 23% on 2023 data)

Q1: I have been employed for at least 3 months

Answered: 432 Skipped: 0



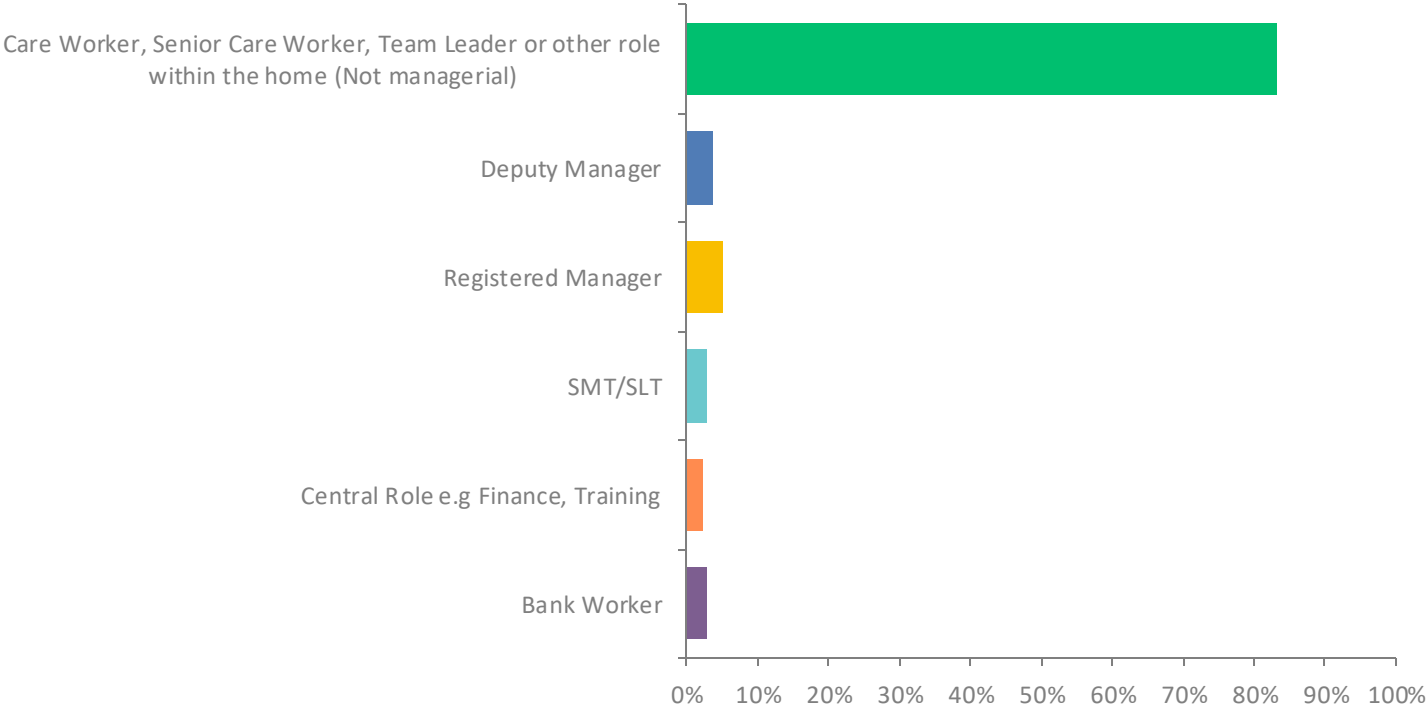
Q1: I have been employed for at least 3 months

Answered: 432 Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes	96.06%	415
No	3.94%	17
Prefer not to say	0.00%	0
TOTAL		432

Q2: What is your job role?

Answered: 432 Skipped: 0



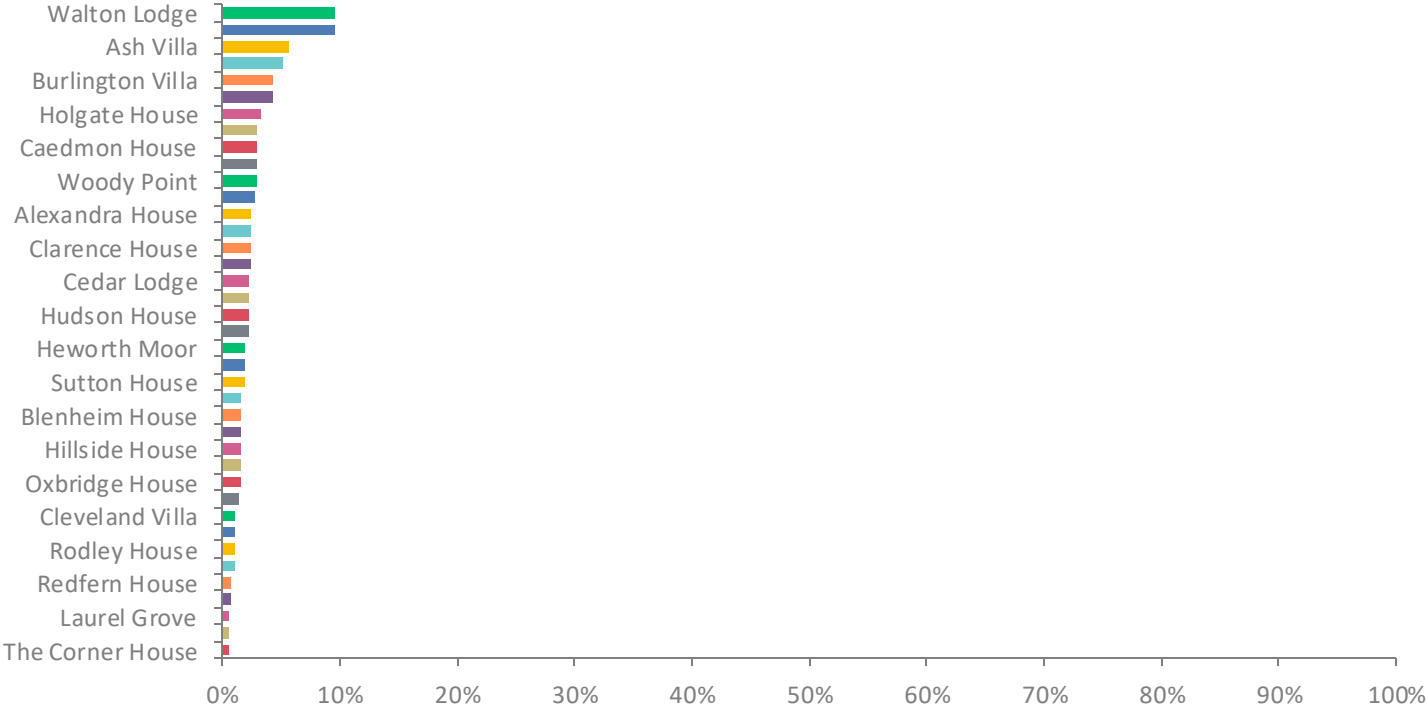
Q2: What is your job role?

Answered: 432 Skipped: 0

ANSWER CHOICES	RESPONSES	
Care Worker, Senior Care Worker, Team Leader or other role within the home (Not managerial)	83.33%	360
Deputy Manager	3.70%	16
Registered Manager	5.09%	22
SMT/SLT	3.01%	13
Central Role e.g Finance, Training	2.31%	10
Bank Worker	3.01%	13
TOTAL		434

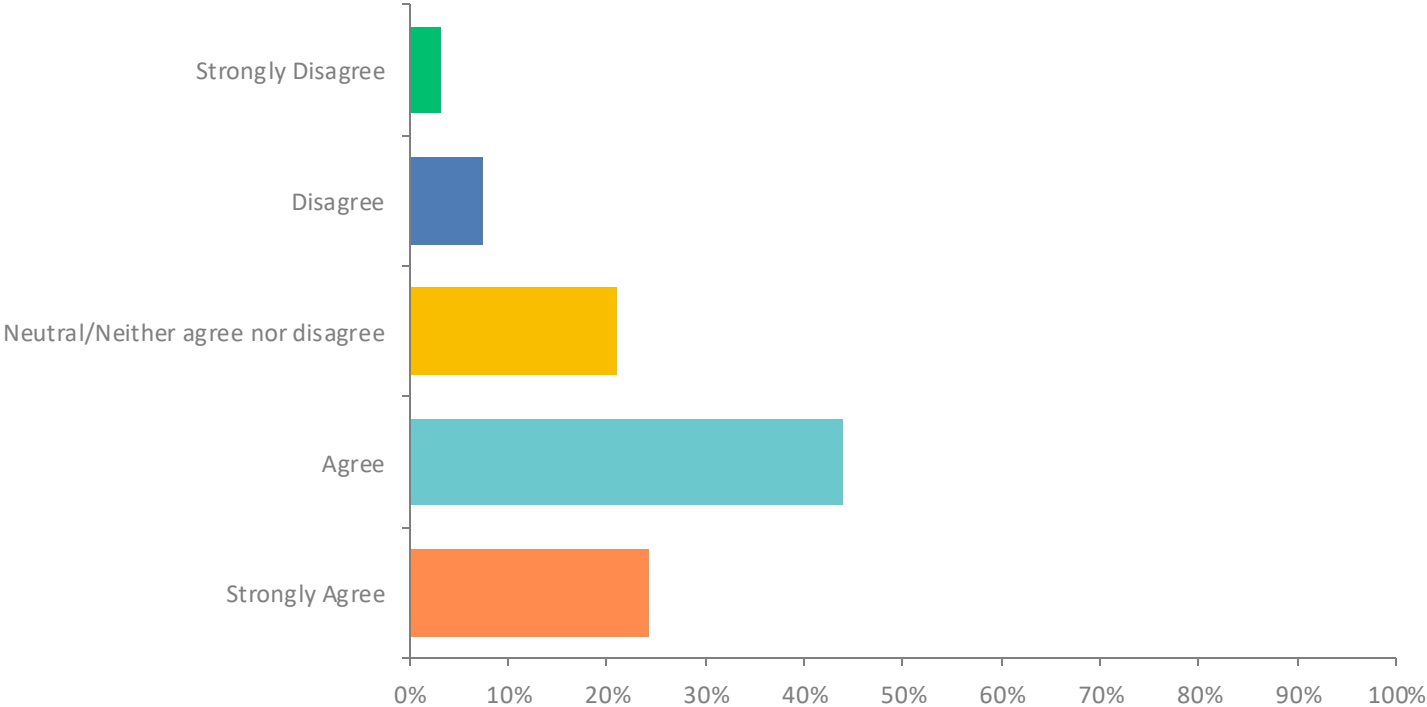
Q3: Which home do you work in?

Answered: 366 Skipped: 66



Q4: I am satisfied with Milewood as a place to work

Answered: 403 Skipped: 29



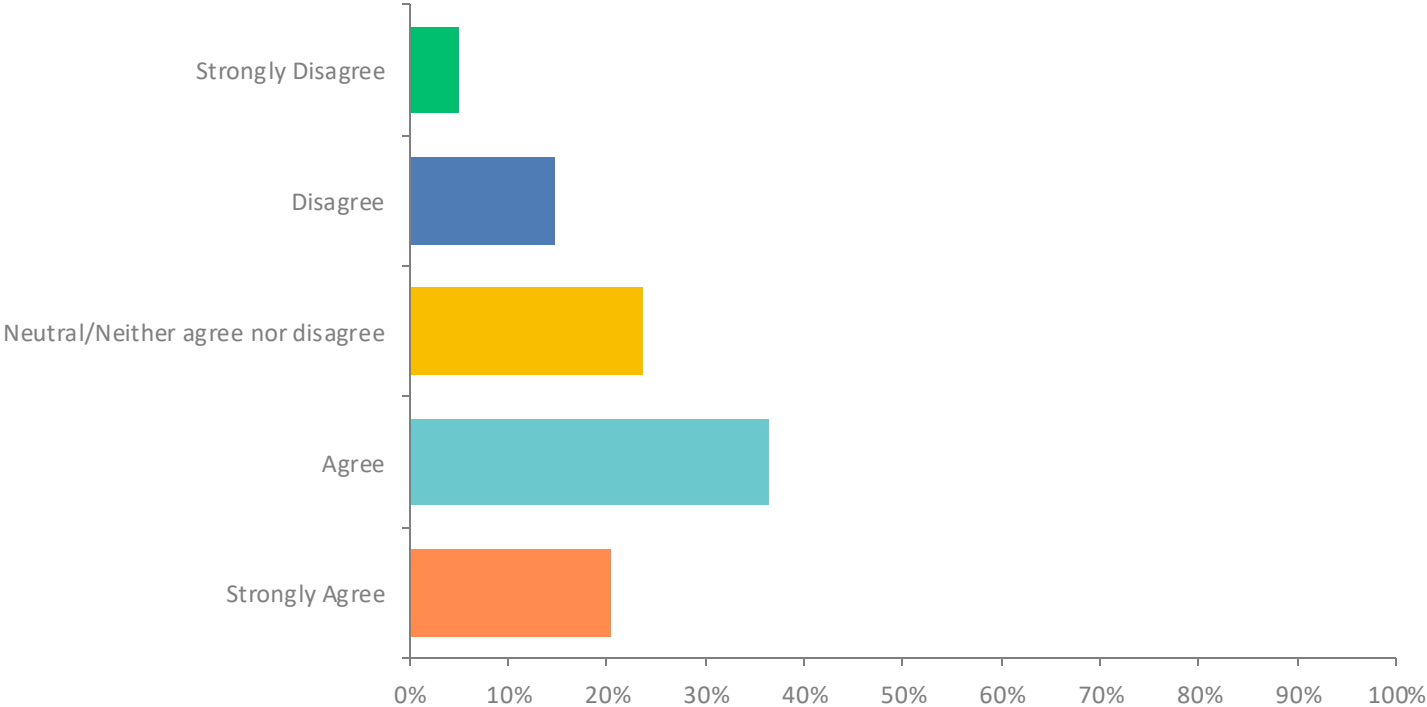
Q4: I am satisfied with Milewood as a place to work

Answered: 403 Skipped: 29

ANSWER CHOICES	RESPONSES	
Strongly Disagree	3.23%	13
Disagree	7.44%	30
Neutral/Neither agree nor disagree	21.09%	85
Agree	43.92%	177
Strongly Agree	24.32%	98
TOTAL		403

Q5: I feel valued in my role at Milewood

Answered: 403 Skipped: 29



Q5: I feel valued in my role at Milewood

Answered: 403 Skipped: 29

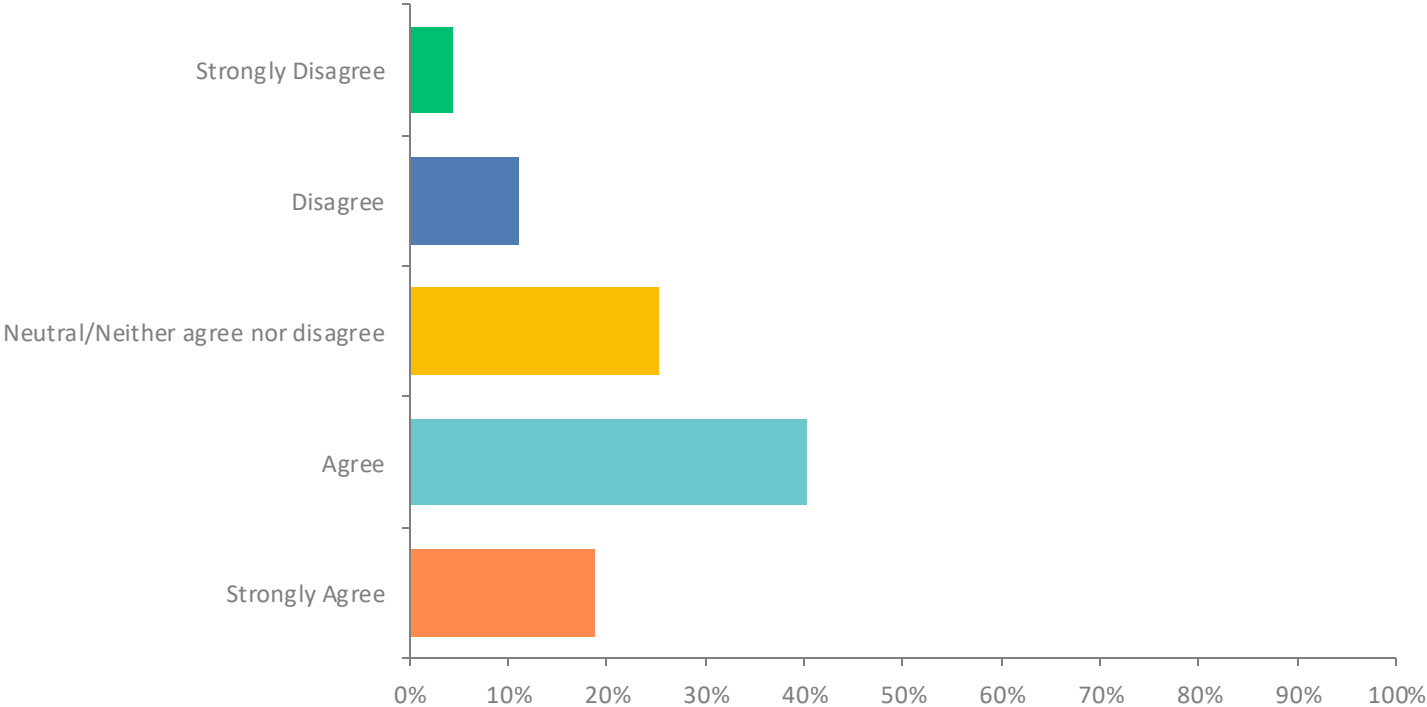
ANSWER CHOICES	RESPONSES	
Strongly Disagree	4.96%	20
Disagree	14.64%	59
Neutral/Neither agree nor disagree	23.57%	95
Agree	36.48%	147
Strongly Agree	20.35%	82
TOTAL		403

Question 5 Analysis

	2023	2024
Agreed %	61	56.83
Disagreed %	22	23.57
Neutral %	17	19.6

Q6: I feel Milewood is a supportive and inclusive employer

Answered: 403 Skipped: 29



Q6: I feel Milewood is a supportive and inclusive employer

Answered: 403 Skipped: 29

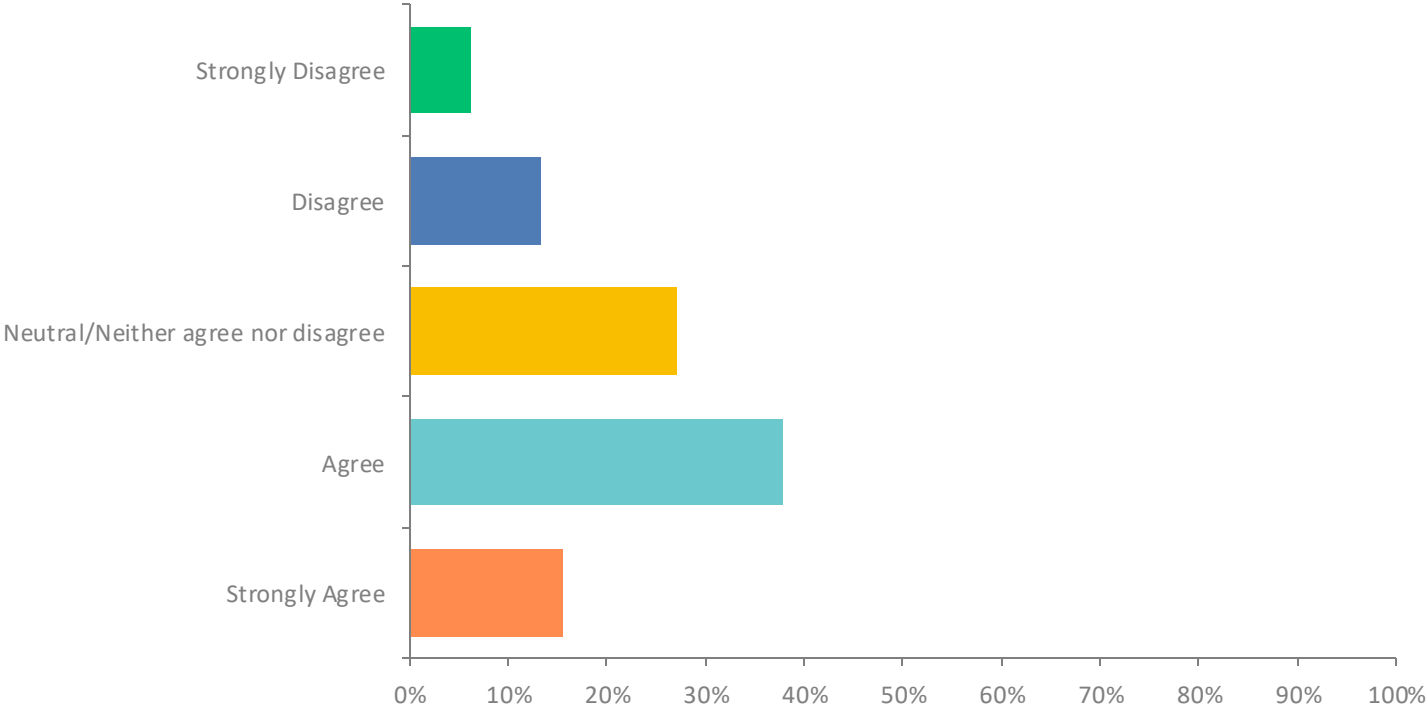
ANSWER CHOICES	RESPONSES	
Strongly Disagree	4.47%	18
Disagree	11.17%	45
Neutral/Neither agree nor disagree	25.31%	102
Agree	40.20%	162
Strongly Agree	18.86%	76
TOTAL		403

Question 6 Analysis

	2023	2024
Agreed %	79	59.06
Disagreed %	10	15.64
Neutral %	11	25.31

Q7: I feel I have a voice at Milewood

Answered: 354 Skipped: 78



Q7: I feel I have a voice at Milewood

Answered: 354 Skipped: 78

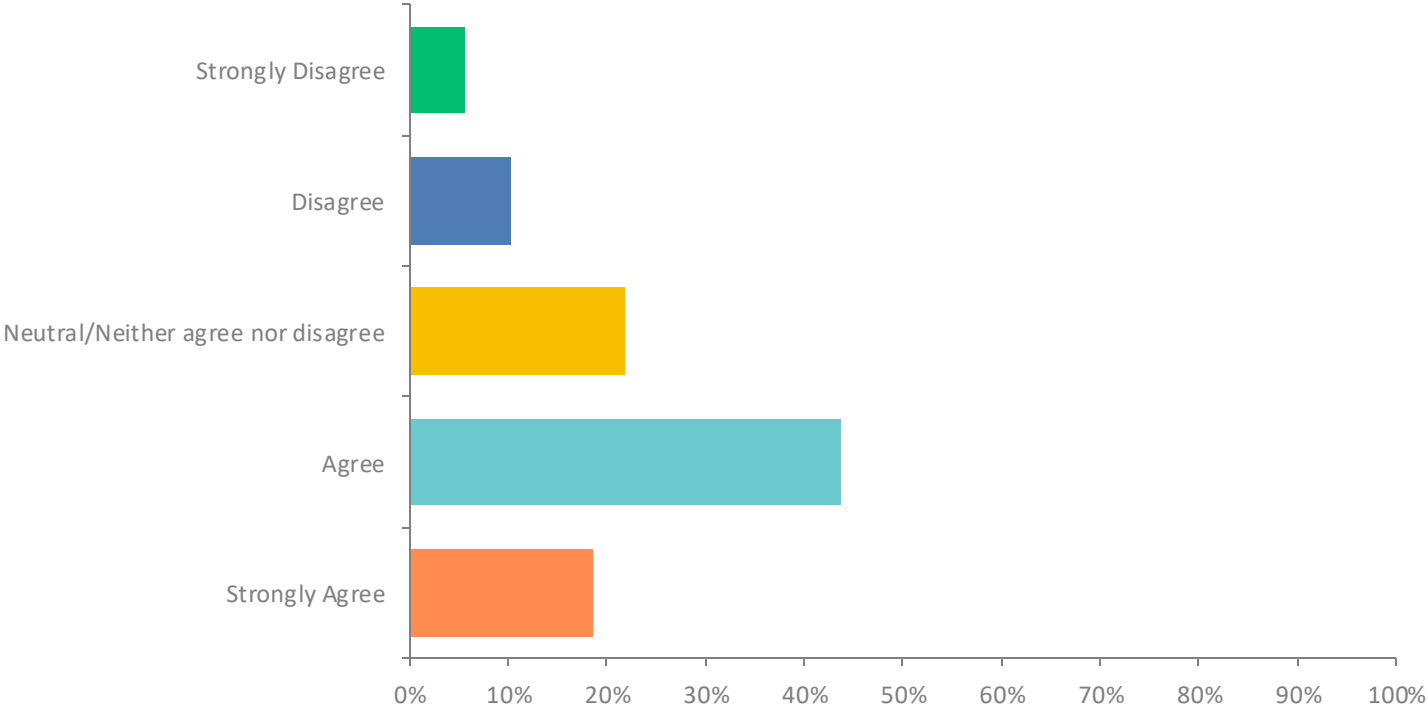
ANSWER CHOICES	RESPONSES	
Strongly Disagree	6.21%	22
Disagree	13.28%	47
Neutral/Neither agree nor disagree	27.12%	96
Agree	37.85%	134
Strongly Agree	15.54%	55
TOTAL		354

Question 7 Analysis

	2023	2024
Agreed %	58	53.39
Disagreed %	22	19.49
Neutral %	20	27.12

Q8: I feel the leadership team communicate regularly with me and in my preferred methods of communication?

Answered: 354 Skipped: 78



Q8: I feel the leadership team communicate regularly with me and in my preferred methods of communication?

Answered: 354 Skipped: 78

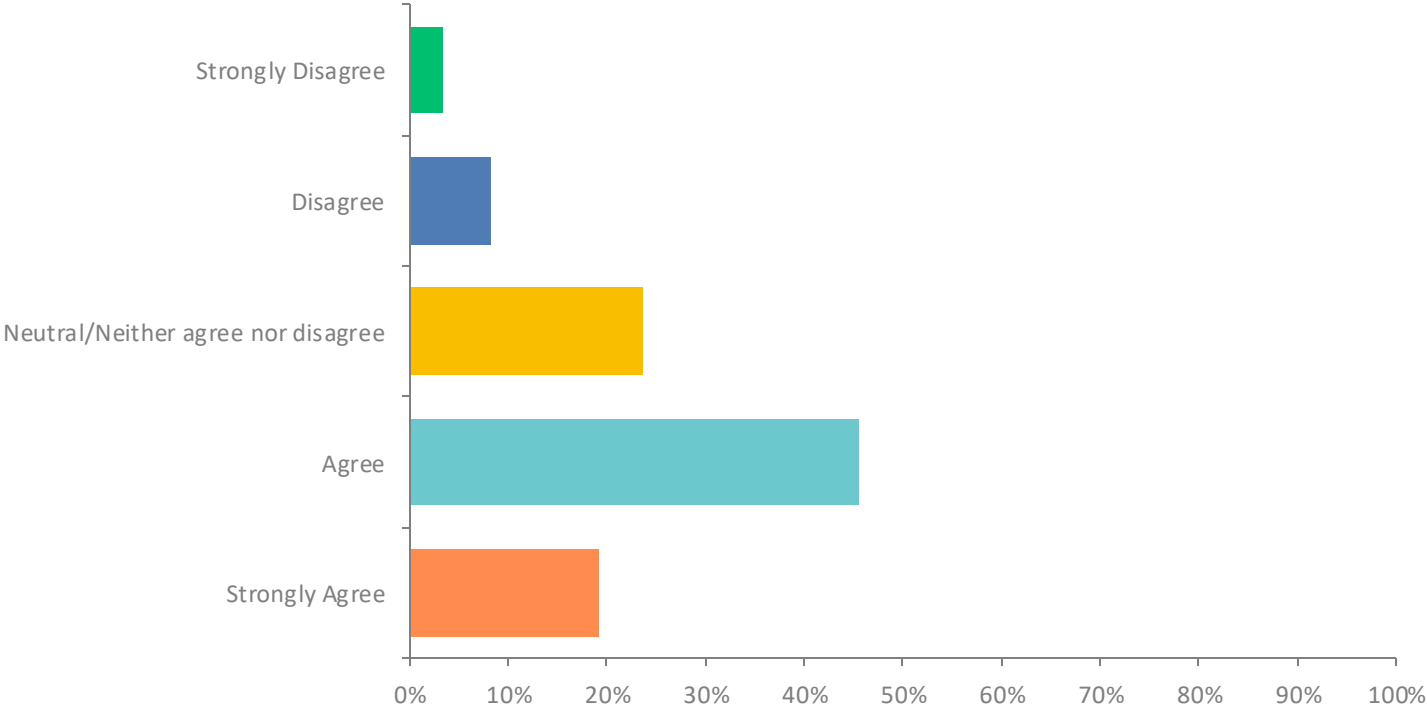
ANSWER CHOICES	RESPONSES	
Strongly Disagree	5.65%	20
Disagree	10.17%	36
Neutral/Neither agree nor disagree	21.75%	77
Agree	43.79%	155
Strongly Agree	18.64%	66
TOTAL		354

Question 8 Analysis

	2023	2024
Agreed %	59	62.43
Disagreed %	23	15.82
Neutral %	18	21.75

Q9: I feel able to put forward ideas and suggestions

Answered: 354 Skipped: 78



Q9: I feel able to put forward ideas and suggestions

Answered: 354 Skipped: 78

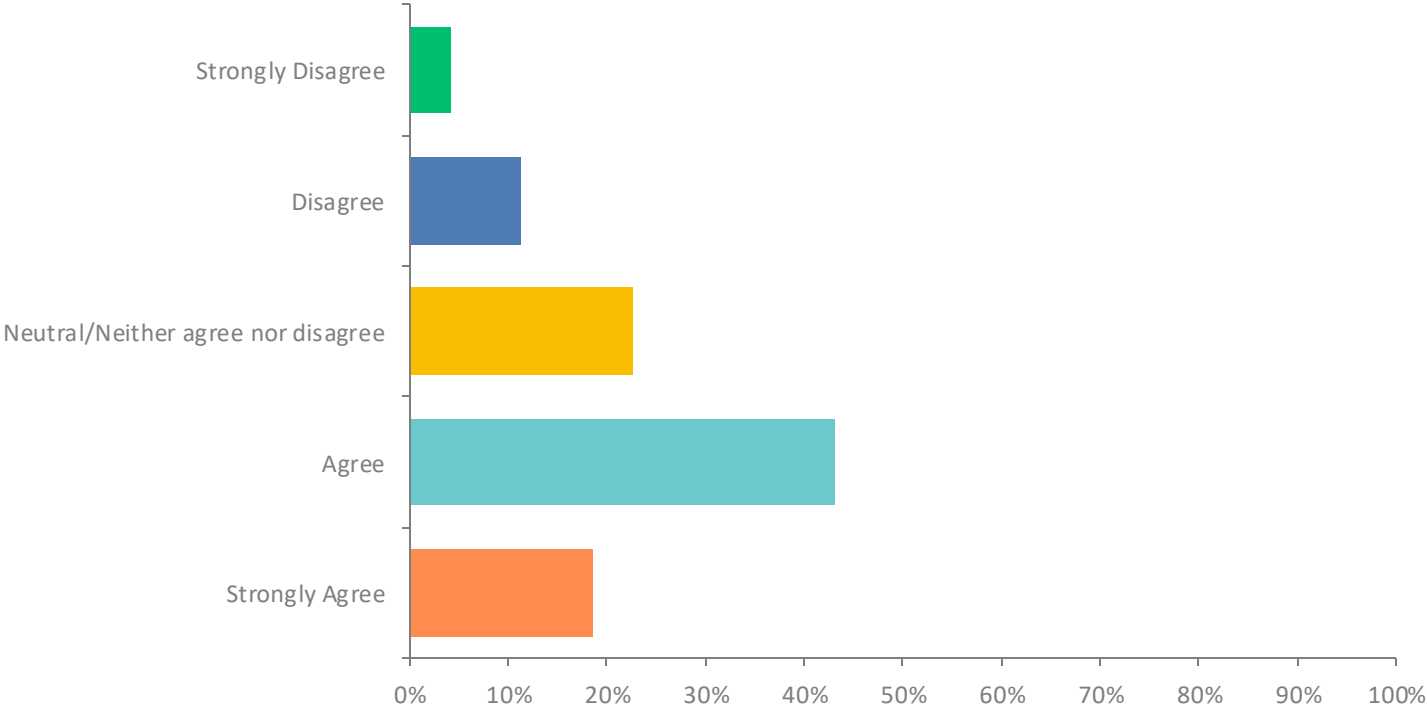
ANSWER CHOICES	RESPONSES	
Strongly Disagree	3.39%	12
Disagree	8.19%	29
Neutral/Neither agree nor disagree	23.73%	84
Agree	45.48%	161
Strongly Agree	19.21%	68
TOTAL		354

Question 9 Analysis

	2023	2024	2024 removing Neutral
Agreed %	89	64.69	84.81
Disagreed %	11	11.58	15.19
Neutral %	N/A	23.73	

Q10: I feel any concerns I may have would be listened to

Answered: 354 Skipped: 78



Q10: I feel any concerns I may have would be listened to

Answered: 354 Skipped: 78

ANSWER CHOICES	RESPONSES	
Strongly Disagree	4.24%	15
Disagree	11.30%	40
Neutral/Neither agree nor disagree	22.60%	80
Agree	43.22%	153
Strongly Agree	18.64%	66
TOTAL		354

Question 10 Analysis

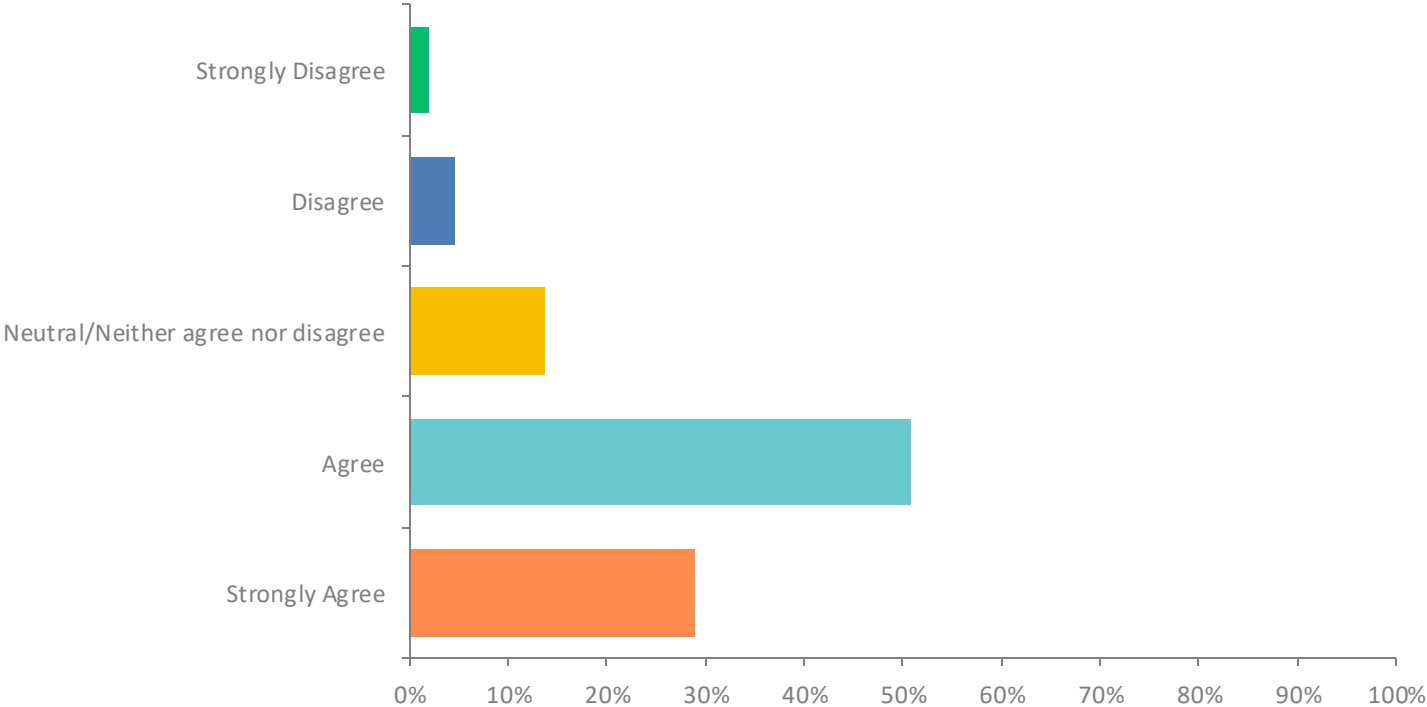
	2023	2024	2024 removing Neutral
Agreed %	80	61.86	79.9
Disagreed %	20	15.54	20.1
Neutral %	N/A	22.60	N/A

Q11 Which 3 words would you use to describe the culture at Milewood

Welcoming improve money focused feel passionate Team work Love family listening great
home Positive Equality need every Respectful Transparent company make
Milewood employees management Honest support Innovative
Friendly change Caring culture Inclusive ok
supportive Progressive Good Flexible staff sure
open Challenging Diverse N professional one teamwork respect
valued place work Excellent Happy Business Communication empowering team
Responsive Rewarding equal Collaborative clients Kind Person centred diversity

Q12: I feel safe and confident to complete my role effectively following the current policies and procedures

Answered: 352 Skipped: 80



Q12: I feel safe and confident to complete my role effectively following the current policies and procedures

Answered: 352 Skipped: 80

ANSWER CHOICES	RESPONSES	
Strongly Disagree	1.99%	7
Disagree	4.55%	16
Neutral/Neither agree nor disagree	13.64%	48
Agree	50.85%	179
Strongly Agree	28.98%	102
TOTAL		352

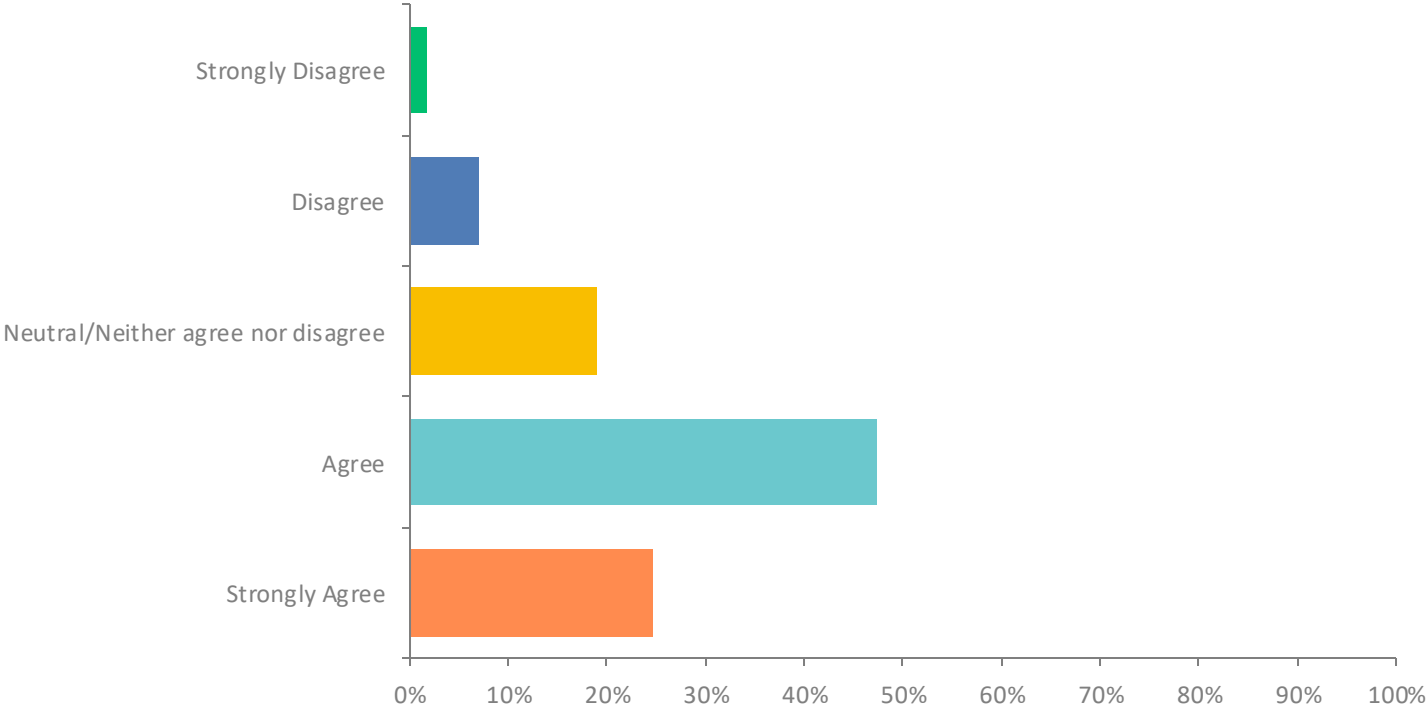
Question 12 Analysis



	2023	2024
Agreed %	87	79.83
Disagreed %	3	6.54
Neutral %	11	13.64

Q13: I am actively supported to contribute to the development of the service/function I work in

Answered: 352 Skipped: 80



Q13: I am actively supported to contribute to the development of the service/function I work in

Answered: 352 Skipped: 80

ANSWER CHOICES	RESPONSES	
Strongly Disagree	1.70%	6
Disagree	7.10%	25
Neutral/Neither agree nor disagree	19.03%	67
Agree	47.44%	167
Strongly Agree	24.72%	87
TOTAL		352

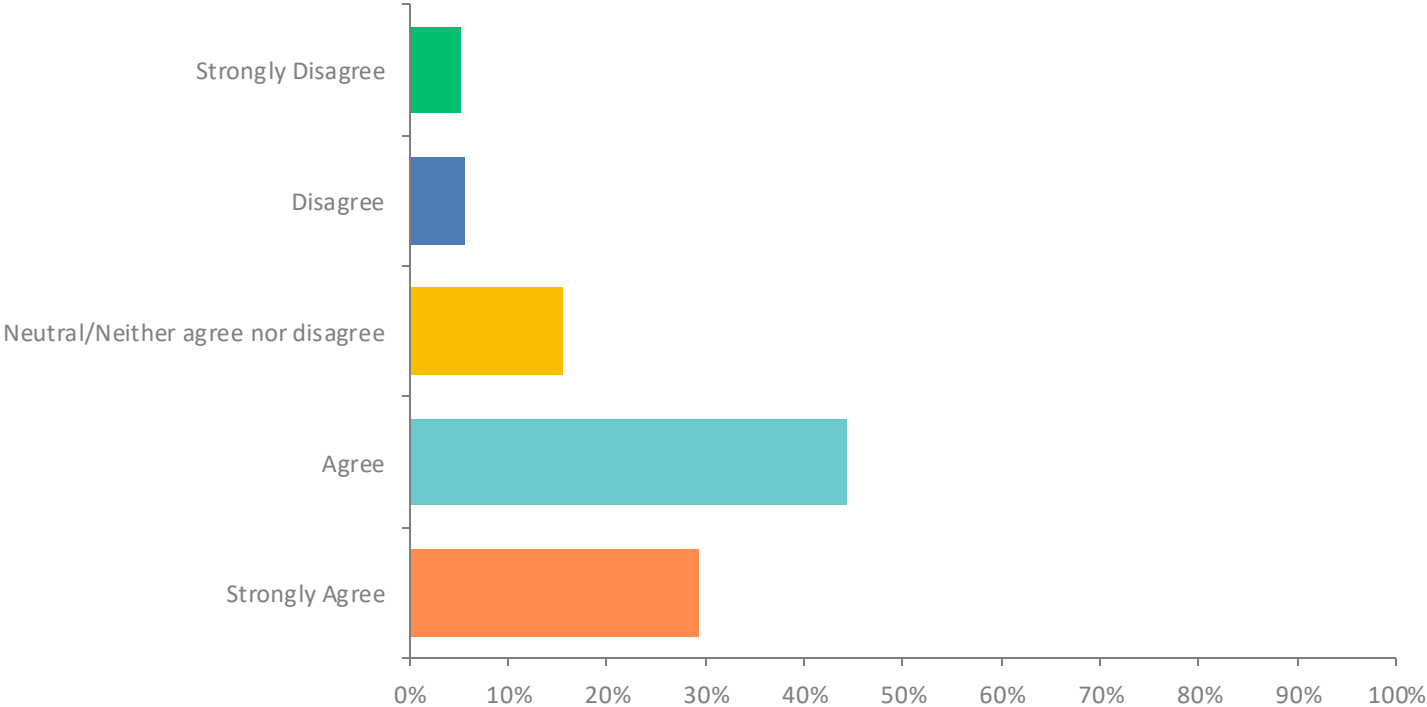
Question 13 Analysis



	2023	2024
Agreed %	75	72.2
Disagreed %	6	8.8
Neutral %	19	19

Q14: I believe that Milewood adopts a person centred approach

Answered: 352 Skipped: 80



Q14: I believe that Milewood adopts a person centred approach

Answered: 352 Skipped: 80

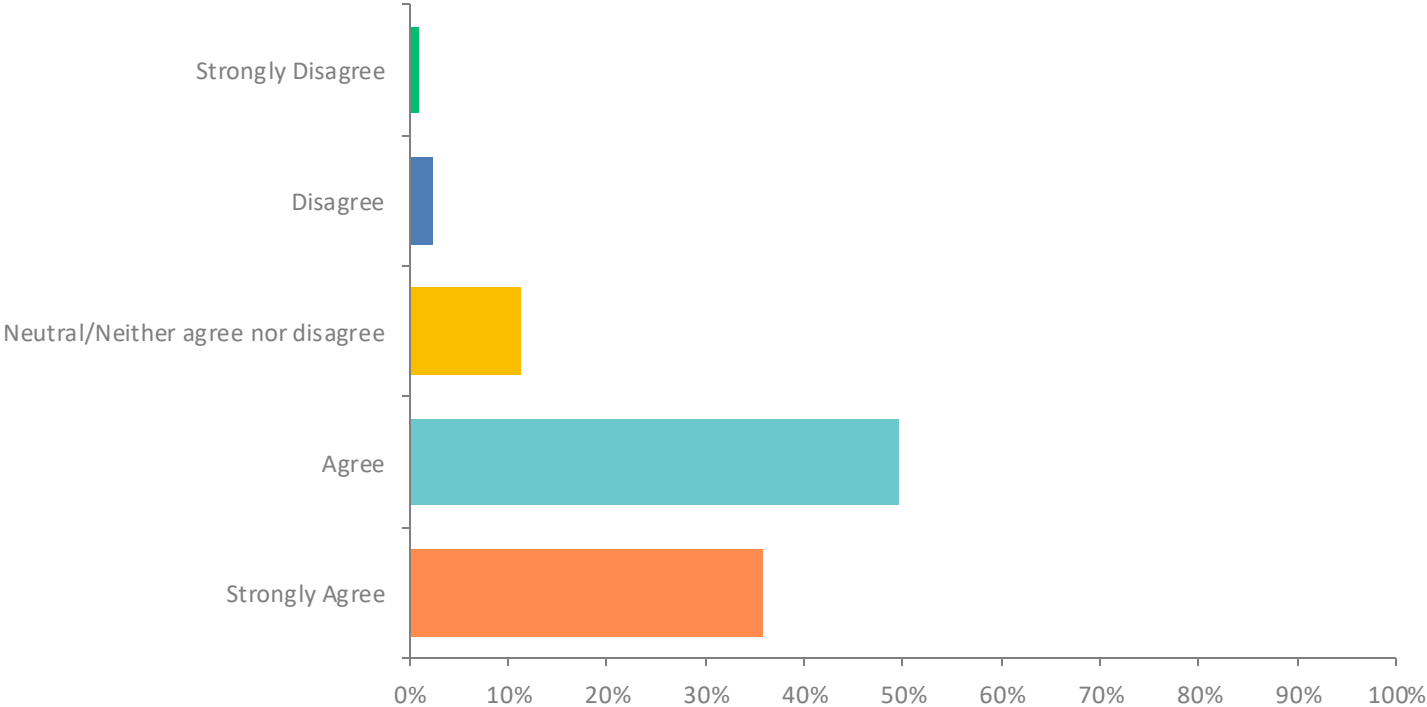
ANSWER CHOICES	RESPONSES	
Strongly Disagree	5.11%	18
Disagree	5.68%	20
Neutral/Neither agree nor disagree	15.62%	55
Agree	44.32%	156
Strongly Agree	29.26%	103
TOTAL		352

Question 14 Analysis

- This is new question so we hold no Milewood benchmark data
- 73.6% of respondents believe we are person centred

Q15: The training I attend is relevant to my client group/job role?

Answered: 348 Skipped: 84



Q15: The training I attend is relevant to my client group/job role?

Answered: 348 Skipped: 84

ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.86%	3
Disagree	2.30%	8
Neutral/Neither agree nor disagree	11.21%	39
Agree	49.71%	173
Strongly Agree	35.92%	125
TOTAL		348

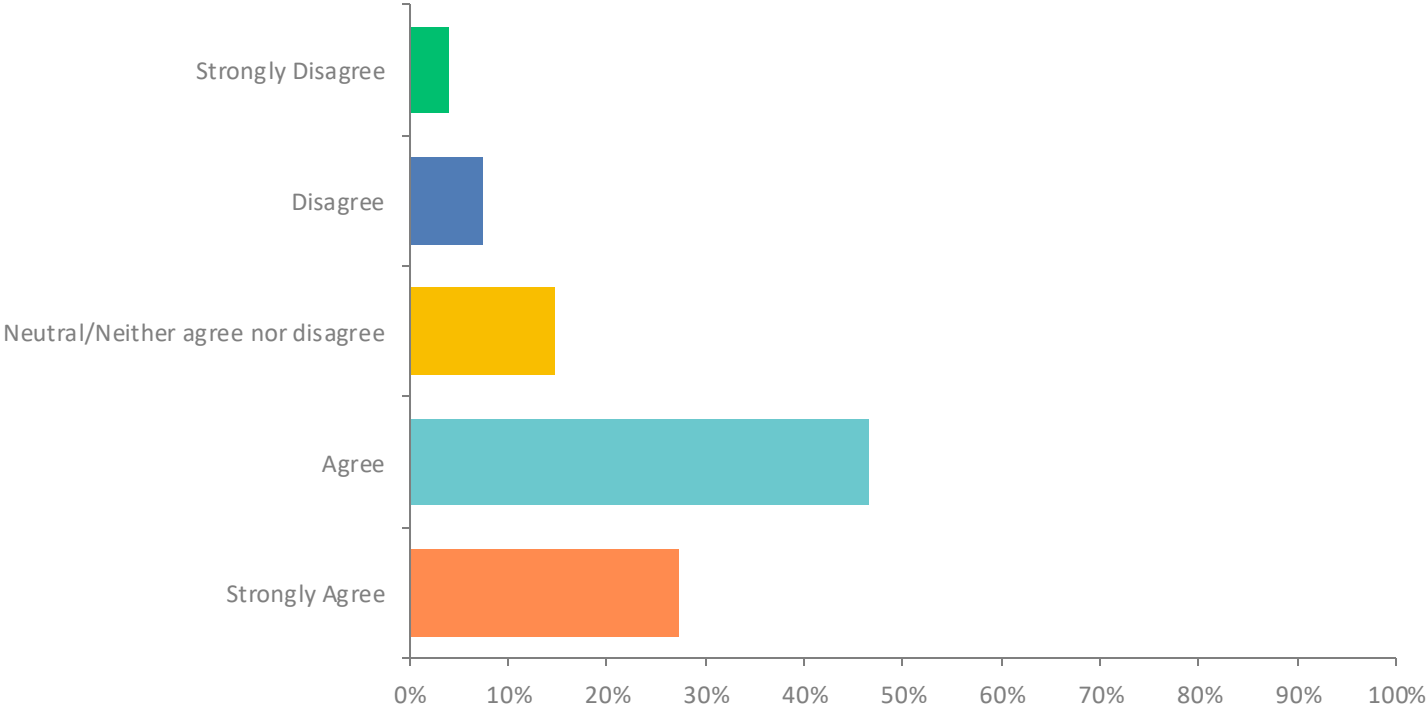
Question 15 Analysis



	2023	2024
Agreed %	86	85.63
Disagreed %	3	3.16
Neutral %	11	11.21

Q16: In the last six months, someone at work has talked to me about my progress

Answered: 348 Skipped: 84



Q16: In the last six months, someone at work has talked to me about my progress

Answered: 348 Skipped: 84

ANSWER CHOICES	RESPONSES	
Strongly Disagree	4.02%	14
Disagree	7.47%	26
Neutral/Neither agree nor disagree	14.66%	51
Agree	46.55%	162
Strongly Agree	27.30%	95
TOTAL		348

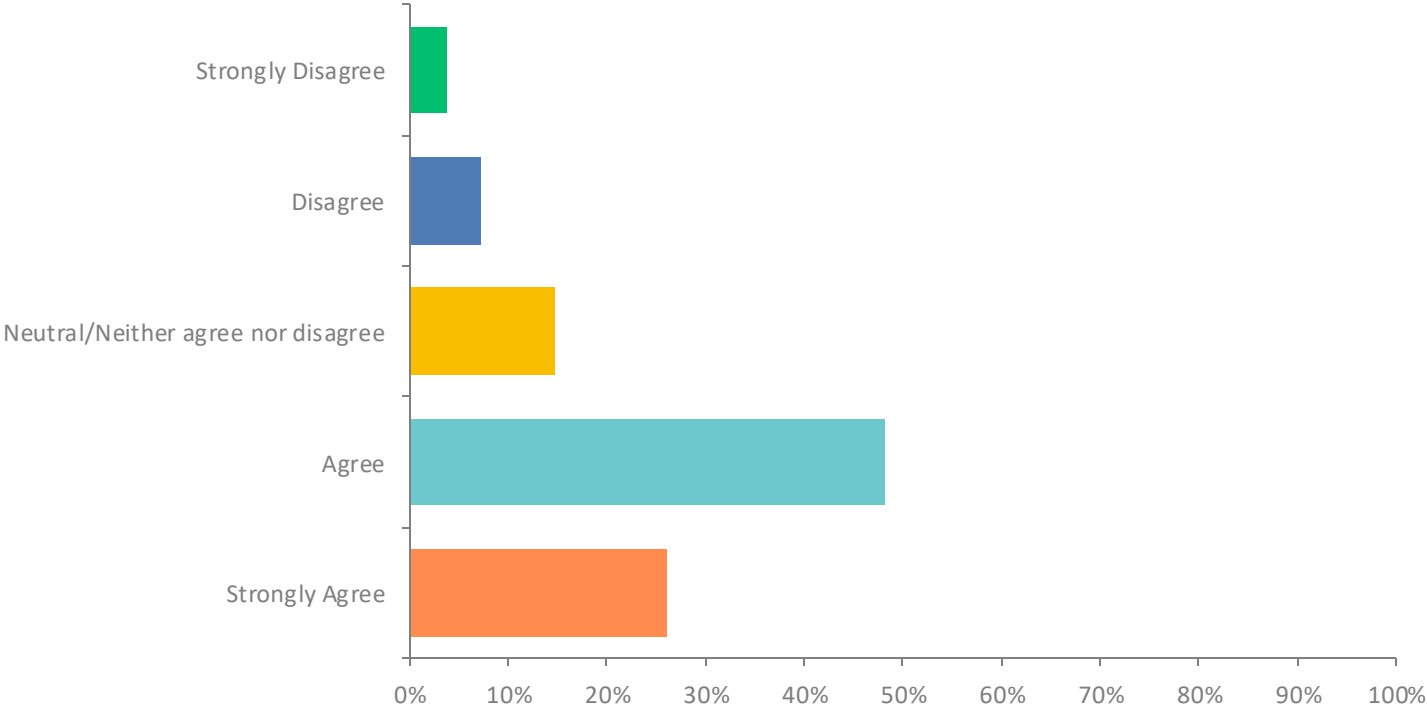
Question 16 Analysis

- This is a new question
- Compared to available Gallup data (not country or sector specific)
- Gallup focusses on significant positives - Strongly Agree

	Gallup 2024	Milewood 2024
Strongly Agree	28	27.3

Q17: This last year, I have had opportunities at work to learn and grow

Answered: 348 Skipped: 84



Q17: This last year, I have had opportunities at work to learn and grow

Answered: 348 Skipped: 84

ANSWER CHOICES	RESPONSES	
Strongly Disagree	3.74%	13
Disagree	7.18%	25
Neutral/Neither agree nor disagree	14.66%	51
Agree	48.28%	168
Strongly Agree	26.15%	91
TOTAL		348

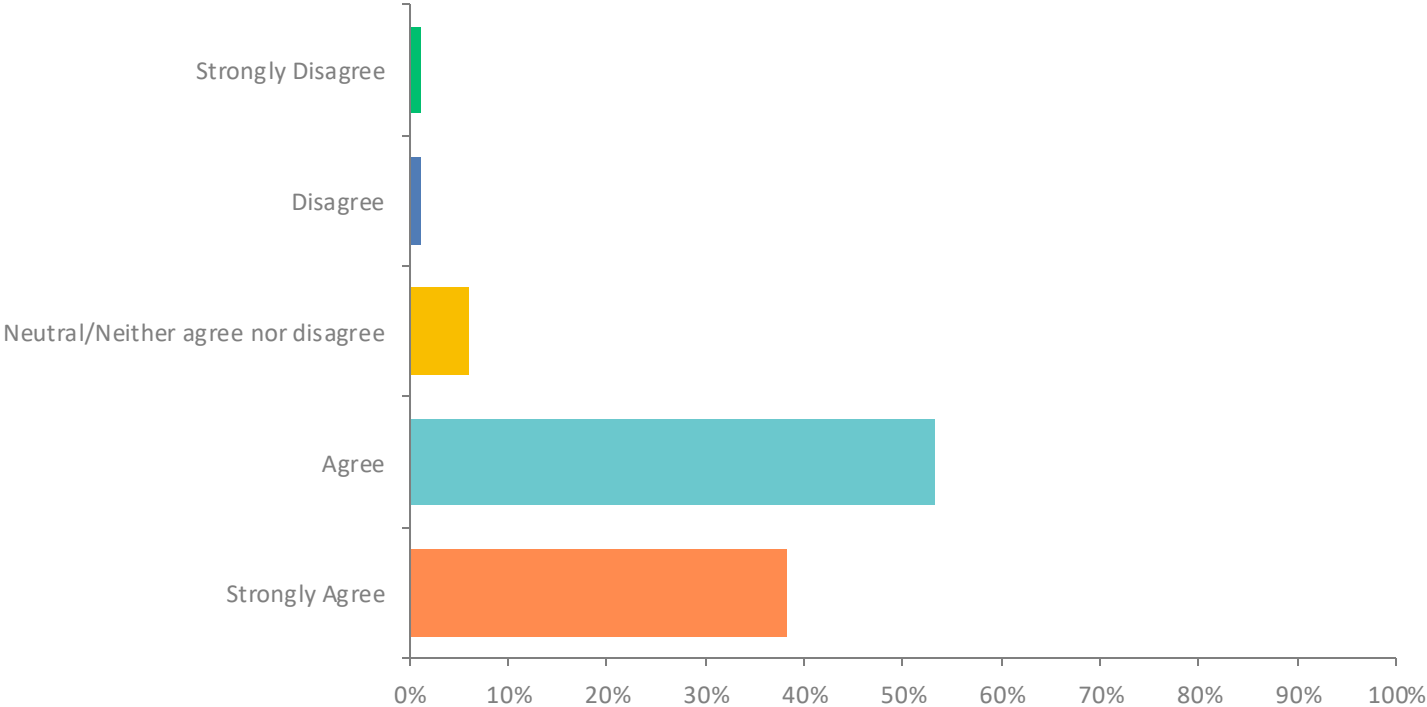
Question 17 Analysis

- This is a new question
- Compared to available Gallup data (not country or sector specific)
- Gallup focusses on significant positives - Strongly Agree

	Gallup 2024	Milewood 2024
Strongly Agree	31	26.15

Q18: I know what is expected of me at work

Answered: 347 Skipped: 85



Q18: I know what is expected of me at work

Answered: 347 Skipped: 85

ANSWER CHOICES	RESPONSES	
Strongly Disagree	1.15%	4
Disagree	1.15%	4
Neutral/Neither agree nor disagree	6.05%	21
Agree	53.31%	185
Strongly Agree	38.33%	133
TOTAL		347

Question 18 Analysis

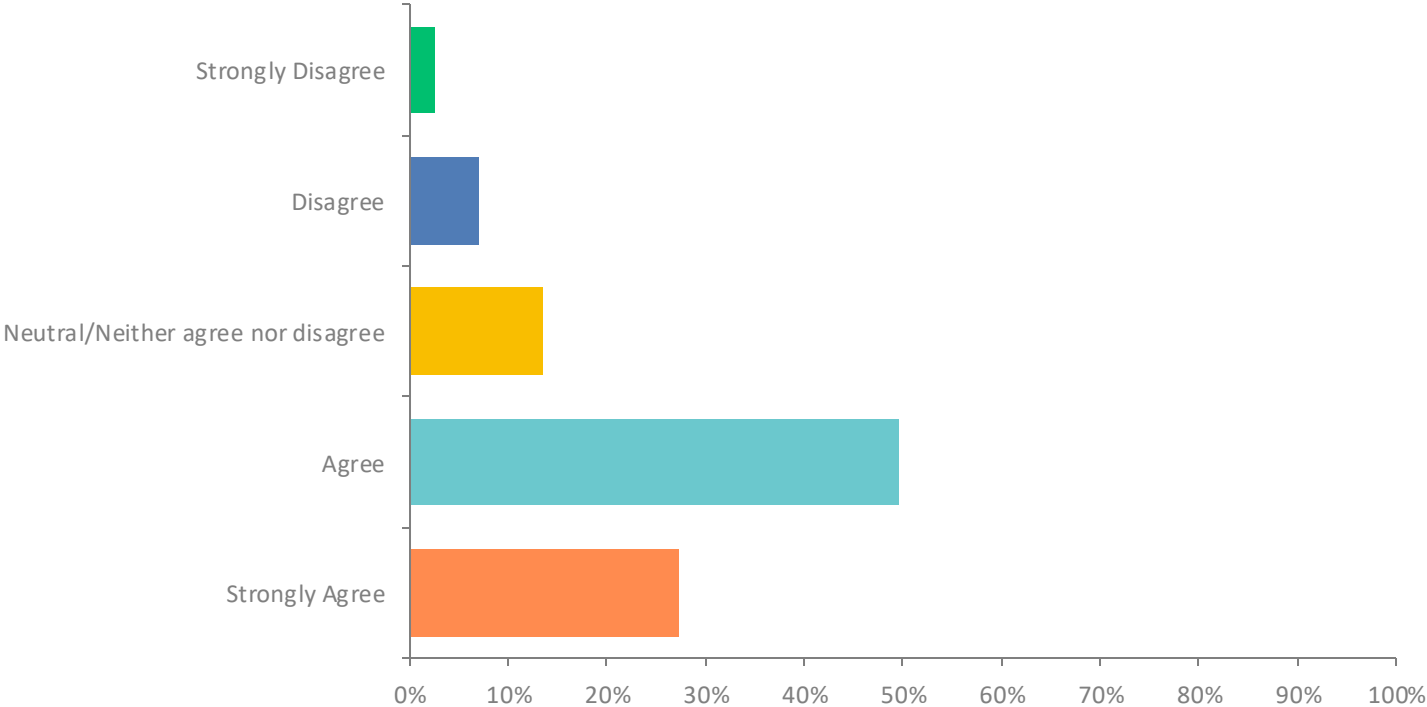


- This is a new question
- Compared to available Gallup data (not country or sector specific)
- Gallup focusses on significant positives - Strongly Agree

	Gallup 2024	Milewood 2024
Strongly Agree	45	38.33

Q19: At work, I have the opportunity to do what I do best every day

Answered: 347 Skipped: 85



Q19: At work, I have the opportunity to do what I do best every day

Answered: 347 Skipped: 85

ANSWER CHOICES	RESPONSES	
Strongly Disagree	2.59%	9
Disagree	6.92%	24
Neutral/Neither agree nor disagree	13.54%	47
Agree	49.57%	172
Strongly Agree	27.38%	95
TOTAL		347

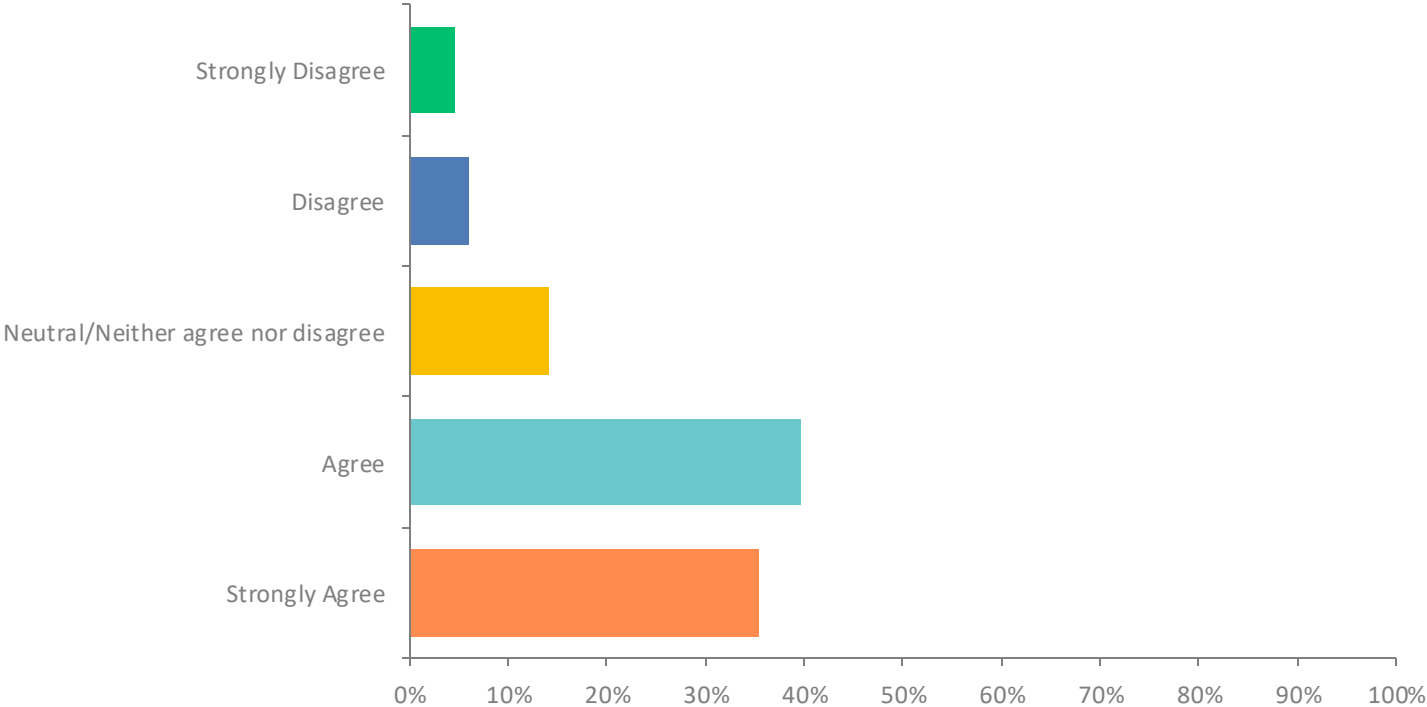
Question 19 Analysis

- This is a new question
- Compared to available Gallup data (not country or sector specific)
- Gallup focusses on significant positives - Strongly Agree

	Gallup 2024	Milewood 2024
Strongly Agree	32	27.38

Q20: My manager, or someone at work, seems to care about me as a person

Answered: 347 Skipped: 85



Q20: My manager, or someone at work, seems to care about me as a person

Answered: 347 Skipped: 85

ANSWER CHOICES	RESPONSES	
Strongly Disagree	4.61%	16
Disagree	6.05%	21
Neutral/Neither agree nor disagree	14.12%	49
Agree	39.77%	138
Strongly Agree	35.45%	123
TOTAL		347

Question 20 Analysis

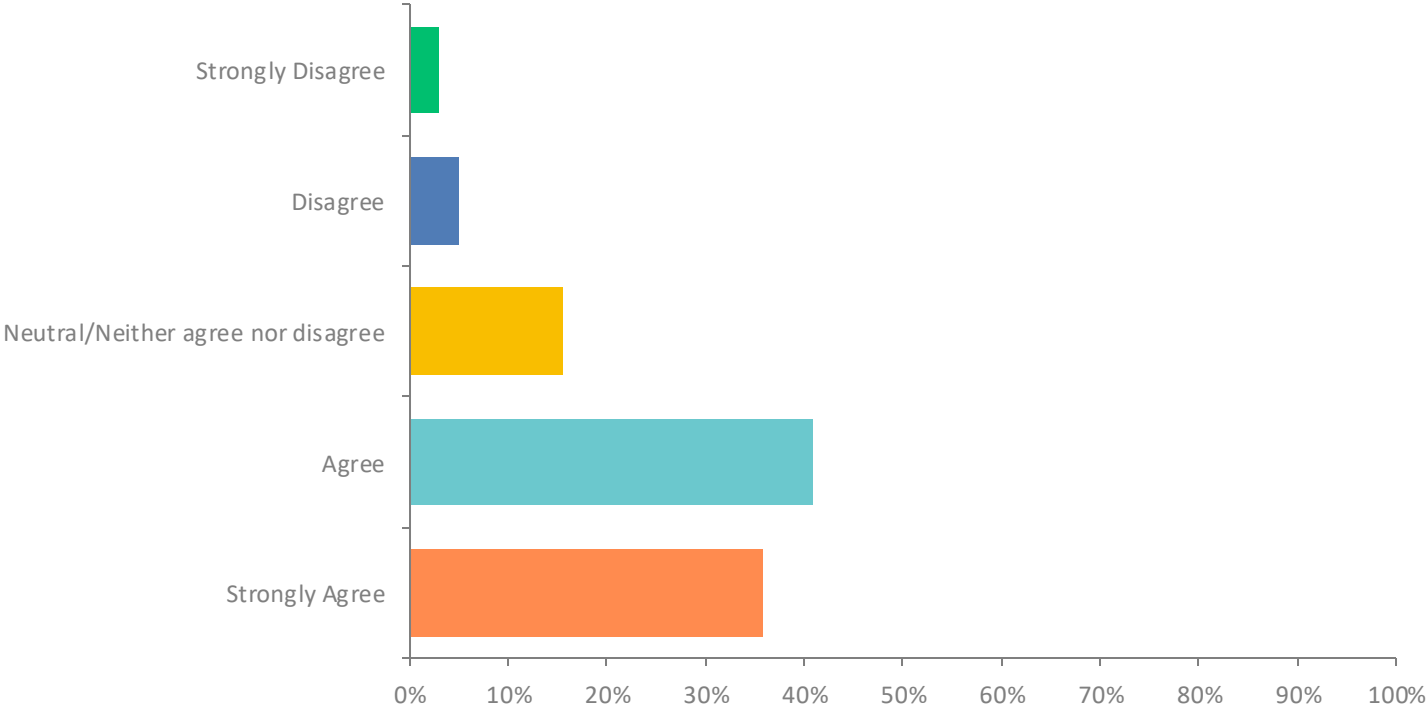


- This is a new question
- Compared to available Gallup data (not country or sector specific)
- Gallup focusses on significant positives - Strongly Agree

	Gallup 2024	Milewood 2024
Strongly Agree	38	35.45

Q21: My line manager helps and supports me

Answered: 347 Skipped: 85



Q21: My line manager helps and supports me

Answered: 347 Skipped: 85

ANSWER CHOICES	RESPONSES	
Strongly Disagree	2.88%	10
Disagree	4.90%	17
Neutral/Neither agree nor disagree	15.56%	54
Agree	40.92%	142
Strongly Agree	35.73%	124
TOTAL		347

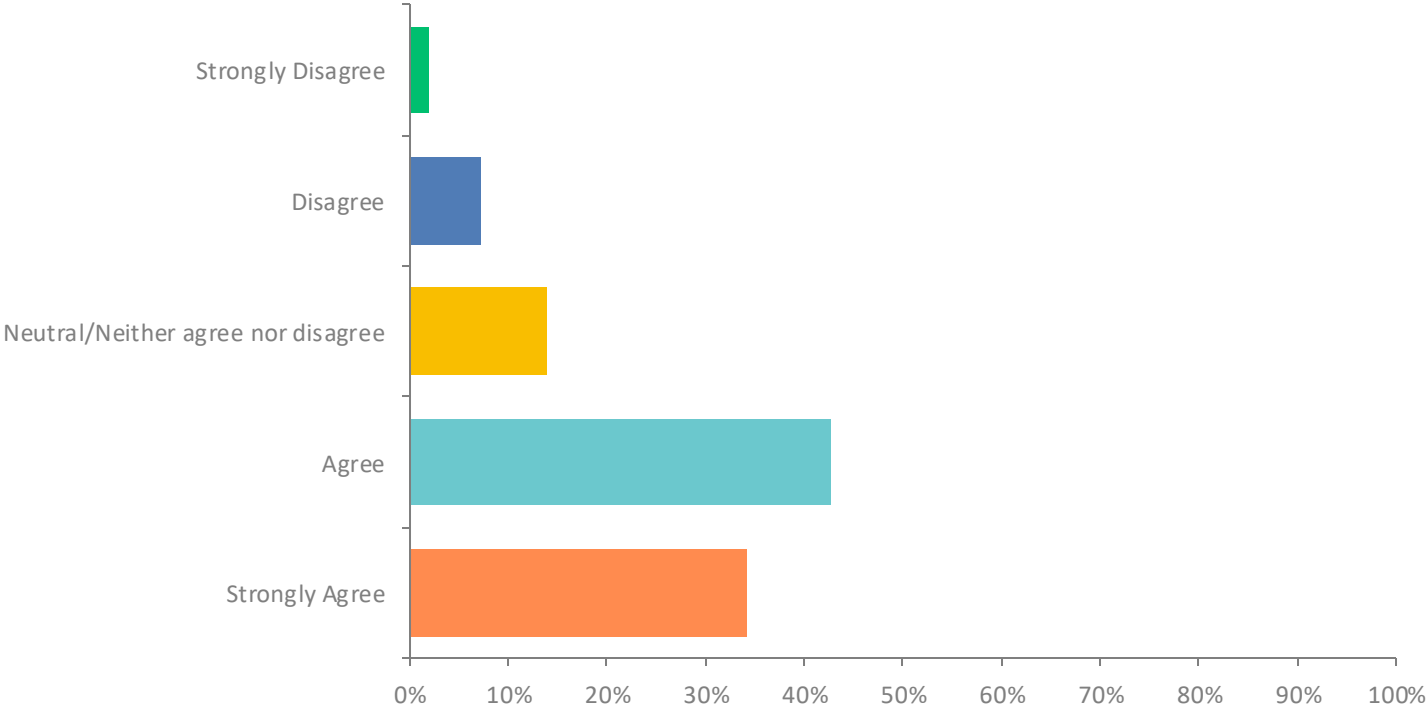
Question 21 Analysis

	2023	2024
Agreed %	87	76.66
Disagreed %	6	7.78
Neutral %	8	15.56

Question worded slightly differently

Q22: I am able to actively engage with my management team and senior leaders

Answered: 347 Skipped: 85



Q22: I am able to actively engage with my management team and senior leaders

Answered: 347 Skipped: 85

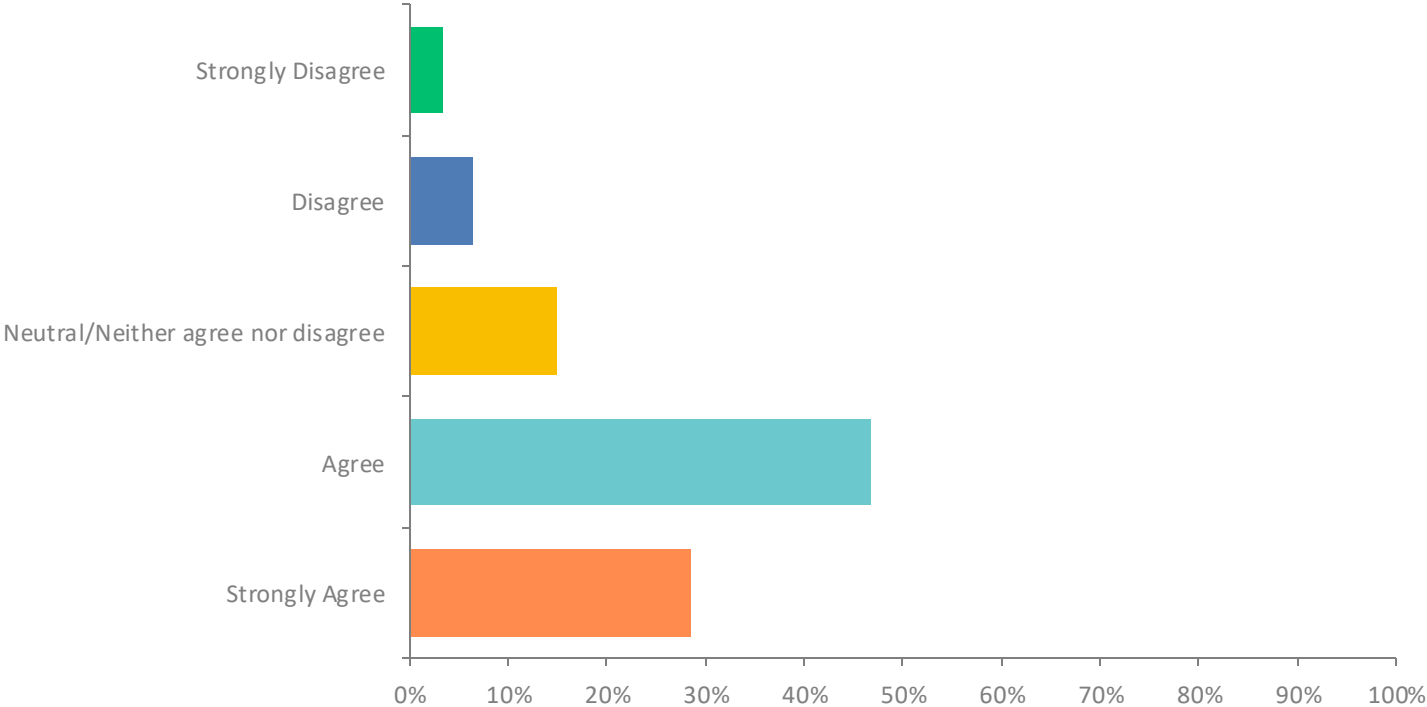
ANSWER CHOICES	RESPONSES	
Strongly Disagree	2.02%	7
Disagree	7.20%	25
Neutral/Neither agree nor disagree	13.83%	48
Agree	42.65%	148
Strongly Agree	34.29%	119
TOTAL		347

Question 22 Analysis

	2023	2024
Agreed %	90	76.94
Disagreed %	2	9.22
Neutral %	8	13.83

Q23: I feel safe from threats and physical hazards in my work environment

Answered: 347 Skipped: 85



Q23: I feel safe from threats and physical hazards in my work environment

Answered: 347 Skipped: 85

ANSWER CHOICES	RESPONSES	
Strongly Disagree	3.46%	12
Disagree	6.34%	22
Neutral/Neither agree nor disagree	14.99%	52
Agree	46.69%	162
Strongly Agree	28.53%	99
TOTAL		347

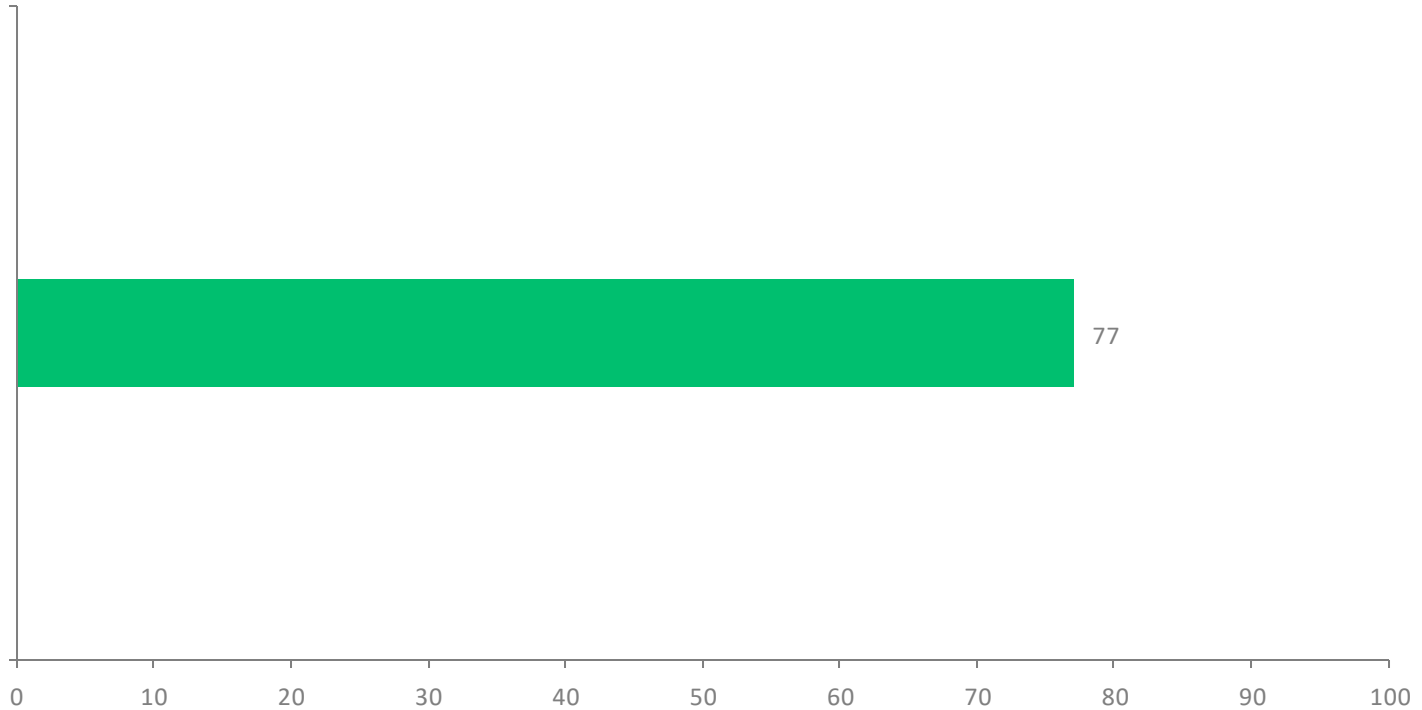
Question 23 Analysis



- This is new question so we hold no Milewood benchmark data
- 9.8% of respondents don't feel safe

Q24: How would rate your physical health (1 being very poor and 100 being excellent)

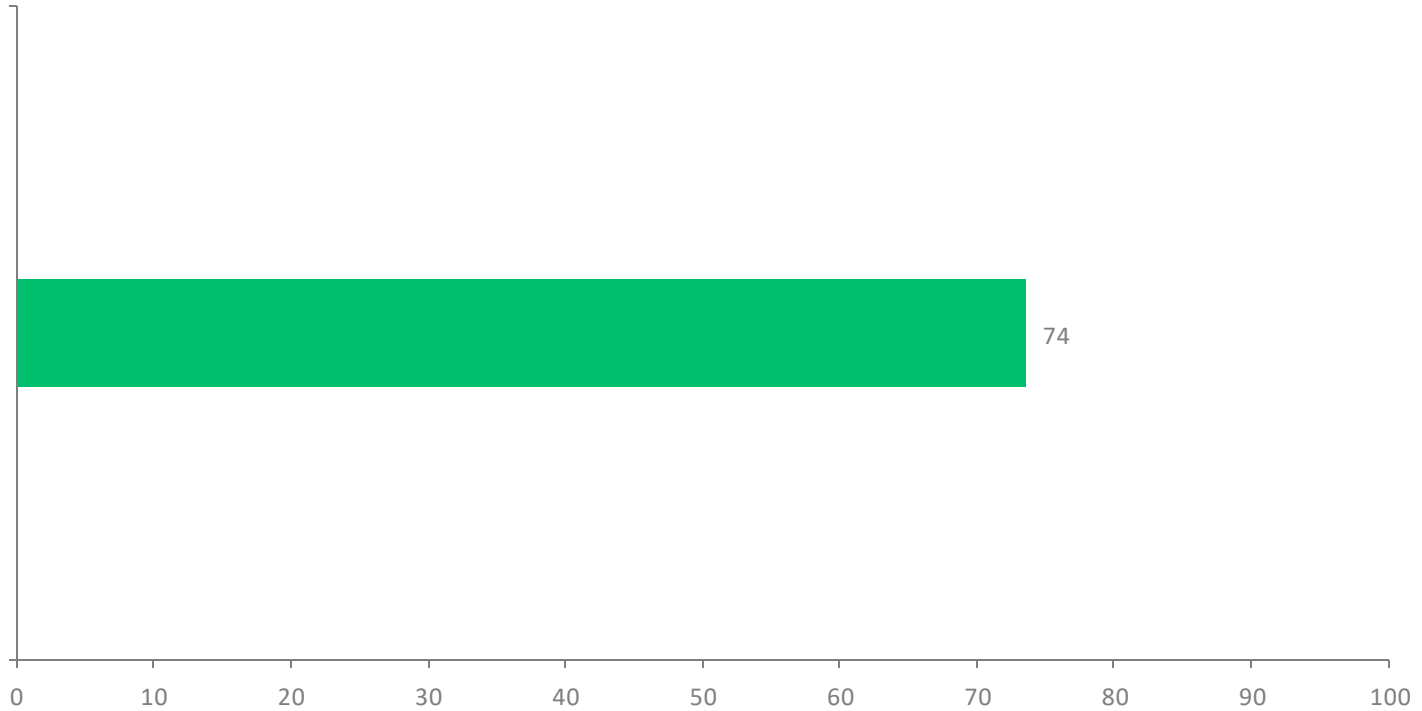
Answered: 347 Skipped: 85



- This is new question so we hold no like for like Milewood benchmark data
- However, in June 2024 we undertook a wellbeing survey
 - Outcome was that physical health was graded at 69%
 - Only 53.3% of respondents stated they were taking care of their physical wellbeing

Q25: How would rate your mental health (1 being very poor and 100 being excellent)

Answered: 347 Skipped: 85



- This is new question so we hold no like for like Milewood benchmark data
- However, in June 2024 we undertook a wellbeing survey
 - Outcome was that mental health was a concern
 - Only 46.67% of respondents stated they were taking care of their mental wellbeing

Q26: In relation to your employment and T's & C's what are the three priorities you see as an employee of the Milewood Group

Answered: 330 Skipped: 102

- Increased pay
- Increased pay on Bank Holidays
- Nothing
- Review benefits
- Better access to other departments e.g Finance and HR
- More consistency across services
- More communication
- Increased overtime rate
- Recognition
- Staffing Levels
- More person centred training
- Maintenance issues to be dealt with quicker

Q27: Other views/Feedback

Answered: 330 Skipped: 102

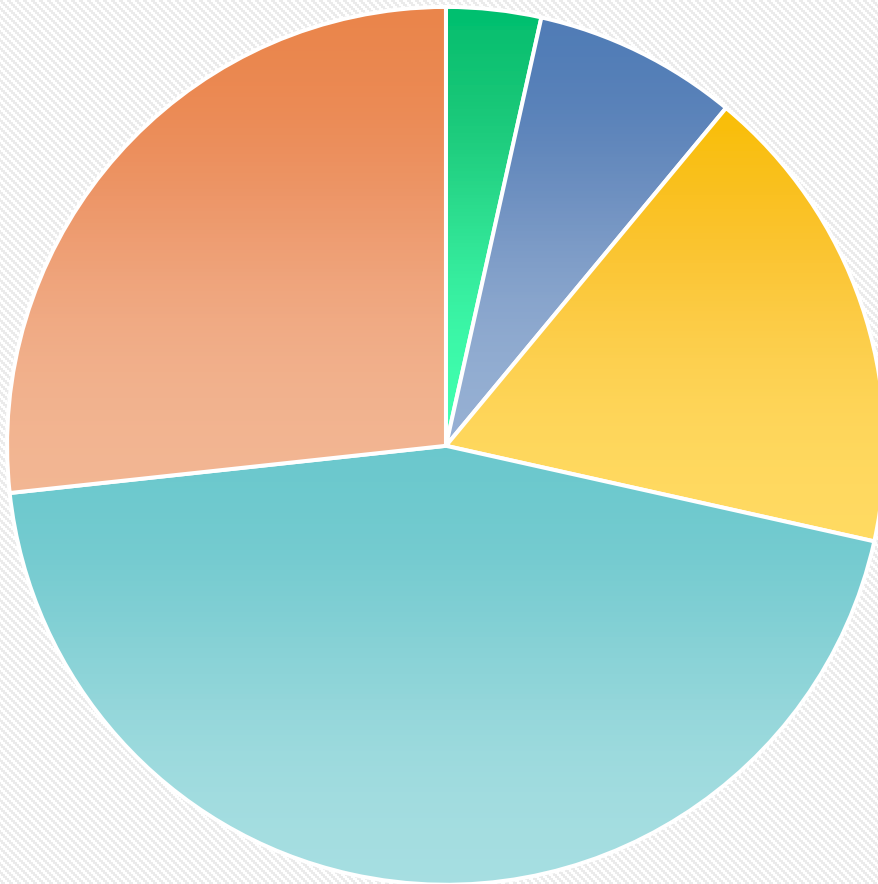
- Welcoming & inclusive
- Wonderful place to work
- Good morals and values
- Communicate changes to staff quicker
- December salary paid earlier
- Supportive organisation
- Provide good care to residents
- Promote positive impact on service users
- Very happy at Milewood
- Long service reward for staff
- Xmas rota's need reviewing for fairness
- Rumours about company profit making a priority
- Staff turnover too high
- More activities for service users

- Engagement rate in terms of responses is +ve
- Caveats
 - 2023 data is minimal and without validation – data not accessible, there is only a summary sheet
 - Number of respondents are unknown – therefore engagement rate unknown
 - %'s have been rounded – unknown as to how
 - Some of the questions are worded in a different way, making analysis difficult
 - Some of the questions were 50/50 Yes/No, making analysis difficult



- Areas of strength:
 - Knowing what is expected to do the job (91.64% agree/strongly agree)
 - Training is relevant to client group/job role (85.63% agree/strongly agree)
 - Confident completing role following policies and procedures (79.83% agree/strongly agree)
 - Physical & Mental Health self assessment both over 73.5% (1 being very poor and 100 being excellent)
- Areas of Development:
 - Feeling valued in role (19.6% disagree/strongly disagree)
 - Having a voice (19.49 disagree/strongly disagree)
 - Leadership team communicate regularly and in preferred method (15.85% disagree/strongly disagree)
 - Supportive and inclusive employer (15.64% disagree/strongly disagree)
 - Feel concerns would be listened to (15.54 disagree/strongly disagree)

Summary – Spread of Results



- Strongly Disagree
- Disagree
- Neutral/Neither agree nor disagree
- Agree
- Strongly Agree

Role Comparison – Agree/Strongly Agree

Question	Care Workers	Deputy Manager	Registered Manager	Central
4 - Satisfied working at Milewood	66.07	78.57	71.43	77.77
7 - Have a voice	54.46	81.82	60	50
8 – Leadership communication	58.9	100	70	75
10 – Concerns listened to	58.22	90.91	70	62.50
15 - Training	85.77	90.91	88.89	50
21 - Manager supports me	73.86	90.88	77.77	87.5
Average	66.21	88.84	73.01	67.12

Just looking at these 6 key questions, it is evident that there are huge differences between workforce populations, with frontline workers and central workers generally being less satisfied

- Over arching Organisational Action Plan Created (owned by SLT and supported by SMT)
- Home based results will be provided to each manager
- A local action plan will be created aligned to areas identified
- Areas of Excellence identified and utilised to support other homes
- You Said, We Did to be created for each service and be communicated and updated quarterly
- Quarterly Pulse surveys to occur from April
- Employee Forum to oversee and support with future surveys, analysis and action plans