



Llywodraeth Cymru  
Welsh Government

RESEARCH

# Welsh Revenue Authority People Survey: 2021

Findings of the Welsh Revenue Authority (WRA) Civil Service People Survey 2021. Measures employee engagement to help improve organisational performance, service delivery and staff wellbeing.

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## Summary

- A total of 68 WRA staff took part in the survey.
- 96% response rate.
- Engagement index for WRA was 78%.

## Headline results

### Engagement index

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<b>% Positive</b>	78%
<b>Difference from previous survey</b>	-2
<b>Difference from CS2021</b>	+12
<b>Difference from CS high performers</b>	+8

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### My work

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<b>% Positive</b>	89%
<b>Difference from previous survey</b>	0
<b>Difference from CS2021</b>	+10
<b>Difference from CS high performers</b>	+7

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## Organisational objectives and purpose

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% Positive	92%
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Difference from previous survey	-4
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Difference from CS2021	+7
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Difference from CS high performers	+3
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## My manager

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% Positive	84%
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Difference from previous survey	+1
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Difference from CS2021	+9
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Difference from CS high performers	+7
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## My team

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% Positive	96%
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Difference from previous survey	+3
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Difference from CS2021	+12
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Difference from CS high performers	+9
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## Learning and development

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% Positive	66%
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Difference from previous survey	+6
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Difference from CS2021	+10
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Difference from CS high performers	+5
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## Inclusion and fair treatment

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% Positive	93%
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Difference from previous survey	+3
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Difference from CS2021	+11
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Difference from CS high performers	+8
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## Resources and workload

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% Positive	89%
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Difference from previous survey	+4
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Difference from CS2021	+14
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Difference from CS high performers	+10
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## Pay and benefits

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% Positive	84%
Difference from previous survey	-2
Difference from CS2021	+45
Difference from CS high performers	+37

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## Leadership and managing change

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% Positive	77%
Difference from previous survey	+8
Difference from CS2021	+19
Difference from CS high performers	+13

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## Appendix

### Glossary of main terms

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Term	Definition
% Positive	The proportion who chose 'agree' or 'strongly agree', averaged across all

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Term	Definition
	questions within the theme
Previous survey	Comparisons with the previous survey relate to the results of the 2020 Civil Service People Survey
CS2021	Benchmark CS2021 is the median of the positive percentage across all organisations that participated in the Civil Service People Survey 2021
CS high performers	For each theme, this is the highest quartile score across all organisations that participated in the Civil Service People Survey 2021

## Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, the differences presented in this report will not match the rounded figures of the scores being compared.

For example, if your unrounded Engagement Index score is 75.43647583%, your organisation overall's score is 74.63572484% and the difference between the two is +0.800751%, in this report these scores would appear as 75%, 75% and +1.

## The employee engagement index

The survey includes 5 questions that make up the engagement index.

The index score represents the average level of engagement in that unit and

ranges from 0 to 100. An index score of 0 represents all respondents in that unit saying they strongly disagree to all 5 engagement questions and a score of 100 represents all respondents saying they strongly agree to all 5 engagement questions.

## Confidentiality

The survey was carried out as part of the 2021 Civil Service People Survey, which is managed by the Cabinet Office on behalf of all participating organisations. An external organisation is commissioned by Cabinet Office to carry out the Survey.

To protect the anonymity of individuals, groups of fewer than 10 respondents will not be reported on, however their responses do contribute to the overall scores for the unit and organisation they belong to and the overall Civil Service results.

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