



Staff Survey 2022

Results and next steps



Response rates

- This year, our annual staff survey was open from 19 April to 10 May.
 - 55% (3589) of colleagues across the organisation responded to the survey, this is the highest response rate we've had to an organisation-wide staff survey.
 - In 2021 we took a different approach to our staff survey due to the Covid-19 pandemic. Instead of the usual, longer survey, we asked colleagues to complete a series of short pulse surveys to get their views on current issues in a way we could analyse and respond to quickly.
 - In 2020, 35% (2180) of colleagues responded to the survey. The first lockdown of the pandemic was announced part-way through our 2020 survey, which impacted the response rate.
 - 51% (3086) of colleagues responded to the survey in 2019.
-

Response rates

Overall response rate – 55% (3589)

Directorate/division	Response rate
People directorate	50%
Adult Social Care	40%
Children's, Families and Safer Communities	56%
Education and Skills	42%
Communities and Public Health	100%

Directorate/division	Response rate
Growth and Regeneration directorate	47%
Development of Place	83%
Economy of Place	51%
Housing & Landlord Services	44%
Management of Place	41%

Directorate/division	Response rate
Resources directorate	61%
Policy Strategy & Partnerships	75%
Digital Transformation	56%
Finance	65%
Workforce & Change	57%
Legal & Democratic Services	68%



Results Summary

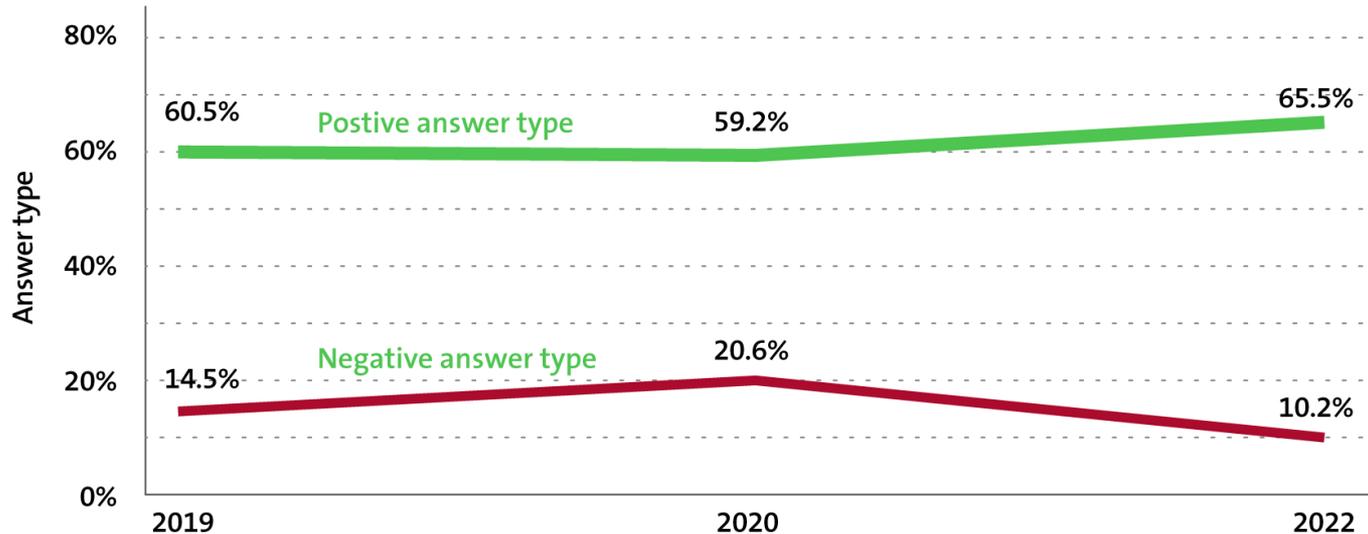


Understanding the results

- The results that follow are at an organisation-wide level only.
 - Further [breakdowns by Directorate, Division and Service](#) can be accessed using Power BI.
 - We have also developed a separate [report on equality groups](#).
 - The findings have been interpreted as follows:
 - Strongly agree/agree = positive
 - Neither agree/disagree = neutral
 - Disagree/strongly disagree = negative
 - In the question breakdown, we have highlighted in green where we have achieved a **top quartile rating in 2022** i.e. 75% or above.
 - Though the results are largely positive, we know that the challenges of Covid-19 are likely to have had an impact on some of the results we have seen, as for many colleagues the pandemic will have dominated their experience of the last two years.
-

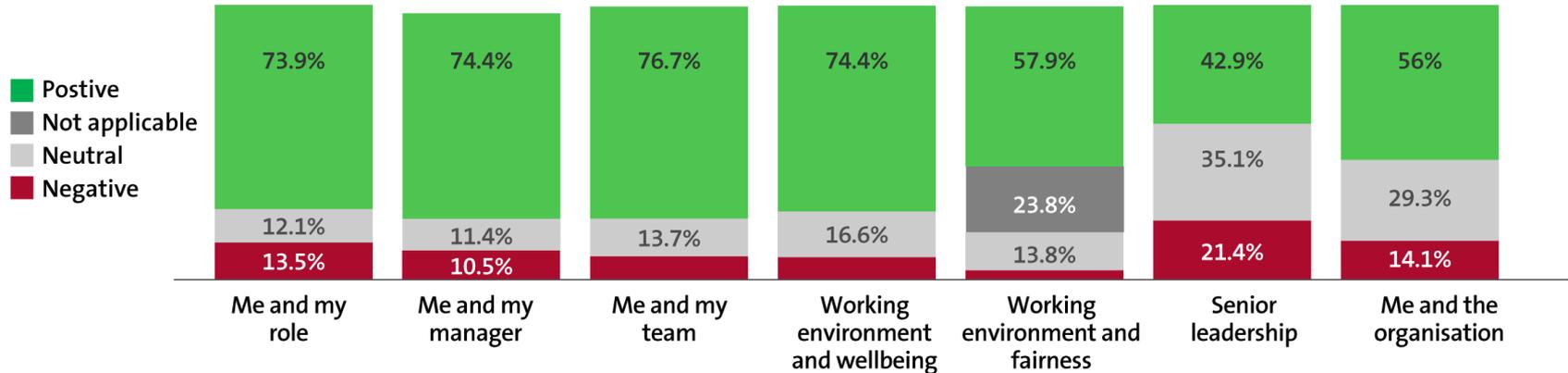
Sentiment analysis

- This graph shows the overall trends for positive and negative answers to the survey from 2019 to present.
- Overall, our 2022 results show a continued trend of improvement in how colleagues experience working for Bristol City Council.



Summary of results

Percentage answer type by theme



- Overall, 65.5% of answers were positive and 10.2% were negative.
- The 'me and my team' section had the highest percentage of positive answers at 76.7%. This is in line with previous years.
- The 'senior leadership' section had the highest percentage of negative answers at 21.4% but trends remain positive with an almost 15 percentage point increase in positive answers in this section since 2019. This section also had the highest percentage of neutral answers.
- 'Me and my role' saw the most improvement this year – positive sentiment in this category rose to 73.9% this year, from only 37% in 2020.

Progress against our goals

In our [Workforce Strategy](#), we identified the following questions as key indicators of our progress as an organisation. We have continued to see positive trends in each area:

- 86% of colleagues are clear about what the council is here to do and its priorities (83% in 2020, 76% in 2019).
 - 81% of colleagues said they believe the council is committed to creating a diverse and inclusive environment (79% in 2020, 72% in 2019).
 - 70% of colleagues would recommend Bristol City Council as a good place to work, (71% in 2020, 62% in 2019).
-



Question Breakdown



Me and my role

Employees' relationship to their role, the work they do, how supported they are and how valued they feel.	2019 Total positive	2019 Total negative	2020 Total positive	2020 Total negative	2022 Total positive	2022 Total negative
I know what is expected of me and what I need to achieve	88%	6%	90%	5%	91%	4%
I feel I am listened to and my opinions count	57%	21%	66%	15%	72%	12%
I feel I can do my best every day	71%	15%	74%	13%	71%	12%
I have the equipment to do my work effectively	62%	24%	63%	22%	70%	17%
I am able to access the right learning and development opportunities when I need to	55%	22%	67%	14%	65%	14%
I have recently received a thank you, or other positive recognition for my work. <i>Wording on this question changed in 2020</i>	53%	28%	78%	22%	78%	22%

Me and my role

Overall observations

- Overall, positive responses in this theme increased from 2020 and 2019 levels (with an increase from 37% to 74% between 2020 and 2022), whilst negative responses fell (from 58% in 2020 to 14% 2022) in the same period.

Top responses

- Over 90% of colleagues know what is expected of them and what they need to achieve, this has remained consistently high across all comparable surveys.
- Over 70% of colleagues felt they had the equipment to do their job effectively, this is a significant improvement on 2019 and 2020 results.
- Positive responses to 'I feel I am listened to and my opinions count' increased significantly each year.

Areas for improvement

- There was a slight decline in positive responses to the question 'I feel I can do my best everyday' (three percentage points) between 2020 and 2022.
 - Between 2020 and 2022, we worked hard to improve access to learning and development e.g. by launching the Learning Hub. However, positive responses to the question 'I am able to access the right learning and development opportunities when I need to' have remained fairly static, although we have seen significant improvement since 2019.
-

Me and my manager

Me and my manager – establish the strength of the working relationship between an employee and their direct line manager or supervisor	2019 Total positive	2019 Total negative	2020 Total positive	2020 Total negative	2022 Total positive	2022 Total negative
I believe my line manager encourages my development	65%	13%	71%	9%	77%	7%
I believe that my line manager communicates effectively	73%	13%	77%	11%	78%	9%
I feel my line manager is approachable and I am able to talk to them about a range of topics	84%	8%	86%	6%	87%	5%
I meet regularly with my line manager to discuss my work and priorities	71%	16%	80%	10%	77%	12%
In the last 12 months I have had an annual performance review/appraisal with my line manager	62%	25%	79%	21%	71%	29%
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. <i>(new question for 2020).</i>	N/A	N/A	65%	10%	67%	10%
My line manager gives me the support I need to do my job well	72%	11%	76%	9%	79%	7%
My line manager/supervisor shows a sincere interest in me as a person, not just as an employee	72%	11%	77%	9%	80%	7%

Me and my manager

Overall observations

- Overall, positive and negative responses in this theme have remained fairly stable between 2019 and 2022, with 74% of answers having a positive sentiment in 2022.

Top responses

- We continue to see strong positive trends in terms of managers being supportive, communicating effectively and encouraging colleagues' development.

Areas for improvement

- The number of colleagues who reported having had a performance review in the last 12 months fell by 8 percentage points (to 71%), although the trend is still positive when compared to 2019 levels (62%).

Note: this year the survey was live later than in previous years, so took place during the performance review period. In a 2021 pulse survey 77% of colleagues said they'd had a 1:1 in the last 12 months.

Me and my team

Me and my team – establish how an employee feels about the team in which they work and their working relationship with team members	2019 Total positive	2019 Total negative	2020 Total positive	2020 Total negative	2022 Total positive	2022 Total negative
I am involved in the development of my team's plans	61%	19%	63%	16%	62%	16%
I can count on colleagues to work in a collaborative and supportive way	79%	7%	83%	5%	84%	5%
I feel able to contribute to my team meetings and my opinion is valued	73%	10%	76%	8%	80%	6%
I feel part of my service/team	77%	8%	82%	7%	81%	7%
I feel well informed about what is happening in my team/service	59%	20%	66%	17%	66%	15%
I understand what my team needs to achieve	86%	5%	88%	5%	84%	5%
We have regular meetings as a team	77%	13%	82%	10%	84%	9%

Me and my team

Overall observations

- This theme had the highest percentage of positive answers (77%) of any theme in 2022.
- Overall, positive and negative responses in this theme have remained fairly stable between 2019 and 2022.
- Having supportive teams was also referenced by a significant number of colleagues when sharing what they think is working well in the free text questions.

Top responses

- 84% of teams are having regular team meetings.
- 84% of colleagues felt they could count on their teams to work in a supportive and collaborative way.

Areas for improvement

- Positive responses to the questions about colleagues feeling well informed about what is happening in their service (66%), and being involved in the development of their teams plans (62%) remain lower than other questions in this theme.
-

Working environment and wellbeing

Working environment and wellbeing – gain understanding of employees' view of their working environment in relation to their wellbeing	2019 Total positive	2019 Total negative	2020 Total positive	2020 Total negative	2022 Total positive	2022 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%	77%	11%
I am treated with dignity and respect	73%	10%	78%	9%	85%	6%
I believe health and safety concerns are taken seriously	70%	12%	72%	13%	80%	7%
I feel able to be myself in the workplace	73%	10%	77%	8%	83%	4%
I feel able to challenge inappropriate or unfair behaviour	63%	16%	67%	13%	74%	8%
I feel confident that I can raise issues about poor behaviour or practices and it will be responded to effectively	52%	22%	56%	20%	64%	13%
I am aware of our whistleblowing procedures (<i>new question for 2022</i>)	N/A	N/A	N/A	N/A	82%	8%
I feel confident that I can use our whistleblowing procedures, without risk of detrimental treatment, if I suspect wrongdoing within the council (<i>new question for 2020</i>)	N/A	N/A	49%	15%	58%	13%
I feel this is a workplace which supports good mental health and wellbeing	50%	25%	57%	20%	65%	14%
I have good working relationships with colleagues (outside of my immediate team)	86%	3%	87%	3%	82%	3%

Working environment and wellbeing

Overall observations

- Overall, positive responses in this theme increased from 68% to 74% between 2019 and 2022, whilst negative responses fell from 14% to 8% in the same period.
- We've continued to see really strong positive trends across this theme, with improvements of more than five percentage points in seven questions between 2020 and 2022, this is particularly encouraging in the context of the pandemic.
- Answers to the question "I am able to achieve a good work life balance due to the flexible working options available to me" remained the same in 2022 as in 2020 despite significant changes in hybrid working options available to many colleagues during this period.

Top responses

- 85% of colleagues feel they are treated with dignity and respect (73% in 2019, 78% in 2020).
- 83% of colleagues feel able to be themselves in the workplace (73% in 2019, 77% in 2020).
- 80% of colleagues feel health and safety concerns are taken seriously (70% in 2019, 72% in 2020).

Areas for improvement

- We can see that some colleagues are feeling less connected to colleagues outside of their team than in previous years as positive responses to the question "I have good working relationships with colleagues (outside of my immediate team)" fell by five percentage points, although there was no corresponding rise in negative responses.
 - Whilst we have seen a nine percentage point increase in colleagues feeling confident to use our whistleblowing policy without risk of detrimental treatment between 2020 and 2022, we still have more to do to help colleagues feel comfortable doing so.
-

Working environment and fairness

Working environment and fairness – gain understanding of employees’ view of their working environment in relation to their wellbeing	2019 Total positive	2019 Total negative	2020 Total positive	2020 Total negative	2022 Total positive	2022 Total negative
I am aware of staff led employee groups and their purpose	65%	15%	72%	12%	76%	8%
I am not treated inappropriately or unfairly because of my age	84%	5%	85%	4%	86%	4%
I am not treated inappropriately or unfairly because of my ethnicity	82%	4%	84%	3%	77%	3%
I am not treated inappropriately or unfairly because of my religion or beliefs	80%	3%	82%	2%	67%	3%
I am not treated inappropriately or unfairly because of my sex	84%	5%	86%	3%	77%	5%
I am not treated inappropriately or unfairly because of my sexual orientation	84%	2%	85%	2%	77%	2%
I believe the council is committed to creating a diverse and inclusive environment	72%	7%	79%	5%	81%	5%
Overall I feel I am treated fairly as an employee of Bristol City Council	76%	9%	81%	7%	84%	5%

Working environment and fairness

Please note: 2022 percentages for the following questions are calculated excluding those who answered N/A. The 'not applicable' option was added to the following questions for 2022 but was not available in 2019/20.

Working environment and fairness – gain understanding of employees' view of their working environment in relation to their wellbeing	2019 Total positive	2019 Total negative	2020 Total positive	2020 Total negative	2022 Total positive	2022 Total negative
I am not treated inappropriately or unfairly because I am a Disabled person	64%	8%	69%	8%	63%	7%
I am not treated inappropriately or unfairly because I am trans/transgender	65%	2%	65%	2%	53%	3%
I am not treated inappropriately or unfairly because of my marriage or civil partnership	79%	2%	81%	1%	81%	2%
I am not treated inappropriately or unfairly because of my pregnancy and maternity	59%	4%	64%	3%	60%	4%

Working environment and fairness

Overall observations

- Overall, positive and negative responses in this theme have been relatively stable between 2019 and 2022.

Top responses

- 84% of colleagues feel that, overall they are treated fairly as employees (76% in 2019, 81% in 2020).
- 81% of colleagues believe the council is committed to creating a diverse and inclusive environment (79% in 2020, 72% in 2019).
- Positive responses to the question “I am aware of our staff led groups” continued to increase (by four percentage points to 76%), with negative answers also decreasing (by four percentage points to 8%).

Areas for improvement

- Positive answers to most questions about being treated fairly in relation to protected characteristics decreased between 2020 and 2022, although there was no corresponding increase in negative responses to these questions. There was an increase in neutral responses to these questions over the same period.
-

Senior leadership

Senior leadership – understand levels of trust, confidence and ‘connectedness’ employees have in leaders	2019 Total positive	2019 Total negative	2020 Total positive	2020 Total negative	2022 Total positive	2022 Total negative
I believe senior leaders (Executive Directors, Directors and Heads of Service) are interested and listen to the views of employees	29%	30%	39%	24%	43%	24%
I believe senior leaders make the effort to communicate clearly and regularly	42%	26%	50%	20%	56%	17%
I believe that senior leaders within the council are trustworthy and act with integrity	35%	18%	45%	12%	49%	10%
I feel that senior leaders understand the challenges of my day to day work	20%	46%	28%	39%	26%	41%
In my experience there is good leadership within the council from the Senior Leadership Team	34%	24%	45%	17%	42%	16%

Senior leadership

Overall observations

- Overall, positive responses in this theme have increased significantly between 2019 and 2022, with 43% of answers having a positive sentiment in 2022 (29% in 2019, 41% in 2020).
- This theme had the highest number of negative responses (21%), although negative responses have decreased over time, from 31% in 2019, to 23% in 2020 and 21% in 2022.
- This theme also had the highest number of neutral responses (35%).

Top responses

- There are continued positive trends we can look to build on in multiple questions, reflecting the efforts made to improve two-way communication between colleagues and senior leaders over the past few years.

Areas for improvement

- We can see an ongoing trend that the number of colleagues who feel that senior leaders understand the challenges of their day-to-day work is low.
-

Me and the organisation

Me and the organisation – gain an overall understanding on how employees feel about the organisation they work for and their place in it.	2019 Total positive	2019 Total negative	2020 Total positive	2020 Total negative	2022 Total positive	2022 Total negative
I am aware of our organisational values	84%	4%	89%	3%	93%	2%
I am clear about what the council is here to do and its priorities	76%	7%	83%	5%	86%	4%
I believe it is now a better place to work than it was 12 months ago	23%	25%	28%	19%	24%	21%
I believe meaningful action will be taken across the council following this survey	27%	32%	41%	23%	33%	24%
I believe that we celebrate successes and good work	43%	22%	58%	15%	57%	14%
I believe the council's vision and values guide my day to day work and interactions	65%	9%	55%	14%	57%	11%
I feel that the reasons for changes which take place are well explained	30%	34%	40%	25%	40%	26%
I feel well informed about what is happening across the council	42%	23%	54%	16%	49%	19%
I would recommend Bristol City Council as a good place to work	62%	11%	71%	8%	70%	8%

Me and the organisation

Overall observations

- Sentiment analysis shows that, overall, negative responses in this theme have decreased between 2019 and 2022, with an increase in positive responses.
- This theme received a relatively high proportion of answers with a neutral sentiment (29%) in 2022.

Top responses

- 93% of colleagues were aware of our organisational values (84% in 2019, 89% in 2020)
- 86% of colleagues were clear about what the council is here to do and our priorities (76% in 2019, 83% in 2020).

Areas for improvement

- Positive responses to the question “I feel well informed about what is happening across the council” fell by five percentage points.
 - We’ve seen that colleagues are generally less confident than they were in 2020 that meaningful action will be taken as a result of their survey feedback.
 - “I believe it is now a better place to work than it was 12 months ago” continues to see a relatively low positive response.
-

Free text questions

Overall, the free-text data was broadly consistent with other responses from staff.

In response to the question **“If you could name one thing about working for Bristol City Council that is working well what would it be?”**, common themes for responses were:

Being part of a supportive team

Flexible working options available enable a good work life balance

Great support from my manager

In response to the question **“If you could improve one thing about working for Bristol City Council what would it be?”**, common themes for responses were:

Greater understanding of senior leaders around the day to day challenges that are faced by employees

More collaboration across teams to achieve mutual benefits

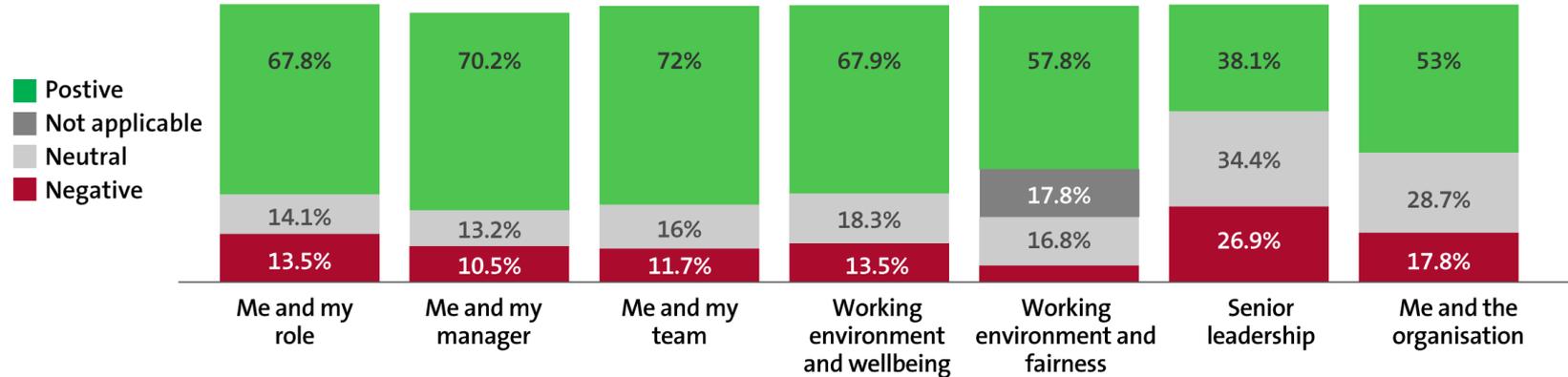
Better communication and two-way dialogue from senior leaders about implementing changes

Summarising the experience of different groups

- The following slides show a summary of the overall number of positive and negative answers for each theme for colleagues who completed the optional equalities monitoring section of the survey, identifying as a member of a minoritised staff group.
 - These slides aim to provide an overview of the results of different groups for high level comparison.
 - A more detailed breakdown of answers to each question, that can be filtered further by each equalities characteristic, is available via [Power BI](#).
-

Disabled colleagues

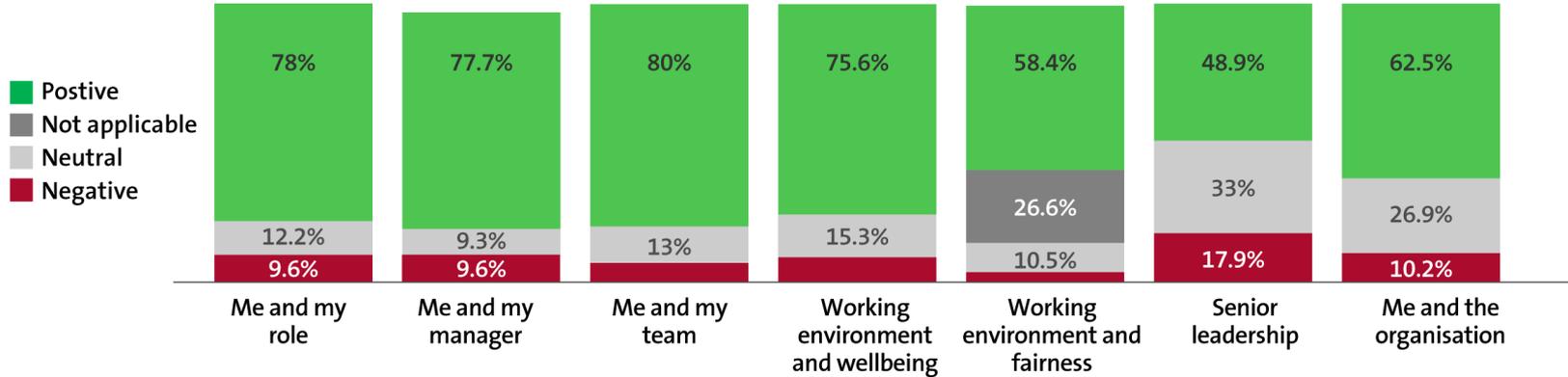
Percentage answer type by theme



- When looking only at the answers from colleagues who identified as Disabled in the equalities monitoring form, across all themes there are a lower percentage of positive responses and a greater percentage of negative responses than the organisation-wide results.
- The overall trends in themes broadly mirror that seen at the organisation-wide level.

Young colleagues

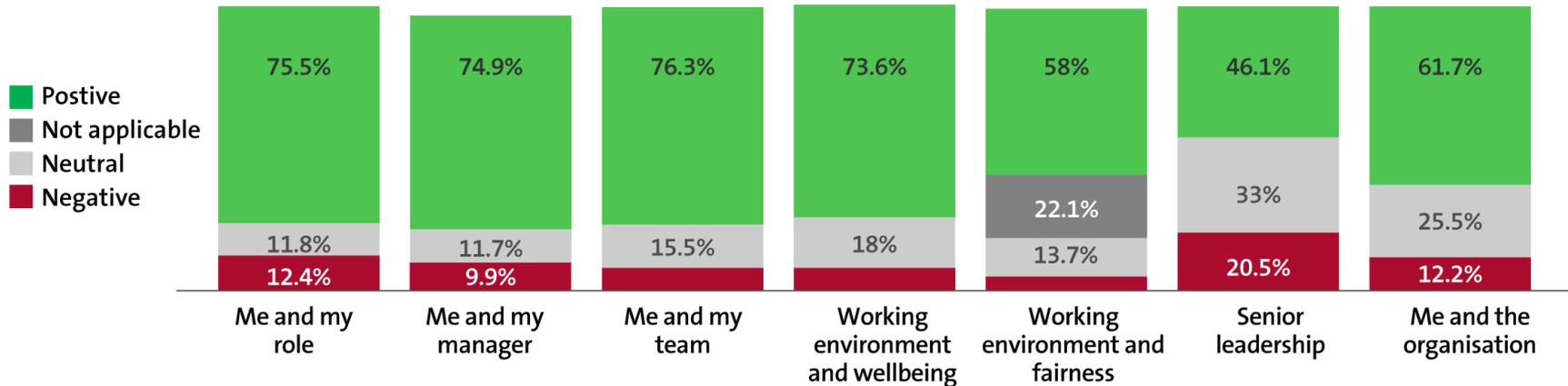
Percentage answer type by theme



- When looking only at the answers from colleagues who indicated they were aged 16-29 in the equalities monitoring form, across all themes there is a higher percentage of positive responses than the organisation-wide results.
- Across the majority of themes there is also a lower percentage of negative responses. The exceptions to this are 'working environment and wellbeing' and 'working environment and fairness', where negative responses are in line with the organisation-wide response.
- The overall trends in themes broadly mirror that seen at the organisation-wide level.

Black, Asian and minoritised ethnic colleagues

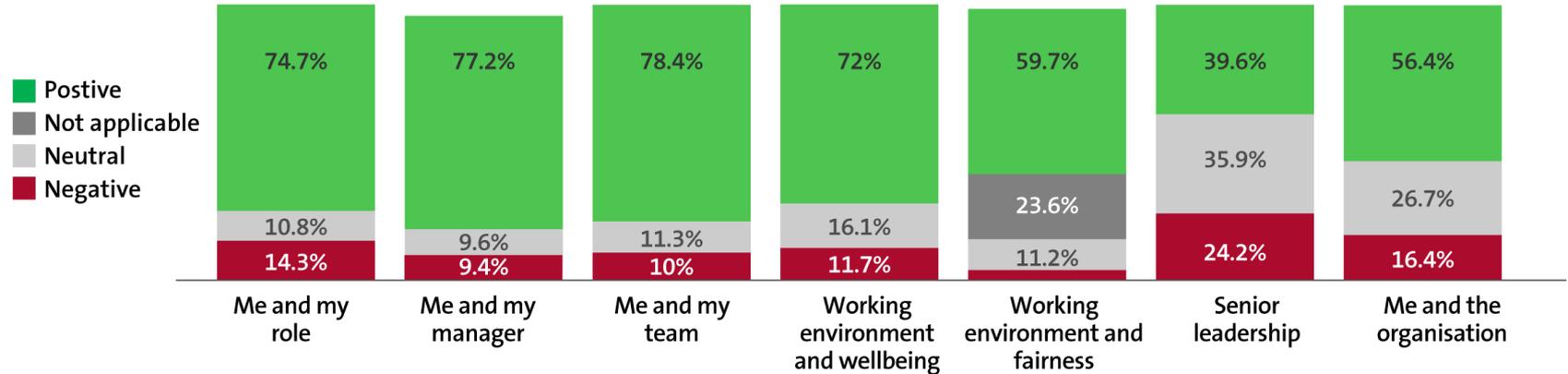
Percentage answer type by theme



- When looking only at the answers from colleagues who identified as Black, Asian, Mixed or Multi-ethnic or other minoritised ethnicities in the equalities monitoring form, across all themes the percentage of positive responses and negative responses is broadly in line with the organisation-wide results.
- The exception to this is 'me and the organisation', where positive responses are almost 6% higher than the organisation-wide results.
- Note: the summary above is based on the combined data of all minoritised ethnicities. We recognise that there will be variation between these groups - a breakdown for each question by each ethnicity is available via [Power BI](#).

Colleagues who identified their sexual orientation as Lesbian, Gay, Bisexual or other

Percentage answer type by theme



- When looking only at the answers from colleagues who identified their sexual orientation as Lesbian, Gay, Bisexual or other in the equalities monitoring form, across all themes the percentage of positive responses and negative responses is broadly in line with the organisation-wide results.
- Note: whilst we are keen to seek the views of all LGBTQ+ colleagues, the number of transgender employees responding to the survey was too small to comply with data protection guidance.



Next Steps



What are we doing?

- **Further research to understand results** – we have identified three themes where it would be useful to gather more information to understand what the data is telling us and develop some recommendations. We have invited colleagues to join work groups to discuss:
 - Engagement with senior leaders
 - Communication
 - Equality and inclusion
 - **Supporting local action planning** – as areas of particular strength and weakness vary across the organisation, local action planning will be one of the main ways to make change happen. To support this process, we hosted drop-in sessions for Heads of Service to help them understand their service level data ahead of discussions with their teams.
-

Monitoring and sharing our progress

- We will be asking Directors and Heads of Service to work with their teams to monitor and review their progress against their local actions quarterly, and share this with CLB.
 - Actions will also be monitored regularly as part of the service planning process.
 - We'll use our internal communications channels to:
 - Pro-actively highlight the actions being taken across the organisation.
 - Share updates on the outcome of work groups.
 - Invite all services to share their progress via The Extra Mile.
-