Staff Survey 2023

Response rates

Overall response rate – 43% (2,640)							
Adults and Communities 39%		**Children and Education 37%**		**Growth and Regeneration 42%**		**Resources 55%**	
Adult Social Care	**32% (294)**	Childrens, Families and Safer Communities	**39% (325)**	Property, Assets and Infrastructure	**47% (74)**	Policy Strategy & Digital	**53% (215)**
Communities and Public Health	**89% (112)**	Education and Skills	**34% (212)**	Economy of Place	**43% (130)**	Finance	**60% (164)**
				Housing & Landlord Services	**38% (402)**	Workforce & Change	**93% (150)**
				Management of Place	**46% (384)**	Legal & Democratic Services	**40% (178)**

Response rates

- 2,640 (43%) colleagues responded this year compared to 3,589 (55%) colleagues in 2022 and 2,180 (35%) colleagues responded in 2020. Note in 2021 we did not run a full staff survey instead we ran a series of 'pulse' surveys to support the workforce through the pandemic.

- The lower response rate this year might be explained by the wider context of ongoing organisational changes and restructures.

- Another reason could be partly a decline in positive responses to the question 'I believe meaningful action will be taken across the council following this survey'. (41% in 2020, 33% in 2022, 26% in 2023).
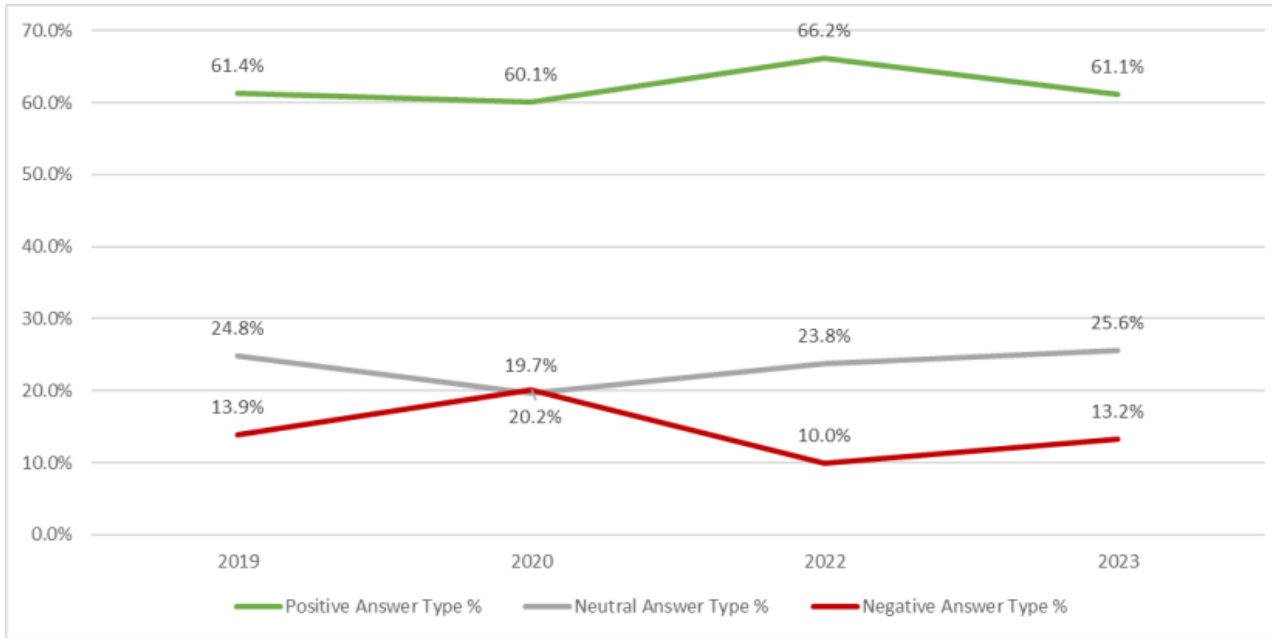
Summary of results

- The 2023 survey results show that colleagues' relationships with their teams and immediate managers continues to be strong and have improved since the 2022 survey. Colleagues' views on senior leadership is lower than last year despite previously increasing year on year. Indicators of employee engagement and being treated fairly have remained positive although there has been a drop in number of colleagues who feel it is a better place to work than last year.

- These results clearly give us plenty to address and remedy but are not entirely unexpected. This year's survey takes place in the context of a wider organisational restructure and budget restraints which will have caused considerable change to colleagues' working lives and ways of working.

Understanding the results

- The results that follow are at an organisational level only. Further breakdowns by Directorate, Division and Service, as well as a separate report on equality groups are accessible using Power BI to allow directors and Heads of Service to review their own results and develop action plans.

- The findings have been interpreted as follows:

  – Strongly agree/agree = positive

  – Neither agree/disagree = neutral

  – Disagree/strong disagree = negative

- In the question breakdown, we have highlighted in **BLUE** where we have achieved a **top quartile rating in 2023** i.e. 75% or above.
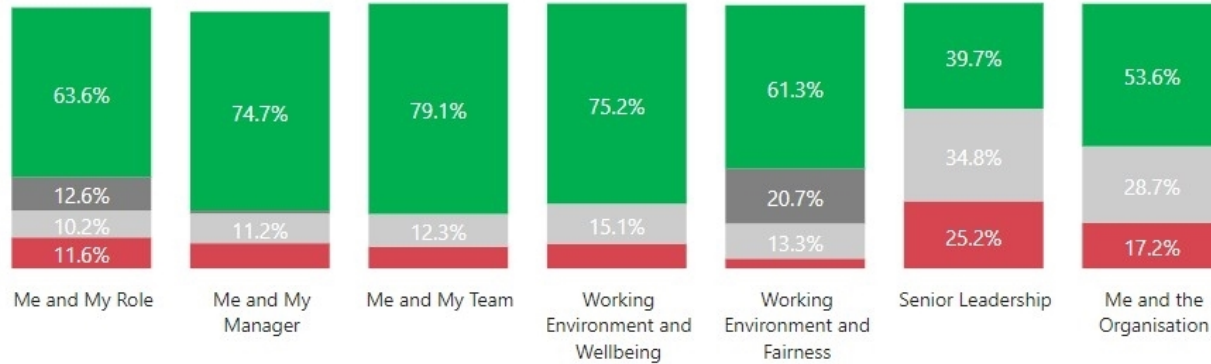
Sentiment analysis

- The graph above shows the overall trends for positive, neutral and negative answers to the survey from 2019 to present.
- You can see the sentiment trend analysis report for each theme on Power BI.

Summary of results

% Answer Type by Theme

Answer Type ● Negative ● Neutral ● Not Applicable ● Positive

	Me and My Role	Me and My Manager	Me and My Team	Working Environment and Wellbeing	Working Environment and Fairness	Senior Leadership	Me and the Organisation
Positive	63.6%	74.7%	79.1%	75.2%	61.3%	39.7%	53.6%
Not Applicable	12.6%				20.7%		
Neutral	10.2%	11.2%	12.3%	15.1%	13.3%	34.8%	28.7%
Negative	11.6%					25.2%	17.2%

- Overall 61% of answers were positive and 13% were negative. This compares with 66% positive, 10% negative in 2022

- The 'me and my team' section had the highest percentage of positive answers at just over 79%. This is an increase on 76.7% in 2022.

- 'Working environment and fairness' saw the most improvement this year – from 57.9% in 2022 to 61.3%.

- The 'senior leadership' section had the highest percentage of negative answers at around 25% which is an increase on 21.4% in 2022 but down from 28.5% in 2019.

Positive includes 'agree/strongly agree' or 'yes' answers, whilst negative includes 'disagree/strongly disagree' or 'no'.

Indicators on organisational performance

Our Workforce Strategy details the following questions as key performance indicators for organisational performance:

- 85% of colleagues are clear about what the council is here to do and its priorities (86% in 2022, 83% in 2020, 76% in 2019).

- 79% of colleagues said they believe the council is committed to creating a diverse and inclusive environment, (81% in 2022, 79% in 2020, 72% in 2019).

- 64% of colleagues would recommend Bristol City Council as a good place to work, (70% in 2022, 71% in 2020, 62% in 2019)

Areas of continued strength

- **Colleagues are clear about what we're here for.**
  - 85% of colleagues are clear about what the council is here to do and our priorities (KPI).
  - 93% of colleagues are aware of our organisational values
  - 91% of colleagues know what is expected of them and what they need to achieve

- **Colleagues generally feel that their line managers are supportive and helpful.**
  - 87% of colleagues feel their line manager is approachable and they are able to talk to them about a range of topics.
  - 78% of colleagues feel their line manager communicates effectively.
  - 79% of colleagues feel their line manager gives them the support they need to do their job well.
  - 82% of colleagues feel their line manager shows a sincere interest in them as a person, not just an employee.
  - 77% of colleagues feel their line manager encourages their development.

- **Colleagues generally have positive experiences of their team and colleagues.**
  - 85% of teams have regular team meetings, with 81% of colleagues feeling able to contribute and that their opinion is valued.
  - 85% of colleagues feel they can count on their team to work in a collaborative and supportive way.
  - 85% of colleagues feel able to be themselves in the workplace.

Areas of significant improvement since 2022

- **There were increases in positive answers across the board on questions to do with being treated fairly because of one's identity with the following significant increases:**
  - A **7 percentage point increase** (53% to 60%) on 2022 for the question 'I am not treated inappropriately or unfairly because I am trans / transgender'.
  - An **8 percentage point increase** (60% to 68%) on 2022 for 'I am not treated inappropriately or unfairly because I am pregnant or have recently given birth'.
  - A **6 percentage point increase** (63% to 69%) on 2022 for 'I am treated inappropriately or unfairly because I am a Disabled person'.

- 'Working environment and fairness' having the most improvement in overall positive responses this year – from 57.9% in 2022 to 61.3%.

- There was a **6 percentage point increase** (71% to 77%) on 2022 in positive responses to the question 'In the last 12 months I have had an annual performance review/appraisal with my line manager'. This is up from 62% in 2019.

- There was an **8 percentage point increase** (66% to 74%) on 2022 in positive responses to the question 'I feel well-informed about what is happening in my team. This is up from 59% in 2019.

Areas for consideration

- There has been a **12 percentage point** increase in negative responses to the question 'I believe it is now a better place to work than it was 12 months ago'. 33% in 2023, 21% in 2022, 25% in 2019.

- There has been a **6 percentage point decrease** in positive responses to the question 'I would recommend Bristol City Council as a good place to work.' 64% in 2023, 70% in 2022, and 62% in 2019.

- There has been a **5 percentage point increase** in negative responses to the question 'I believe meaningful action will be taken across the council following this survey'. 29% in 2023, 24% in 2022 and 32% in 2019.

- There has been a **4 percentage point decrease** in positive responses to the question 'I believe that senior leaders make the effort to communicate clearly and regularly'. 52% in 2023, 56% in 2022 and 42% in 2019. There has been a 5 percentage point increase in negative response between 2023 and 2022.

- There has been a **4 percentage point increase** in negative responses to the question 'In my experience there is good leadership within the council from the Senior Leadership Team' 20% in 2023, 16% in 2022 and 24% in 2019.
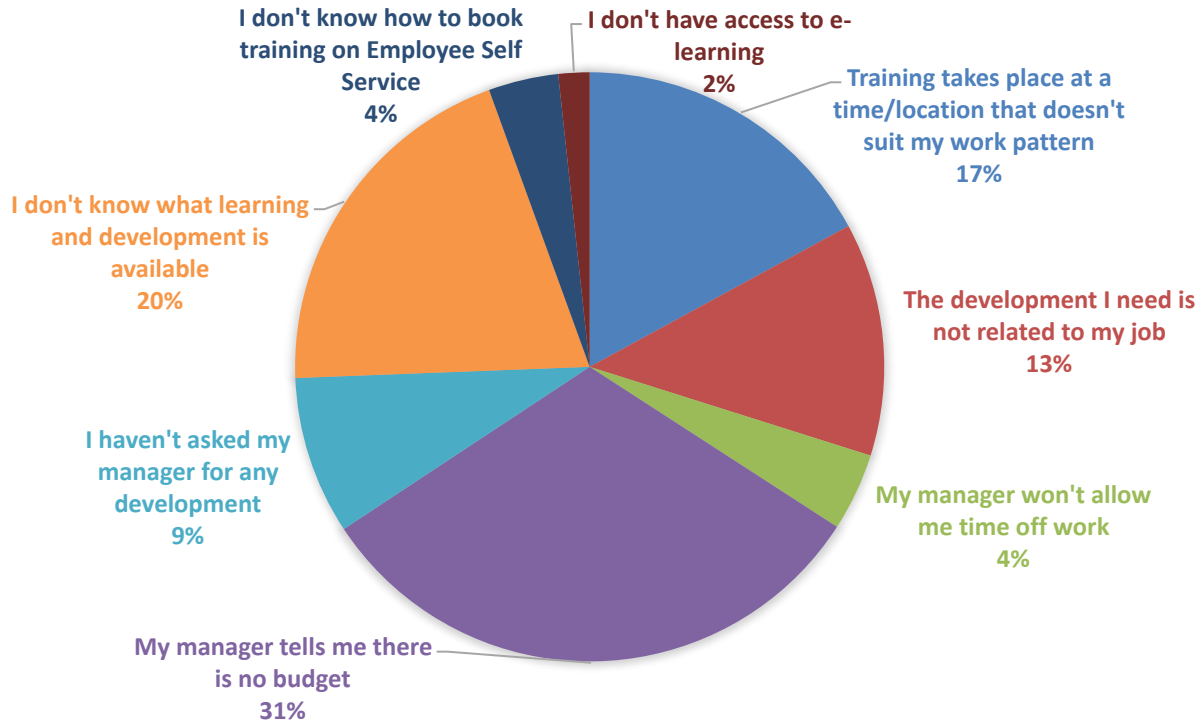
Question Breakdown

Me & my role

Me and My Role - employees' relationship to their role, the work they do, how supported they are and how valued they feel	2019		2020		2022		2023	
	Total positive	Total negative	Total positive	Total negative	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%	91%	4%	91%	4%
I feel I am listened to and my opinions count	57%	21%	66%	15%	72%	12%	70%	12%
I feel I can do my best every day	71%	15%	74%	13%	71%	12%	69%	13%
I have the equipment to do my work effectively	62%	24%	63%	22%	70%	17%	72%	15%
I am able to access the right learning and development opportunities when I need to	55%	22%	67%	14%	65%	14%	67%	14%
If you are not able to access the right learning and development opportunities when you need to, why?								
I have recently received a thank you, or other positive recognition for my work (wording on this question changed in 2020)	53%	28%	78%	22%	78%	22%	78%	22%

Me & my role - continued

Of the 14% of respondents who said they were not able to access the right learning and development opportunities, the reasons are broken down as follows:

I don't know how to book training on Employee Self Service
4%

I don't have access to e-learning
2%

Training takes place at a time/location that doesn't suit my work pattern
17%

I don't know what learning and development is available
20%

The development I need is not related to my job
13%

I haven't asked my manager for any development
9%

My manager won't allow me time off work
4%

My manager tells me there is no budget
31%

Me & my role - continued

Top Responses

As was the case in 2022, **91%** of colleagues know what is expected of them and what they need to achieve.

72% of colleagues felt they had the equipment to do their job effectively, this continues the positive trend since 2020.

After falling in 2022, positive responses to "I am able to access the right learning and development opportunities when I need to" have returned to 67% - the level they were at in 2020.

Areas for Improvement

Positive responses dropped slightly to the questions "I feel I am listened to and my opinions count" and "I feel I can do my best every day."

Me & my manager

Me and My Manager	2019		2020		2022		2023	
	Total positive	Total negative	Total positive	Total negative	Total positive	Total negative	Total positive	Total negative
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%	87%	6%
I meet regularly with my line manager to discuss my work and priorities	71%	16%	80%	10%	77%	12%	79%	11%
In the last 12 months I have had an annual performance review/appraisal with my line manager	62%	25%	79%	21%	71%	29%	77%	23%
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 (this was a new question in 2020)	N/A	N/A	65%	10%	67%	10%	66%	9%
My line manager gives me the support I need to do my job well	72%	11%	76%	9%	79%	7%	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%	82%	7%
I believe my line manager encourages my development	65%	13%	71%	9%	77%	7%	77%	7%
I believe that my line manager communicates effectively	73%	13%	77%	11%	78%	9%	78%	10%

Me & my manager

Overall Observations

There was a slight increase in answers with a positive sentiment – up from 74.4% in 2022 to 74.7% this year.

Top Responses

There was significant improvement in responses to "In the last 12 months I have had an annual performance review/appraisal with my line manager." Positive responses increased by **6 percentage points** on last year (71% in 2022 to 77% this year) while negative responses fell by **6 percentage points** on last year (29% in 2022 to 23% this year).

Positive responses are now at an all-time high for the question "My line manager/supervisor shows a sincere interest in me as a person, not just as an employee". This has gone from 72% in 2020 to 82% this year.

Areas for Improvement

While there was a significant improvement in colleagues saying they have had an annual performance review in the last 12 months, responses to whether they have been helpful have been fairly static since 2020. This may suggest there is scope for improving how reviews are structured and how subsequent appraisals are conducted.

Me & 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		2020		2022		2023	
	Total positive	Total negative	Total positive	Total negative	Total positive	Total negative	Total positive	Total negative
I am involved in the development of my team's plans	61%	19%	63%	16%	62%	16%	62%	17%
I can count on colleagues to work in a collaborative and supportive way	79%	7%	83%	5%	84%	5%	85%	5%
I feel able to contribute to my team meetings and my opinion is valued	73%	10%	76%	8%	80%	6%	81%	6%
I feel part of my team	77%	8%	82%	7%	81%	7%	85%	6%
I feel well-informed about what is happening in my team	59%	20%	66%	17%	66%	15%	74%	12%
I understand what my team needs to achieve	86%	5%	88%	5%	84%	5%	85%	5%
We have regular meetings as a team	77%	13%	82%	10%	84%	9%	85%	8%

Me & my team

Overall Observations

The results for this theme are very encouraging. Positive sentiment has increased for all questions in this theme, except for 'I am involved in the development of my team's plans' which has stayed at 62% from last year.

Top Responses

There was a significant improvement in positive responses to the question "I feel well-informed about what is happening in my team" with an **8 percentage point increase** in positive responses and a 3 percentage point decrease in negative responses.

Areas for Improvement

There was a slight increase in negative responses (1% point from 2022) to "I am involved in the development of my team's plans".

Working environment and wellbeing

Working environment and wellbeing - gain understanding of employees' view of their working environment in relation to their wellbeing	2019		2020		2022		2023	
	Total positive	Total negative	Total positive	Total negative	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%	77%	11%	79%	11%
I am treated with dignity and respect	73%	10%	78%	9%	85%	6%	85%	6%
I believe health and safety concerns are taken seriously	70%	12%	72%	13%	80%	7%	81%	7%
I feel able to be myself in the workplace	73%	10%	77%	8%	83%	4%	85%	5%
I feel able to challenge inappropriate or unfair behaviour	63%	16%	67%	13%	74%	8%	75%	9%
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%	64%	14%
I am aware of our whistleblowing procedures	NA	NA	NA	NA	82%	8%	83%	7%
I feel confident that I can use our whistleblowing procedures, without risk of detrimental treatment, if I suspect wrongdoing within the council	NA	NA	49%	15%	58%	13%	56%	14%
I feel this is a workplace which supports good mental health and wellbeing	50%	25%	57%	20%	65%	14%	62%	17%
I have good working relationships with colleagues (outside of my immediate team)	86%	3%	87%	3%	82%	3%	85%	3%

Working environment and wellbeing

Overall Observations

There were increases in positive sentiment for most of the questions in this section while other results stayed the same as 2022.

Top Responses

The positive trend continued for "I feel able to be myself in the workplace" which has now **increased by 12 percentage points** since 2019 (73% in 2019 to 85% in 2023).

"I feel able to challenge inappropriate or unfair behaviour" **an increase of 8 percentage points** 75% positive response in 2023 compared to 63% in 2019

Areas for Improvement

There was a small decrease in positive responses and increase in negative responses to the questions "I feel confident that I can use our whistleblowing procedures without risk…" and "I feel this is a workplace which supports good mental health and wellbeing."

Working environment and fairness

Working environment and fairness	2019		2020		2022		2023	
	Total positive	Total negative	Total positive	Total negative	Total positive	Total negative	Total positive	Total negative
I am aware of staff led employee groups and their purpose	65%	15%	72%	12%	76%	8%	74%	10%
I am not treated inappropriately or unfairly because of my age	84%	5%	85%	4%	86%	4%	87%	4%
I am not treated inappropriately or unfairly because of my ethnicity	82%	4%	84%	3%	77%	3%	79%	3%
I am not treated inappropriately or unfairly because of my religion or beliefs	80%	3%	82%	2%	67%	3%	69%	4%
I am not treated inappropriately or unfairly because of my sex	84%	5%	86%	3%	77%	5%	79%	4%
I am not treated inappropriately or unfairly because of my sexual orientation	84%	2%	85%	2%	77%	2%	78%	2%
I believe the council is committed to creating a diverse and inclusive environment	72%	7%	79%	5%	81%	5%	79%	5%
Overall I feel I am treated fairly as an employee of Bristol City Council	76%	9%	81%	7%	84%	5%	82%	7%
2022 and 2023 percentages for the following questions are calculated excluding those who answered N/A. The not applicable option was added in 2022.								
I am not treated inappropriately or unfairly because I am a Disabled person	64%	8%	69%	8%	63%	7%	69%	9%
I am not treated inappropriately or unfairly because I am trans / transgender	65%	2%	65%	2%	53%	3%	60%	3%
I am not treated inappropriately or unfairly because of my marriage or civil partnership	79%	2%	81%	1%	81%	2%	84%	2%
I am not treated inappropriately or unfairly because I am pregnant or have recently given birth (Changed from 'I am not treated inappropriately or unfairly because of my pregnancy and maternity')	59%	4%	64%	3%	60%	4%	68%	6%

Working environment and fairness

Overall Observations

There were improvements in positive sentiment in the majority of the questions in this section in 2023, this follows a significant decrease in positive sentiment between 2020 and 2022. While the improvement is an encouraging sign, the figures show that on questions of religion, ethnicity, sex and sexual orientation there is still more work to do to return to 2020 levels of positive sentiment.

Top Responses

There was a **6 percentage point increase in positive responses** for "I am treated inappropriately or unfairly because I am a Disabled person". (63% in 2022 to 69% in 2023)

There was a **7 percentage point increase in positive responses** for the question "I am not treated inappropriately or unfairly because I am trans / transgender" (53% in 2022 to 60% in 2023)

There was also an **8 percentage point increase in positive responses** for "I am not treated inappropriately or unfairly because I am pregnant or have recently given birth". (60% in 2022 to 68% in 2023, up from 59% in 2019)

Working environment and fairness

Areas for Improvement

There was a small drop in positive sentiment for the questions "I believe the council is committed to creating a diverse and inclusive environment" 79% in 2023 against 81% in 2022, although this up from 72% in 2019.

There is also a small drop in positive sentiment for "Overall I feel I am treated fairly as an employee of Bristol City Council" from 84% in 2022 to 82% in 2023, although this is up from 76% in 2019.

Senior leadership

Senior Leadership - understand levels of trust, confidence and 'connectedness' employees have in leaders	2019		2020		2022		2023	
	Total positive	Total negative	Total positive	Total negative	Total positive	Total negative	Total positive	Total negative
I believe senior leaders make the effort to communicate clearly and regularly	42%	26%	50%	20%	56%	17%	52%	22%
I believe that senior leaders within the council are trustworthy and act with integrity	35%	18%	45%	12%	49%	10%	45%	15%
I feel that senior leaders understand the challenges of my day to day work	20%	46%	28%	39%	26%	41%	25%	45%
In my experience there is good leadership within the council from the Senior Leadership Team	34%	24%	45%	17%	42%	16%	38%	20%

Senior leadership

Overall Observations

This section has seen a drop on last year's performance, and a return to the sentiment levels seen in 2020. However, the results in 2023 are significantly improved on 2019 results.

There was a drop in overall positive sentiment to questions in this section from 43% in 2022 to 40% this year. Similarly, negative sentiment rose from 21% in 2022 to 25% this year. This theme had the highest number of neutral responses of 35% in 2023, which is consistent with last year.

Areas for Improvement

There was a **4 percentage point decrease** in positive sentiment to the questions "I believe senior leaders make the effort to communicate clearly and regularly" (52% in 2023 and 56% in 2022) and "In my experience there is good leadership within the council from the senior leadership team" (42% in 2023 and 38% in 2022).

We can see the trend has returned to pre-Covid results, and we need a further look at how senior leaders currently engage with colleagues and how this could be strengthened.

Me and the organisation

Me and the Organisation - gain an overall understanding on how employees feel about the organisation	2019		2020		2022		2023	
	Total positive	Total negative	Total positive	Total negative	Total positive	Total negative	Total positive	Total negative
I am aware of our organisational values	84%	4%	89%	3%	93%	2%	93%	2%
I am clear about what the council is here to do and its priorities	76%	7%	83%	5%	86%	3%	85%	4%
I believe it is now a better place to work than it was 12 months ago	23%	25%	28%	19%	24%	21%	18%	33%
I believe meaningful action will be taken across the council following this survey	27%	32%	41%	23%	33%	24%	26%	29%
I believe that we celebrate successes and good work	43%	22%	58%	15%	57%	14%	59%	14%
I believe the council's vision and values guide my day to day work and interactions	N/A	N/A	55%	14%	57%	11%	55%	12%
I feel that the reasons for changes which take place are well explained	30%	34%	40%	25%	40%	26%	39%	29%
I feel well informed about what is happening across the council	42%	23%	54%	16%	49%	19%	47%	22%
I would recommend Bristol City Council as a good place to work	62%	11%	71%	8%	70%	8%	64%	11%

Me & the organisation

Overall Observations

Overall positive responses to the questions in this section have dropped slightly from 56% in 2022 to 54%. At the same time, negative responses have increased from 14% to 17% in the same period.

Top Responses

- For the second year running, **93% of colleagues** said they were aware of our values
- **85% of colleagues** said they were clear about what the council is here to do and its priorities
- There was an increase in positive responses to the question "I believe that we celebrate successes and good work" (59% in 2023, 57% in 2022 and 43% in 2019)

Areas for Improvement

- There has been a large increase in negative responses to the question "I believe it is now a better place to work than it was 12 months ago" from 21% in 2022 to 33% in 2023.
- There was a 6 percentage point decrease (70% in 2023, 64% in 2023) in positive responses to the question "I would recommend Bristol City Council as a good place to work".

Support from and good relationships with colleagues' immediate teams and line managers:

- "My team manager and my team colleagues who are supportive and understanding and work well despite being continuously understaffed and under pressure.

- "My team is very supportive and makes working in the difficult environment a lot easier."

- "Supportive manager and team, working well in our team and with colleagues."

- "We have a dedicated team of workers that go above and beyond to support the community of Bristol. We are constantly losing staff and having cutbacks and the staff in post continue to work diligently and tirelessly to get the job done."

- "Working in a great team (professional, hard working, supportive and fun) with a very able and supportive line manager who does not feel the need to micro-manage the team."

Main themes for "If you could name one thing about working for Bristol City Council that is working well what would it be?"

"Flexible working", "working from home" and "work-life balance" were mentioned frequently:

- "Work life balance and flexible working approach enables a majority of it's work force to have the choice to work more effectively."

- "Work life balance flexibility in my current role."

- "Flexible working arrangements post covid are continuing to support employees, particularly those with caring responsibilities and to promote work/life balance and improve health and wellbeing. "

- Flexible working and home working work well. As a carer it makes the difference between being able to work and not.

# Main themes for 'If you could improve one thing about working for Bristol City Council what would it be?"

One theme in this section was about senior leadership and communication

- "Wish for senior leaders to properly understand the role and function of the service I work in."

- "There is not enough diversity in the senior leadership space."

- "Challenge the Senior Leadership team to properly understand what their employees actually do and the relationships they have spent years cultivating."

- "Interaction from senior leaders at a Director level, frequent communication and face to face meetings with staff."

- "Senior leadership, particularly in relation to communication, justification for decision-making and empathy for the workforce following the recruitment freeze and removal or reduction of key services."

- "Senior managers need to learn to communicate with people, communication isn't just talking to people it is listening and responding in a dialogue of openness. We need to move away for the concept of consultation as telling staff what is happening and move to a model of genuine listening."

# 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
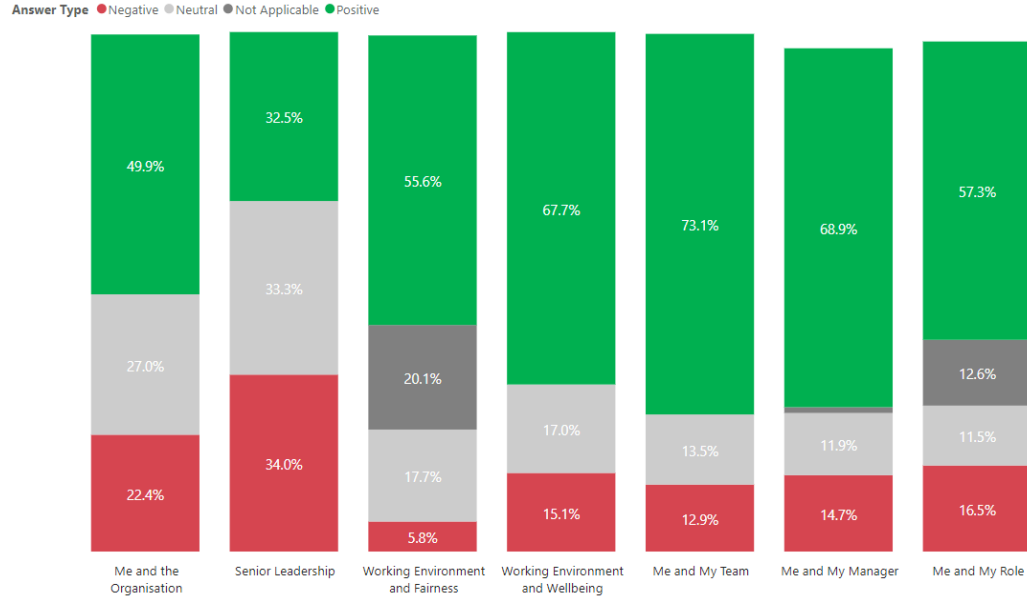
- The results from colleagues who identified as Disabled has seen slight decreases in positive responses across all themes, with the most significant being 'Me and my role' with around a 10 percentage point decrease.
- Negative responses have all increased, most of which are within a 4 percentage point but for 'senior leadership' there is almost an 8 percentage point increase.
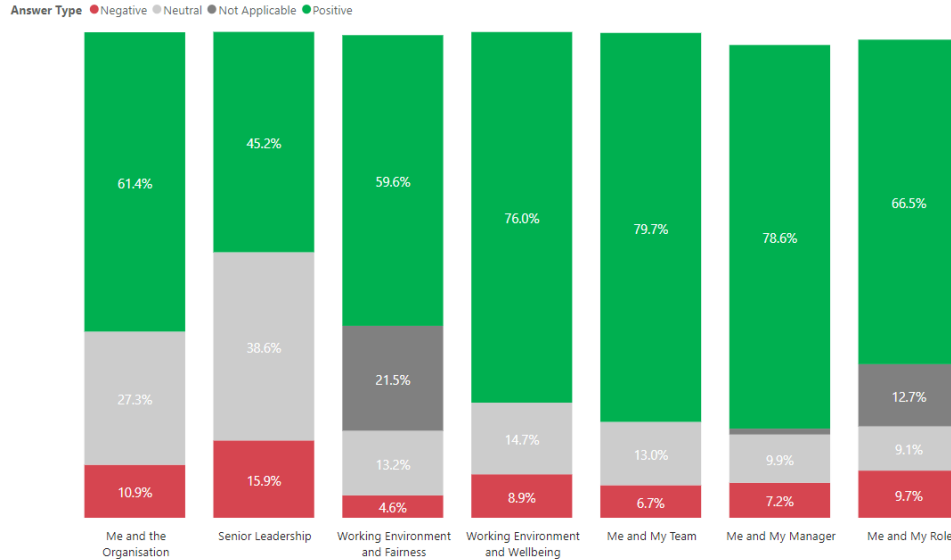
Young colleagues
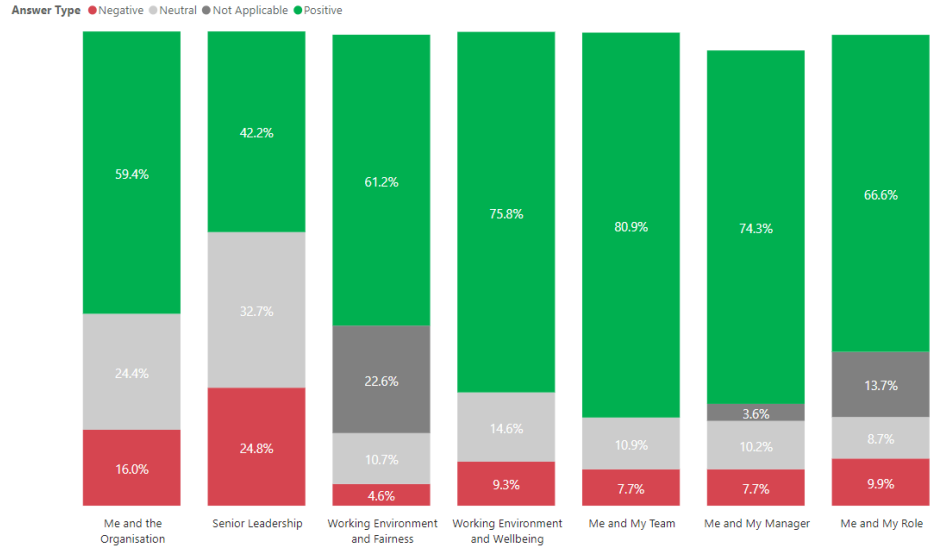
- Responses from colleagues who indicated they were ages 16-29 in the equalities monitoring form saw slight decreases

- Negative responses increased across all themes, with the exception of 'me and my manager'. The most notable changes being for 'me and my organisation' and 'senior leadership'.

- The overall trends in themes broadly mirror that seen at the organisation-wide level.

Colleagues who identified their sexual orientation as Lesbian, Gay, Bisexual or other
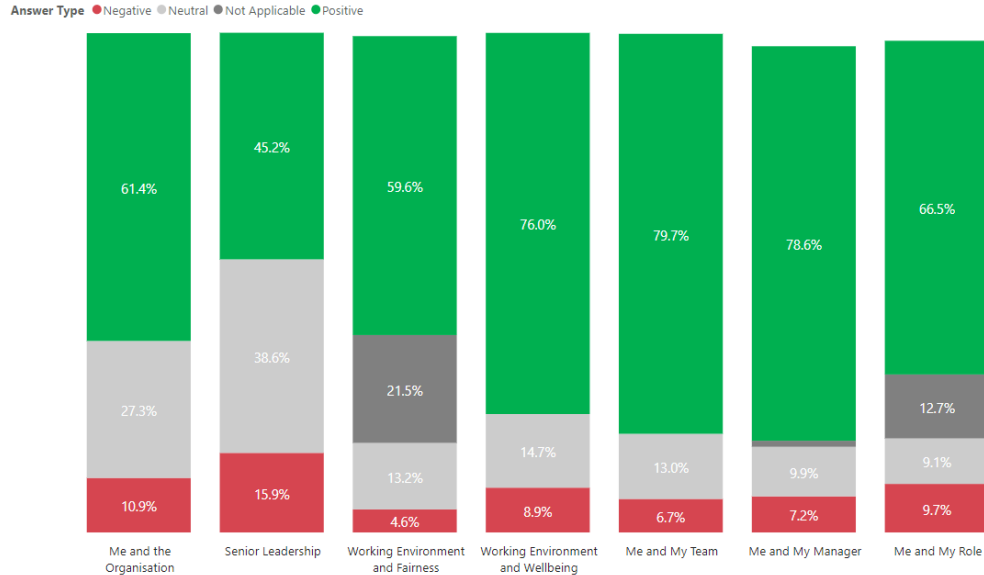
- The answers from colleagues who identified their sexual orientation as Lesbian, Gay, Bisexual or other in the equalities monitoring form, shows an encouraging response with increased positive responses and decreased negative responses. The biggest increase in positive responses was approximately 5 percentage point for 'me and the organisation' and 6 percentage point increase for 'senior leadership'.

Black, Asian and minoritised ethnic colleagues

Answer Type ● Negative ● Neutral ● Not Applicable ● Positive

	Me and the Organisation	Senior Leadership	Working Environment and Fairness	Working Environment and Wellbeing	Me and My Team	Me and My Manager	Me and My Role
Positive	61.4%	45.2%	59.6%	76.0%	79.7%	78.6%	66.5%
Not Applicable			21.5%				12.7%
Neutral	27.3%	38.6%	13.2%	14.7%	13.0%	9.9%	9.1%
Negative	10.9%	15.9%	4.6%	8.9%	6.7%	7.2%	9.7%

- Looking at the answers from colleagues who identified as Black, Asian, Mixed or Multi-ethnic or other minoritised ethnicities in the equalities monitoring form, positive responses increased, with the exception of 'senior leadership' and 'me and the organisation' which had small decreases. Negative responses decreased apart from for 'senior leadership', again reflective of the overall trends at the organisation-wide level.

Next Steps

Further analysis and action planning

- Directors and Heads of Service are asked to work with their teams to review their service level data with their teams and identify local actions for inclusion in Service Plans and Workforce Plans as part of the annual service planning cycle.

- Senior leader workshops to review the results for the Senior Leadership theme and identify actions to address the feedback.

- We will invite colleagues to take part in workshops to review the results and help shape the priority actions for the next refresh of the Workforce Strategy.