Appendix I

# Employee Survey 2020 results

# Employee survey 2020 - overview

- We run an annual employee survey to understand the organisation's culture

- Survey was open from 2 March to 31 March – the nationwide Coronavirus lockdown was announced whilst it was still live

- **Response rates:**
  - **2,180** colleagues responded (**35%**). Responses are a snapshot of views prior to the pandemic
  - **3,086** colleagues responded in 2019 (**51%**) but response rate was the same for the equivalent period in both years so we can reasonably compare the results.

- **We also ran two interim 'ways of working' surveys in May and October –** to understand the challenges and opportunities of working differently during the lockdown period and to provide additional support and equipment for those who needed it.
  - 1,910 responded in May, and 1,273 in October
  - Questions centred on how people's work and wellbeing have been affected by current ways of working

# Employee survey 2020 – result trends

- **Following the 2019 survey** each service undertook their own local action plans, identifying areas for improvement. We also set up focus groups to look at organisation-wide themes of wellbeing, recognition and leadership visibility and physical working environment.

- **The 2020 results show improvement in all areas, including our key indicators of organisational performance:**
  - I am clear about what the council is here to do and its priorities 83% (up from 76%)
  - I believe the council is committed to creating a diverse and inclusive environment 79% (up from 72%)
  - I understand the role of the elected mayor and councillors in policy making and taking decisions 66% (up from 59%)
  - I would recommend Bristol City Council as a good place to work 71% (up from 62%)

# Progress against 2019 areas for improvement

- ✓ **Recognition** – 78% now say they have had recent thanks or other recognition (2019 – 53%)
- ✓ **Access to learning and development** – 67% now say they can access the L&D they need, improvement of **12%**
- ✓ **Equipment to do the job** – small improvement from 2019, this increased during lockdown
- ✓ **Performance reviews** – 79% now say they have had a review in previous 12 months (2019 – 62%)
- ✓ **Involvement in the development of team plans** – marginal improvement from 2019, but more to do
- ✓ **Improved sharing on what is happening across the team and within the service** – 66% now feel well informed (2019 – 59%)
- ✓ **Mental health and wellbeing** – better but still room to improve, though different ways of working during Covid has had an impact
- ✓ **Confidence in issues raised being resolved** – improved, but still less positive than other areas
- ✓ **Perception of Senior Leadership** – large improvements, but still a priority for further action. Confidence has increased in leadership during Covid.
- ✓ **Confidence in action being taken from the survey** – large improvement, but less positive than other areas

# Interim surveys - result trends

- 71% felt they were as effective or more effective when working from home (75% in May)

- 80% of respondents stated they spend their working day in virtual meetings

- 90% of respondents speak with colleagues either every day or at least 2 – 3 times a week

- 47% are having one to ones at least monthly.

- 83% feel their manager understood current work from home situation

- 58% of respondents feel less connected to colleagues now than pre-Covid.

- 64% feel their wellbeing has been affected by current situation (59% in May)

- 81% feel well informed by communications they receive (84% in May)

# Directorate and Divisional response rates

| Overall response rate – 35% | | | | | |
|---|---|---|---|---|---|
| **People 25%** | | **Growth and Regeneration 33%** | | **Resources 46%** | |
| Adult Social Care | 25% | Development of Place | 55% | Commercialisation & citizens | 39% |
| Childrens' Services | 19% | Economy of Place | 43% | Digital Transformation | 47% |
| Education and Skills | 33% | Housing & Landlord Services | 26% | Finance | 52% |
| Public Health | 73% | Management of Place | 32% | Workforce & Change | 28% |
| | | | | Legal & Democratic Services | 35% |
| | | | | Policy Strategy & Partnerships | 65% |

# Understanding the results

- The results that follow are at an **organisational level** with comparison against the response for **equality groups**

- Breakdown by Directorate, service and equality groups has been made available using an interactive analysis tool – Power BI. This enables teams to do their own local analysis

- The results from the interim surveys have also been added to the relevant theme for comparison

- The findings have been interpreted as follows:
  - Strongly agree/agree = **positive**
  - Neither agree/disagree = **neutral**
  - Disagree/strongly disagree = **negative**

**Me & my role -** employees' relationship to their role, the work they do, how supported they are and how valued they feel.

| Me and My Role | 2019 | | 2020 | |
|---|---|---|---|---|
| | Total positive | Total negative | Total positive | Total negative |
| I know what is expected of me and what I need to achieve | 88% | 6% | **90%** | 5% |
| I feel I am listened to and my opinions count | 57% | 21% | **66%** | 15% |
| I feel I can do my best every day | 71% | 15% | **74%** | 13% |
| I have the equipment to do my work effectively | 62% | 24% | **63%** | 22% |
| I am able to access the right learning and development opportunities when I need to | 55% | 22% | **67%** | 14% |
| I have recently received a thank you, or other positive recognition for my work* | 53% | 28% | **78%** | 22% |

*Note: wording on this question slightly amended for 2020*

**Me & my role -** employees' relationship to their role, the work they do, how supported they are and how valued they feel.

## Overall observations

- 2020 results show improvement on 2019 in all areas – all questions in section now greater than **63% positive**
- Large increase (12%) in colleagues being able to access Learning and Development – **67% positive** response
- Increase in colleagues feeling they are listened to and their opinions count – **65% positive** response

## Top responses

- **90%** of colleagues know what is expected of them and what they need to achieve (2019 – 88%)
- **78%** of colleagues have received a thank you or other recognition for their work recently (2019 – 53%)

## Areas for improvement

- Equipment to do the job – **22% disagree or strongly disagree**
- *Interim survey in May found 80% of colleagues had asked for and received equipment to be able to work at home*

## Me & my manager – establish the strength of the working relationship between an employee and their direct line manager or supervisor

| Me and My Manager | 2019 | | 2020 | |
|---|---|---|---|---|
| | Total positive | Total negative | Total positive | Total negative |
| I believe my line manager encourages my development | 65% | 13% | **71%** | 9% |
| I believe that my line manager communicates effectively | 73% | 13% | **77%** | 11% |
| I feel my line manager is approachable and I am able to talk to them about a range of topics | 84% | 8% | **86%** | 6% |
| I meet regularly with my line manager to discuss my work and priorities | 71% | 16% | **80%** | 10% |
| In the last 12 months I have had an annual performance review/appraisal with my line manager | 62% | 25% | **79%** | 21% |
| If you answered yes to the previous question, do you agree or disagree with the following: My performance review/appraisal was helpful, giving me clear priorities and feedback on my performance and development (*new question for 2020*) | N/A | N/A | **65%** | 10% |
| My line manager gives me the support I need to do my job well | 72% | 11% | **76%** | 9% |
| My line manager/supervisor shows a sincere interest in me as a person, not just as an employee | 72% | 11% | **77%** | 9% |

**Me & my manager –** establish the strength of the working relationship between an employee and their direct line manager or supervisor

## Overall observations

- Improvement in all questions – all responses now over **70% positive**
- Biggest improvements in people meeting regularly with line managers (9% increase to **79% positive**) and having an annual appraisal (**79%** of respondents have had an appraisal in last 12 months)
- *Interim survey found 53% were having 1:1s with line managers at least weekly which went down to 22% in October survey, 83% said their manager understood current work from home situation*

## Top responses

- **86%** feel their line manager is approachable (2019 – 84%)
- **77%** feel their line manager is interested in them as a person (2019 – 72%)
- **76%** feel their line manager supports them to do their job well (2019 – 72%)
- **77%** feel their line manager communicates well (2019 – 73%)

## Areas for improvement

- Ensuring teams stay connected whilst working in different ways

**Me & my team –** establish how an employee feels about the team in which they work and their working relationship with team members

| Me and My Team | 2019 | | 2020 | |
|---|---|---|---|---|
| | **Total positive** | **Total negative** | **Total positive** | **Total negative** |
| I am involved in the development of my team's plans | 61% | 19% | **63%** | 16% |
| I can count on colleagues to work in a collaborative and supportive way | 79% | 7% | **83%** | 5% |
| I feel able to contribute to my team meetings and my opinion is valued | 73% | 10% | **76%** | 8% |
| I feel part of my service/team | 77% | 8% | **82%** | 7% |
| I feel well informed about what is happening in my team/service | 59% | 20% | **66%** | 17% |
| I understand what my team needs to achieve | 86% | 5% | **88%** | 5% |
| We have regular meetings as a team | 77% | 13% | **82%** | 10% |

**Me & my team –** establish how an employee feels about the team in which they work and their working relationship with team members

## Overall observations

- Improvements in all questions – all responses now over **62% positive**
- Consistently high positive scores in areas relating to teamwork – clarity of team goals, regular team meetings and collaborative team mates
- Largest improvement in colleagues feeling well informed about what's happening in their team/service – now **66% positive**
- *Interim survey found 18% of team relationships had improved during lockdown, and 14% deteriorated*

## Top responses

- **88%** understand what their team needs to achieve (2019 – 86%)
- **83%** can count on colleagues to be supportive and collaborative (2019 – 79%)
- **82%** have regular team meetings (2019 – 77%)

## Areas for improvement

- **63%** are involved with development of team plans – **16%** say they are not

**Working environment and wellbeing –** gain understanding of employees' view of their working environment in relation to their wellbeing

| Working Environment and Wellbeing | 2019 | | 2020 | |
|---|---|---|---|---|
| | Total positive | Total negative | Total positive | Total negative |
| I am able to achieve a good work life balance due to the flexible working options available to me | 73% | 14% | **77%** | 11% |
| I am treated with dignity and respect | 73% | 10% | **78%** | 9% |
| I believe health and safety concerns are taken seriously | 70% | 12% | **72%** | 13% |
| I feel able to be myself in the workplace | 73% | 10% | **77%** | 8% |
| I feel able to challenge inappropriate or unfair behaviour | 63% | 16% | **67%** | 13% |
| I feel confident that I can raise issues about poor behaviour or practices and it will be responded to effectively | 52% | 22% | **56%** | 20% |
| I feel confident that I can use our whistleblowing procedures, without risk of detrimental treatment, if I suspect wrongdoing within the council *(new question for 2020)* | N/A | N/A | **49%** | 15% |
| I feel this is a workplace which supports good mental health and wellbeing | 50% | 25% | **57%** | 20% |
| I have good working relationships with colleagues (outside of my immediate team) | 86% | 3% | **87%** | 3% |

**Working environment and wellbeing –** gain understanding of employees' view of their working environment in relation to their wellbeing

**Overall observations**
- Improvements in all questions
- Consistently strong positive responses in how employees feel they are treated
- Colleagues very positive about ability to achieve work/life balance through flexible working
- Colleagues have strong relationships outside of their own teams
- Responses on organisation's approach to mental health and wellbeing, and confidence challenging unfair or poor behaviour are improved but remain relatively low
- *Interim surveys found that in May 59% of colleagues reported their wellbeing being affected – rising to 64% in October*

**Top responses**
- **87%** report strong relationships with colleagues outside their team (2019 – 86%)
- **78%** are treated with dignity and respect (2019 – 73%)
- **77%** feel able to be themselves at work (2019 – 73%)

**Areas for improvement**
- Under **50%** positive response to question about use of whistleblowing procedure (36% neutral)
- Continued work on health and wellbeing support

## Working environment and fairness – gain understanding of employees' view of their working environment in relation to their wellbeing

| Working Environment and Fairness | 2019 | | 2020 | |
|---|---|---|---|---|
| | Total positive | Total negative | Total positive | Total negative |
| I am aware of staff led employee groups and their purpose | 65% | 15% | 72% | 12% |
| I am not treated inappropriately or unfairly because of my age | 84% | 5% | 85% | 4% |
| I am not treated inappropriately or unfairly because of my disability | 64% | 8% | 69% | 8% |
| I am not treated inappropriately or unfairly because of my ethnicity | 82% | 4% | 84% | 3% |
| I am not treated inappropriately or unfairly because of my gender reassignment | 65% | 2% | 65% | 2% |
| I am not treated inappropriately or unfairly because of my marriage or civil partnership | 79% | 2% | 81% | 1% |
| I am not treated inappropriately or unfairly because of my pregnancy and maternity | 59% | 4% | 64% | 3% |
| I am not treated inappropriately or unfairly because of my religion or beliefs | 80% | 3% | 82% | 2% |
| I am not treated inappropriately or unfairly because of my sex | 84% | 5% | 86% | 3% |
| I am not treated inappropriately or unfairly because of my sexual orientation | 84% | 2% | 85% | 2% |
| I believe the council is committed to creating a diverse and inclusive environment | 72% | 7% | 79% | 5% |
| Overall I feel I am treated fairly as an employee of Bristol City Council | 76% | 9% | 81% | 7% |

**Working environment and fairness –** gain understanding of employees' view of their working environment in relation to their wellbeing

## Overall observations
- Improvements in colleagues' belief that they are treated fairly
- The analysis of equality group against these questions is shown in slide 23 and 24
- Good awareness of Staff Led Groups at 72%

## Top responses
- Fairness of treatment in relation to age, ethnicity, marriage/civil partnership, religion, sex and sexual orientation all above **80% positive**
- **80%** of colleagues believe they are treated fairly overall by Bristol City Council (2019 – 76%)
- **79%** believe the council is committed to being diverse and inclusive (2019 – 72%)

## Areas for improvement
- Lower areas relate to pregnancy/maternity, gender reassignment and disability.

## Senior leadership – understand levels of trust, confidence and 'connectedness' employees have in leaders

| Senior Leadership | 2019 | | 2020 | |
|---|---|---|---|---|
| | Total positive | Total negative | Total positive | Total negative |
| I believe senior leaders are interested and listen to the views of employees | 29% | 30% | **39%** | 24% |
| I believe senior leaders make the effort to communicate clearly and regularly | 42% | 26% | **50%** | 20% |
| I believe that senior leaders within the council are trustworthy and act with integrity | 35% | 18% | **45%** | 12% |
| I feel that senior leaders (Executive Directors, Directors and Heads of Service) understand the challenges of my day to day work | 20% | 46% | **28%** | 39% |
| In my experience there is good leadership within the council from the Senior Leadership Team (Executive Directors, Directors and Heads of Service) | 34% | 24% | **45%** | 17% |

## Senior leadership – understand levels of trust, confidence and 'connectedness' employees have in leaders

### Overall observations
- Improvement in positive responses to all questions in section
- A fairly high level of neutral responses in this section
- *Interim survey found a 21% increase in opinion of leadership, 69% unchanged, 7% deteriorated during lockdown*
- Benchmarking shows that results in this area are consistently lower owing to staff having less interaction on a day to day basis with senior leaders compared with their line managers

### Top responses
- Strongest areas are in leadership communication **50%** (2019 – 42%) , trustworthiness **45%** (2019 – 35%) and a perception of good leadership **45%** (2019 – 34%)

### Areas for improvement
- Perception of leaders understanding the day-to-day work of colleagues
- Belief that leaders are interested and listen to the views of colleagues

**Me and the organisation –** gain an overall understanding on how employees feel about the organisation they work for and their place in it.

| Me and the Organisation | 2019 | | 2020 | |
|---|---|---|---|---|
| | Total positive | Total negative | Total positive | Total negative |
| I am aware of our organisational values | 84% | 4% | **89%** | 3% |
| I am clear about what the council is here to do and its priorities | 76% | 7% | **83%** | 5% |
| I believe it is now a better place to work than it was 12 months ago | 23% | 25% | **28%** | 19% |
| I believe meaningful action will be taken across the council following this survey | 27% | 32% | **41%** | 23% |
| I believe that we celebrate successes and good work | 43% | 22% | **58%** | 15% |
| I believe the council's vision and values guide my day to day work and interactions *(new question in 2020)* | 0% | 0% | **55%** | 14% |
| I feel that the reasons for changes which take place are well explained | 30% | 34% | **40%** | 25% |
| I feel well informed about what is happening across the council | 42% | 23% | **54%** | 16% |
| I understand the role of the elected mayor and councillors in policy making and taking decisions | 59% | 16% | **66%** | 13% |
| I would recommend Bristol City Council as a good place to work | 62% | 11% | **71%** | 8% |

**Me & the organisation –** gain an overall understanding on how employees feel about the organisation they work for and their place in it.

### Overall observations
- Strong and improved positive responses on what the council is here to do, and its priorities as well as awareness of our organisational values – these are indicators of organisational performance
- Significant improvement in positive responses on belief that we celebrate success **58%**, feeling well informed about the wider council **54%** and belief that action will take place as a result of the survey **41%**
- *Interim survey found 81% felt well-informed by corporate comms during lockdown*

### Top responses
- **89%** are aware of our organisational values (2019 – 84%)
- **83%** are clear about what the council is here to do and its priorities (2019 – 76%)
- **71%** would recommend the council as a workplace (2019 – 62%)

### Areas for improvement
- **25%** do not believe that the reasons for change are well explained (2019 – 34%)
- Despite improvement, **23%** still do not believe change will happen as a result of the survey (2019 – 32%)

# Comparison with equality group results

| Question | Overall organisation | LGBT+ | Young professionals | Black, Asian and minority ethnic groups | Disabled staff |
|---|---|---|---|---|---|
| I am clear about what the council is here to do and its priorities | 83% (76%) | 87% (76%) | 86% (86%) | 81% (77%) | 78% (74%) |
| I believe the council is committed to creating a diverse and inclusive environment | 79% (72%) | 82% (66%) | 84% (84%) | 70% (54%) | 61% (56%) |
| I feel able to challenge inappropriate or unfair behaviour | 67% (63%) | 70% (67%) | 60% (77%) | 70% (66%) | 61% (58%) |
| I feel confident that I can raise issues about poor behaviour or practices and it will be responded to effectively | 56% (52%) | 56% (57%) | 64% (73%) | 59% (53%) | 51% (42%) |
| Overall I feel I am treated fairly as an employee of BCC | 79% (72%) | 85% (80%) | 88% (91%) | 76% (67%) | 65% (62%) |
| I would recommend Bristol City Council as a good place to work | 71% (62%) | 75% (68%) | 83% (83%) | 71% (63%) | 58% (52%) |

2020 results (2019 results)

# Comparison with equality group results

| Question | Overall organisation | LGBT+ | Young professionals | Black, Asian and minority ethnic groups | Disabled staff |
|---|---|---|---|---|---|
| I am not treated inappropriately or unfairly because of my age | 85% (84%) | 84% (88%) | 88% (78%) | 79% (88%) | 76% (79%) |
| I am not treated inappropriately or unfairly because of my disability | 69% (64%) | 72% (67%) | 81% (78%) | 70% (64%) | 62% (58%) |
| I am not treated inappropriately or unfairly because of my ethnicity | 84% (82%) | 86% (82%) | 82% (93%) | 74% (65%) | 76% (77%) |
| I am not treated inappropriately or unfairly because of my gender reassignment | 65% (65%) | 50% (57%) | 71% (81%) | 73% (73%) | 56% (69%) |
| I am not treated inappropriately or unfairly because of my marriage or civil partnership | 81% (79%) | 82% (75%) | 88% (73%) | 74% (75%) | 74% (80%) |
| I am not treated inappropriately or unfairly because of my pregnancy or maternity | 64% (59%) | 55% (50%) | 93% (68%) | 67% (67%) | 42% (64%) |
| I am not treated inappropriately or unfairly because of my religion or beliefs | 82% (80%) | 83% (75%) | 88% (93%) | 81% (82%) | 78% (73%) |
| I am not treated inappropriately or unfairly because of my sex | 86% (84%) | 87% (84%) | 84% (86%) | 89% (89%) | 79% (83%) |
| I am not treated inappropriately or unfairly because of my sexual orientation | 85% (84%) | 82% (84%) | 89% (93%) | 87% (86%) | 81% (79%) |

# Equality groups – result trends

- Majority of indicators improved from 2019

- Most groups' results are comparable to the overall organisation, exceptions include:

  - Lower than organisation average for disabled staff and Black, Asian and minority ethnic groups for the 'council is committed to a diverse and inclusive environment', although they are up on 2019

  - Higher than organisation average for the majority of LGBT+ positive responses

  - Young professionals and disabled staff feel less confident to challenge inappropriate or unfair behaviour, although this has increased from 2019

  - Disabled staff have lower positive response to being treated fairly and recommending the council as a good place to work, although these are increased from 2019

  - Disabled staff and young professionals report a decrease in how they are treated unfairly due to protected characteristics

# Next steps

- Service-level results are now available for services to review their local results

- Results are being used to develop the health and wellbeing offer and help shape the plans for the future workplace arrangements

- Next survey will be annual survey in March