

Appendix A



Employee pulse survey results



Employee pulse surveys - overview

- Each year we undertake an employee survey to gauge the level of workforce engagement and understand the employee experience.
 - During the last 18 months, the issues affecting our workforce have changed, and continue to evolve. This year, instead of our usual employee survey, we have been undertaking short pulse surveys to ask about topical issues and respond quickly with appropriate changes.
 - These pulse surveys were designed to be quick and easy to complete, gives us flexibility on the topics we ask about and are quicker to analyse and act on.
 - The results of these surveys helped us shape the package of support for colleagues and the plans for the return to the workplace - once government guidelines allowed.
 - To complement the surveys, we have kept an open and continuous dialogue with the workforce during the year on a number of topical issues.
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Mental and physical wellbeing – Results

Part 1: During the pandemic we've put in place several measures designed to support colleagues' wellbeing. Please tell us how useful you have found each of the following (scale of 1 – 5)

Tool	Average score (out of 5)
Virtual meetings with colleagues	3.99
Online resources and webinars including: mental health awareness, resilience and boosting energy	2.70
COVID-19 - Vulnerable Person Risk Assessment	2.63
Health and Wellbeing Plan for colleagues	2.60
Self-service resources for setting up Display Screen Equipment (DSE) when working from home	2.75
Provision of enhanced emergency care leave	3.00

Mental and physical wellbeing – Results

Part 2: What tools would be most useful for the future (scale of 1 to 5)

Tool	Average score (out of 5)
Health promotion roadshows at workplaces (in line with COVID guidance)	2.39
A corporate fitness challenge for colleagues to join	2.44
A targeted programme of wellbeing workshops and webinars with tips and information on how to boost your wellbeing	2.85
Guidance on working well for remote working	3.13
For workers with laptops, automated reminders on screen to take a break from the screen	3.12
Virtual tea breaks and quizzes with colleagues from across the organisation where you don't discuss work	2.89

Mental and physical wellbeing – Actions taken

We introduced a series of bulletins with guidance on how to get the best from working remotely. These brought together existing resources, introduced new videos and advice, and provided team exercises and conversation topics.

1. [Practical support for working remotely](#) - including creating a healthy home-working environment, access to equipment, reducing distractions, taking regular breaks.
 2. [Wellbeing for working remotely](#) – tips for boosting mental wellbeing, staying connected with colleagues whilst home working, looking after your physical health, a ‘whole self MOT’
 3. [Building and maintaining resilience](#) – maintaining trust and connections, regular reflection and learning.
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Performance and development - results

Part 1: looking back on the quality of colleagues' conversations with their line manager over the last year:

	Too often	The right amount for me	Not often enough	Not at all
My line manager provides me with feedback on how I am doing in my job	1.5%	69.3%	22.2%	7%

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
My line manager provides me with helpful advice and support on what I can do to improve in my job	18%	38.4%	22.7%	13.6%	7.3%

Performance and development - results

	Yes	No	I don't know
My line manager and I have created a plan for my career development and progression	37.4%	55.9%	6.7%

	Yes	No	I don't know
My line manager and I discuss and plan my learning and development needs	64.1%	31.1%	4.8%

Performance and development - results

	Yes	No
In the last 12 months I have had a performance review/appraisal with my line manager	77.3%	22.7%

	Very helpful	Moderately helpful	Slightly helpful	Not at all helpful
My performance review/appraisal was ...	30.4%	35.2%	21.2%	13.2%

Performance and development - results

Part 2: Looking forward - Which of these options would be most effective to make regular 1:1 conversations with your manager more useful for you?

Option	% of votes
More messages throughout the year reminding people of the importance of having regular conversations and keeping records of what's going well and what isn't	16%
Additional guidance and resources in different formats (e.g.: case studies giving examples of effective performance appraisals, videos to help with giving constructive feedback, etc.)	18%
Drop-in sessions to discuss different ways to increase your own and others' effectiveness (e.g.: motivation, resilience, constructive conversations about approaching performance issues, etc.)	19%
More online resources focussed on helping you to develop your career (e.g.: support with: greater confidence to progress in my career, clarity around my skills and aspirations, career job search skills, more visibility of opportunities at BCC)	26%
No support needed, I have effective 1:1 conversations already	21%

Performance and development - actions

- A new 'Grow your Career' catalogue was launched on the Learning Hub, which brings together existing career development resources and introduces some new advice and guidance:
 - A 'career check in' discussion guide for employees and managers
 - Help to identify aspirations and goals
 - Help to prepare a personal development plan
 - Videos and training modules – building confidence
 - Interview and application techniques
 - Guidance on effective one to ones
 - Guidance on effective performance reviews
 - Leadership pipeline
 - Learning and development catalogue

This new resource underpins our talent development and succession planning strategy, and is being promoted as part of the annual workforce planning cycle.

Resilience – survey underway

Recognising that there are many things which influence our resilience, this survey asks what factors have been most helpful, and what additional support will have the most impact. This survey is open now, and will close in the new year.

Part 1: Which of these have supported your wellbeing in the past six months:

1. The opportunity to discuss my workload and priorities with my manager
 2. My relationship with my manager
 3. My relationship with my colleagues
 4. My workplace needs are met e.g. through reasonable adjustments or work-life balance arrangements
 5. Being able to work in an agile way, from home or a location that suits me
 6. Being able to spend time in a council workspace
 7. Having access to the Employee Assistance Programme (EAP)
 8. Having access to mental health and wellbeing support packages
 9. Support from Staff-Led Groups (SLGs)
 10. Support from my trade union
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Resilience – survey underway

Part 2 : Which would have the most positive impact on your wellbeing in the next six months?

We will use answers to this question to help tailor our wellbeing and learning support programmes.

1. More recognition of my efforts by my manager
 2. The opportunity to discuss my workload and priorities with my manager
 3. More tools and opportunities to build relationships with my colleagues
 4. A mentor to help within my team
 5. Being able to spend more time in a council workspace
 6. Being able to voluntarily reduce my working hours
 7. Improved processes / better technology to make workload more manageable
 8. Resilience workshops to help me and my team manage pressure at work
 9. More publicity of the health and wellbeing support and training already available and encourage and support managers to promote it
 10. Access to free advice about finances, relationships, bereavement and other personal issues and events outside of work
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Employee engagement

During the year, we have kept an open and continuous dialogue with the workforce on strategic priorities and adapting to new Covid guidance. This included:

- **Future of the workplace:** team discussion toolkits to support the transition to new workplace arrangements in line with government guidance. Colleagues were encouraged to discuss the most suitable ways of working and offered support.
 - **New draft corporate strategy:** workshops to discuss cross-cutting priorities, learning more about the principles underpinning the draft strategy and share ideas and make new connections with colleagues across the organisation.
 - **Financial position:** colleagues were invited to budget discussion drop-in sessions and to share their thoughts and ideas via an online feedback form.
 - **Covid response:** a workshop was held with colleagues who were re-deployed during the response phase of the pandemic to understand and learn from their experiences.
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