

## **Staff Survey Results 2020**

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## **1. Introduction**

- 1.1 East Herts Council conducts a Staff Survey every 3 years to obtain feedback from employees so that it can take practical steps to build on its strengths and improve areas for development.

## **2. About the Survey**

- 2.1 The 2020 Staff Survey was sent to all employees via email from the East Herts Together group on Wednesday 9 December. Employees were given until 21 December 2020 to submit their responses. Reminders were sent out on 14 December and on the morning of 21 December 2020.
- 2.2 The 2020 Survey consisted of 38 questions which had been agreed by the Leadership Team. The majority of the questions asked employees to select from a range of pre-populated responses to make the survey as quick and straightforward as possible to complete. There were also free text boxes included throughout the survey so that staff could expand on their answers where they wished to.
- 2.3 Employees were asked to include their name on the survey (rather than complete it anonymously) so that further follow up conversations could be held with them to support their specific needs (if appropriate). Employees were assured that individual responses would be treated confidentially and would only be seen by management and HR. The overall results (not individual responses) would be considered by the East Herts Together group to inform future work/actions to support staff. Six employees (3%) chose not to include their name.

- 2.4 For some questions, employees had the option to select the 'Not Applicable' response if there were any questions they felt uncomfortable answering.
- 2.5 The Survey was organised into 6 areas:
1. Wellbeing
  2. The Council, Our Purpose, Structure & Direction
  3. Communications
  4. Support for employees to achieve their role
  5. Equality & Safeguarding
  6. Overall
- 2.6 Please note that at the point at which the Survey was sent to employees, the UK was in the middle of the Covid-19 pandemic which meant that since March 2020 the vast majority of employees were working from home most of the time. This may have influenced to some extent the responses given.
- 2.7 The Survey results have been collated and analysed by Vicki David, HR Officer. In previous years this was done by an external organisation called Opinion Research Services, the work was taken in-house to allow greater follow up and to save external costs.
- 2.8 Comparisons have been made, where possible, with the 2017 Staff Survey, although some questions are slightly different to the ones asked in this survey (these are shown in the tables). The data in the Wellbeing section of this survey has been compared to the June 2020 Wellbeing Survey. The main purpose of the latter was to support employee wellbeing during the Covid-19 pandemic as the majority of our employees had to adapt quickly to working from home most, if not all, of the time.

### 3. Survey Response

- 3.1 The survey was completed by 211 employees out of a total of 340 employees, giving a **62% response rate**. This is slightly lower than the response rate for the 2017 Staff Survey (65%), (but is higher than 49% response rate in 2014) and perhaps unsurprisingly, it is lower than the initial response rate for the June 2020 Wellbeing Survey conducted (89%).
- 3.2 Table 1 below shows that responses were received from employees across all service areas.

**Table 1- Survey responses by service area**

<b>Service</b>	<b>No.</b>	<b>% age of service headcount</b>
Communications, Strategy & Policy	14	48%
Corporate Support	2	67%
Housing and Health	34	53%
HR & OD	7	88%
Leadership Team	5	50%
Legal and Democratic	10	59%
Operations	22	61%
Planning	27	64%
Revenues and Benefits	64	66%
Strategic Finance and Property	20	59%
Anonymous	6	

### 4. Executive Summary

- 4.1.1 The results from the 2020 Staff Survey are largely positive in each of the 6 main areas covered: (1) Wellbeing, (2) The

Council, Our purpose, Structure and Direction, (3) Communication (4) Support for employees to achieve their role, (5) Equality and Safeguarding, and (6) Overall.

- 4.1.2 The results show that the vast majority of employees feel the council supports their wellbeing (91%). The council will need to ensure it continues to support employee wellbeing in particular for those employees experiencing significant challenges including demanding workload, not being able to keep up with work colleagues and those reporting mental health issues such as anxiety regarding their own or other's health.
- 4.1.3 The vast majority of employees reported they understand the direction of the council and how their role contributes to its success (97-98%). Employees report that communication in the council is effective (87-88%).
- 4.1.4 Employees believe that the council welcomes and supports equality and diversity and addresses inequality towards employees (97%). They also believe that Health and Safety is taken seriously (96%).
- 4.1.5 The majority employees felt they had good support to enable them to achieve their role (ranging from 74% to 95%) however there were four questions in this section that received an agreement level of 80% or below. The level of agreement is still positive but clearly improvement will need to be sought. These areas are: my manager makes the PDR process worthwhile; I feel I have sufficient resources to effectively carry out my current role: My line manager holds regular one to ones with me, and I have discussed the development I need to enable me to do my job and my career aspirations with my line manager.

- 4.1.6 Overall, the vast majority of employees said they were proud to work for the council (95%) and would recommend it as a good place to work (94.7%). The majority also agree that things are continually improving at the council (81%).
- 4.1.7 Included in this exec summary (4.2 to 4.7) are the global results from the 2020 survey in terms the percentages of agreement and disagreements and the top choices made where applicable. The Findings section contains a much more detailed analysis, including themed comments and where possible makes comparison to the last 3 year Staff Survey held in 2017.
- 4.1.8 Overall the 2020 staff survey results are an improvement on the results achieved in 2017, areas have either be maintained or improved, no decline has been seen. Following the 2017 survey, actions were agreed in a 'you said' 'we did' approach and this appears to have supported this overall improvement.

It is fair to say that all responses to all 38 questions are positive with lowest level of agreement at 74% but in line with the desire to continuously improve Leadership Team and East Herts Together will seek to build on strengths and improve in areas where improvement should be achieved i.e. the PDR process is going to be reviewed and improved, competencies which further support staff development will be introduced etc.

It is also important to refer to the next steps section (6) as by doing the survey in-house with predominately named responses individual follow can and will take place which should in itself allow for more improvement to be identified and for further staff satisfaction to be achieved.

## 4.2 Wellbeing

4.2.1 23% (48 employees) of employees strongly agreed, 68% (143 employees) agreed, 8% (18 employees) disagreed and 1% (2 employees) strongly disagreed that **the council supports their wellbeing. (Total agreed = 91%)**

89% (188 employees) **were aware of the Council's Wellbeing programme, Live Well, Work Well.**

Of the wellbeing offers provided by the council, employees found:

- the flu vaccination,
- the promotion of national awareness days such as Mental Health Awareness Week and
- the NHS health check/MOT check the most useful.

4.2.2 At the time of the survey (December 2020), 45% (44 employees) reported they were working from home all of the time, 41% (87 employees) were working from home most of the time with occasional visits to the office, 9% (19 employees) were working a combination of regular home working and office working, and 5% (11 employees) were working from the office virtually all the time with no homeworking.

4.2.3 Employees were asked to give a **rating out of 10 regarding how they felt about their current working arrangement** (10 being extremely positive and 0 being extremely negative). **90%** (190 employees) gave a **rating of at least 6 out of 10** which is a slight decrease since the June 2020 Wellbeing Survey (94%). For those employees giving a rating of 5 or lower (10%, 21 employees), there were no common themes as most did not state the reasons for their response. 10 of the 21 employees (48%) gave a rating of 5

(meaning 95% were 5 and above) and no employees gave a rating of either 0 or 1.

#### 4.2.4 **The top three challenges facing employees were:**

1. demanding workload (36%, 76 employees),
2. being unable to keep up with friends and colleagues at work (28%, 60 employees), and
3. Limited IT (15%, 32 employees).

The former two have increased since the June 2020 Wellbeing Survey (from 27% and 22% respectively) however the latter has decreased (from 18%).

4.2.5 The percentage of employees stating that **balancing childcare** with work was their most significant challenge has **fallen from 14% in the June 2020 Wellbeing Survey to 8%** (17 employees) suggesting that the support that was put in place such as agreeing flexible working times has been effective. However, it should be noted that at the time of this 2<sup>nd</sup> survey the schools were open, closing from January 2021.

4.2.6 The percentage of employees stating that an **unsuitable working environment** was their most significant challenge has **fallen from 9% in the June 2020 Wellbeing Survey to 6%** (12 employees) which indicates that providing more kit and allowing more employees to work in the office where appropriate has improved the situation.

### **4.3 The Council, Our purpose, Structure and Direction**

4.3.1 28% (59 employees) strongly agreed, 68% (143 employees) agreed and 4% (9 employees) disagreed that they **understood the council's goals and priorities. Total agreed = 96%.**

- 4.3.2 42% (89 employees) strongly agreed, 56% (118 employees) agreed and 2% (4 employees) disagreed that they **were clear what they were expected to achieve in their job and how they contributed to the priorities and objectives of the council. Total agreed = 97%.**
- 4.3.3 46% (98 employees) strongly agreed, 52% (109 employees) agreed and 2% (4 employees) disagreed that they **felt they made a positive contribution to the success of the council. Total agreed = 98%.**
- 4.3.4 54.5% (115 employees) strongly agreed, 41.7% (88 employees) agreed, 3.3% (7 employees) disagreed and 0.5% (1 employee) disagreed strongly that they **were clear on what their team/service area was trying to achieve. Total agreed = 96.2%.**

#### **4.4 Communication**

- 4.4.1 18% (37 employees) strongly agreed, 70% (148 employees) agreed, 10% (21 employees) disagreed and 2% (5 employees) strongly disagreed **that they received the right amount and type of communication. Total agreed = 88%.**
- 4.4.2 23.7% (50 employees) strongly agreed, 63.5% (134 employees) agreed, 8.5% (18 employees) disagreed, 3.8% (8 employees) strongly disagreed and 0.5% (1 employee) preferred not to say that they **were well informed of changes that affect them or their team. Total agreed = 87.2%.**

4.4.3 **The communications that employees found the most useful were:**

1. the Chief Executive's weekly email (67%, 141 employees),
2. Connect (64%, 135 employees) and
3. Team Update (63%, 133 employees).

**4.5 Support for employees to achieve their role**

4.5.1 62% (131 employees) strongly agreed, 32% (67 employees) agreed, 4% (8 employees) disagreed, 1% (2 employees) strongly disagreed and 1% (3 employees) preferred not to say that their **line manager is open and approachable**. **Total agreed = 94%.**

4.5.2 49.3% (104 employees) strongly agreed, 37.4% (79 employees) agreed, 10% (21 employees) disagreed, 0.9% (2 employees) strongly disagreed and 2.4% (5 employees) preferred not to say that their **line manager gives them helpful feedback on their performance**. **Total agreed = 86.7%.**

4.5.3 42% (89 employees) strongly agreed, 38% (81 employees) agreed, 9% (19 employees) disagreed, 5% (10 employees) strongly disagreed and 6% (12 employees) preferred not to say that their **line manager holds regular 121s with them**. **Total agreed = 80%.**

4.5.4 54% (113 employees) strongly agreed, 37% (78 employees) agreed, 7% (15 employees) disagreed, 1% (2 employees) strongly disagreed and 1% (3 employees) preferred not to say that **they receive good support from their line manager**. **Total agreed = 91%.**

4.5.5 36% (76 employees) strongly agreed, 45% (95 employees) agreed, 9.5% (20 employees) disagreed, 1.4% (3 employees) strongly disagreed and 8.1% (17 employees) preferred not

to say that their **line manager asks their opinion on matters and they have the opportunity to influence decisions. Total agreed = 81%.**

4.5.6 46.4% (98 employees) strongly agreed, 47.9% (101 employees) agreed, 3.3% (7 employees) disagreed, 0.5% (1 employee) strongly disagreed and 1.9% (4 employees) preferred not to say that they **are treated in a fair and respectful manner at work. Total agreed = 94.3%.**

4.5.7 **83%** (175 employees) said they had **had an annual PDR discussion in the last 12 months**, 16% (34 employees) said they hadn't and 1% (2 employees) preferred not to say.

4.5.8 25% (53 employees) strongly agreed, 49% (103 employees) agreed, 9% (20 employees) disagreed, 3% (6 employees) strongly disagreed and 14% (29 employees) preferred not to **say that their line manager makes the PDR process worthwhile. Total agreed = 74%.** This was the lowest scoring response in terms of agreement.

4.5.9 29% (61 employees) strongly agreed, 51% (108 employees) agreed, 6% (13 employees) disagreed, 2% (4 employees) strongly disagreed and 12% (25 employees) preferred not to **say that they have discussed the development they need to be able to do their job and their career aspirations with their line manager. Total agreed = 80%.**

4.5.10 16% (33 employees) strongly agreed, 70% (148 employees) agreed, 12% (25 employees) disagreed, and 2% (5 employees) preferred not to say that **members of the Leadership Team are open and approachable. Total agreed = 86%.**

4.5.11 18% (38 employees) strongly agreed, 61% (128 employees) agreed, 16% (34 employees) disagreed, and 5% (11

employees) strongly disagreed that they **have sufficient resources (that is, time, staff or financial) to effectively carry out their current role. Total agreed = 79%.**

4.5.12 52% (109 employees) strongly agreed, 47% (99 employees) agreed and 1% (3 employees) disagreed **that they get help from colleagues when they ask. Total agreed = 99%.** This was the highest scoring response in terms of agreement.

4.5.13 42.7% (90 employees) strongly agreed, 53.1% (112 employees) agreed, 3.8% (8 employees) disagreed, and 0.5% (1 employee) strongly disagreed that **Health and Safety is taken seriously in the Council. Total agreed = 95.8%.**

#### **4.6 Equality and Safeguarding**

4.6.1 34% (72 employees) strongly agreed, 63% (133 employees) agreed and 3% (6 employees) disagreed that **the Council welcomes and supports equality and diversity, providing equal opportunities to all. Total agreed = 97%.**

4.6.2 24.6% (52 employees) strongly agreed, 71.6% (151 employees) agreed, and 3.8% (8 employees) disagreed that **the Council addresses inequality/unfair practice and discrimination against staff. Total agreed = 96.2%.**

4.6.3 35.1% (74 employees) strongly agreed, 56.4% (119 employees) agreed, 8.1% (17 employees) disagreed and 0.5% (1 employee) strongly disagreed that **they knew who to contact if they had a safeguarding concern about a child or vulnerable adult. Total agreed = 91.5%.**

#### **4.7 Overall**

4.7.1 12% (25 employees) strongly agreed, 69% (145 employees) agreed, and 19% (41 employees) disagreed that **things are**

**continually improving at the council. Total agreed = 81%.**

4.7.2 35.1% (74 employees) strongly agreed, 60.2% (127 employees) agreed, 4.3% (9 employees) disagreed and 0.5% (1 employee) strongly disagreed **that they are proud to work for the council. Total agreed = 95.3%.**

4.7.3 38% (80 employees) strongly agreed, 57% (120 employees) agreed, and 5% (11 employees) disagreed that they **would recommend the council as a good place to work. Total agreed = 95%.**

## **5. Findings**

### **5.1 Wellbeing**

5.1.1 The first three questions in this section were follow-up questions from the June 2020 Wellbeing Survey.

5.1.2 Employees were asked to describe their current working arrangement in terms of how frequently they were working from home and how frequently from the office. 45% (94 employees) said they were working from home all of the time and had not been back to the office since March 2020, 41% (87 employees) were working from home most of the time with occasional visits to the office, 9% (19 employees) were working a combination of regular home working and office working, and 5% (11 employees) were working from the office all, or virtually all of the time with no homeworking. See Table 2 below.

**Table 2**

<b>Many of us are now working in a more agile way. Which of these most closely describes your current working arrangement?</b>		
<b>Working arrangement</b>	<b>No.</b>	<b>%</b>
I am working from home all of the time. I have not been back to the office since March.	94	45%
I am working from home most of the time with occasional visits to the office where needed.	87	41%
I am working a combination of regular home working and office working.	19	9%
I am working from the office all, or virtually all of the time, with no working from home.	11	5%

- 5.1.3 Employees were asked to give a rating out of 10 regarding how they felt about their current working arrangement (10 indicating that their experience had been extremely positive and 0 indicating their experience had been extremely negative).
- 5.1.4 Table 3 below shows that 90% (190 employees) gave a rating of at least 6 out of 10. 10% (21 employees) gave a rating of 5 or lower. Please note that 10 of the 21 employees (48%) gave a rating of 5 and no employees gave a rating of either 0 or 1.
- 5.1.5 Comparisons have been made with the June 2020 Wellbeing Survey when employees were asked how they felt about their experience of working from home: 94% gave a rating of at least 6 out of 10 and 6% gave a rating of 5 or lower.

**Table 3**

Rating	2020 Staff Survey Overall, how do you feel about your current working arrangement?			June 2020 Wellbeing Survey Overall, how are you finding your experience of working from home so far?	
	No.	%		%	
10	47	22.3%	} <b>90%</b>	32%	} <b>94%</b>
9	47	22.3%		16%	
8	56	26.5%		26%	
7	27	12.8%		13%	
6	13	6.2%		7%	
5	10	4.7%		3%	
4	5	2.4%		2%	
3	5	2.4%		0%	
2	1	0.5%		1%	
1	0	0%		0%	
0	0	0%		1%	

10 = extremely positive, 0 = extremely negative

- 5.1.6 There were no common themes for those employees giving a score of 5 or less: 17 of the 21 employees (81%) did not provide reasons, 2 employees (10%) said it was due to an unsuitable work environment, 1 employee (4.5%) said they missed the social interaction of the office and 1 employee (4.5%) said they had had no contact or support from their manager.

5.1.7 Employees were asked what, if any, were the most significant challenges they were facing. Some employees selected more than one. The results have been compared to those in the June 2020 Wellbeing Survey to see whether they have changed. See Table 4 below.

5.1.8 40% (85 employees) of those who responded did not have any significant challenges which is a slight increase from 39% in the June 2020 Wellbeing Survey.

5.1.9 The top three challenges employees were facing were:

- demanding workload (36%, 76 employees) – this is an increase from 27% in the previous survey,
- being unable to keep up with colleagues/friends from work (28%, 60 employees) – this is an increase from 22% in the previous survey, and
- limited IT (15%, 32 employees) – this is a decrease from 18% in the previous survey.

**Table 4**

What (if any) are the most significant challenges facing you now?				
Challenge	2020 Staff Survey		June 2020 Wellbeing Survey	Change
	No.	%	%	
I don't have any significant challenges	85	40%	39%	↑
Demanding workload	76	36%	27%	↑

Unable to keep up with colleagues and friends from work	60	28%	22%	↑
Limited IT	32	15%	18%	↓
Anxiety about my health and wellbeing and/or that of my loved ones	29	14%	12%	↑
Feeling down as a result of social isolation	21	10%	13%	↓
Balancing work and caring responsibilities	17	8%	14%	↓
Unsuitable work environment	12	6%	9%	↓
Other	10	5%	8%	↓
Difficulty transferring equipment between office and home where dual working arrangement in place	3	1%	Not asked	N/A
Not enough work to do	1	0.5%	0%	↔

\* Employees may have given more than one response

5.1.10 In summary the areas where percentages have **increased** are:

- demanding workload
- being unable to keep up with colleagues/friends from work
- anxiety about their own or other's health and wellbeing

5.1.11 The areas where percentages have **decreased** are:

- limited IT
- feeling down as a result of social isolation
- balancing work and caring responsibilities\*

- unsuitable work environment
- \* = Schools had reopened when the survey was run

5.1.12 A small number of employees (3 employees) reported difficulty transferring equipment between the office and their home. This question was not asked in the June 2020 Wellbeing Survey.

5.1.13 In the June 2020 Wellbeing Survey the data for those reporting demanding workload was analysed by service area and the same has been done here to show any movement over the last 6 months. Table 5 below shows that for some service areas the percentage reporting demanding workload has increased (Planning, Revenues and Benefits, and Strategic Finance and Property), for Operations it has remained the same and for the remaining services it has decreased.

**Table 5 – Services reporting demanding workloads**

	2020 Staff Survey		June 2020 Wellbeing Survey	
Service	No.	% age of service headcount	% age of service headcount	Change
Communications, Strategy & Policy	4	14%	33%	↓
Housing and Health	10	16%	20%	↓
Leadership Team	5	50%	60%	↓
Legal and Democratic	2	12%	19%	↓

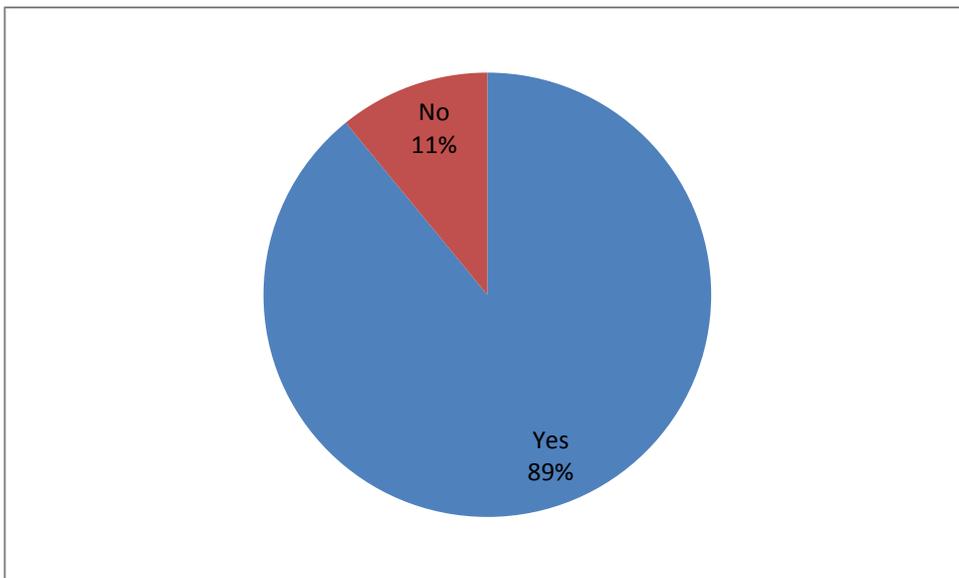
Operations	7	19%	19%	↔
Planning	20	48%	37%	↑
Revenues and Benefits	18	19%	15%	↑
Strategic Finance and Property	8	24%	19%	↑
HR & OD	0	0%	13%	↓
Corporate Support	0	0%	33%	↓
Anonymous	2	N/A		

- 5.1.14 Those reporting IT issues as their most significant challenge commented on storage issues, system unreliability, the inability to connect from the thin client for virtual meetings, having to use their personal email account for Zoom meeting invites, and their work laptop not working.
- 5.1.15 10 employees reported they were facing ‘other’ significant challenges however no common themes emerged. Comments ranged from lack of mobility to getting acquainted with their new role as they are a new starter.
- 5.1.16 The fall in the percentage of employees reporting difficulties with balancing work and childcare (from 14% to 8%) and having an unsuitable work environment (from 9% to 6%) suggests that the additional support provided to employees in the last 6 months e.g. having flexible start and finish times, providing additional IT equipment, and allowing more employees to work in the office where needed, has been effective. The reduction is also likely to have been affected

by schools reopening before they closed again in January 2021.

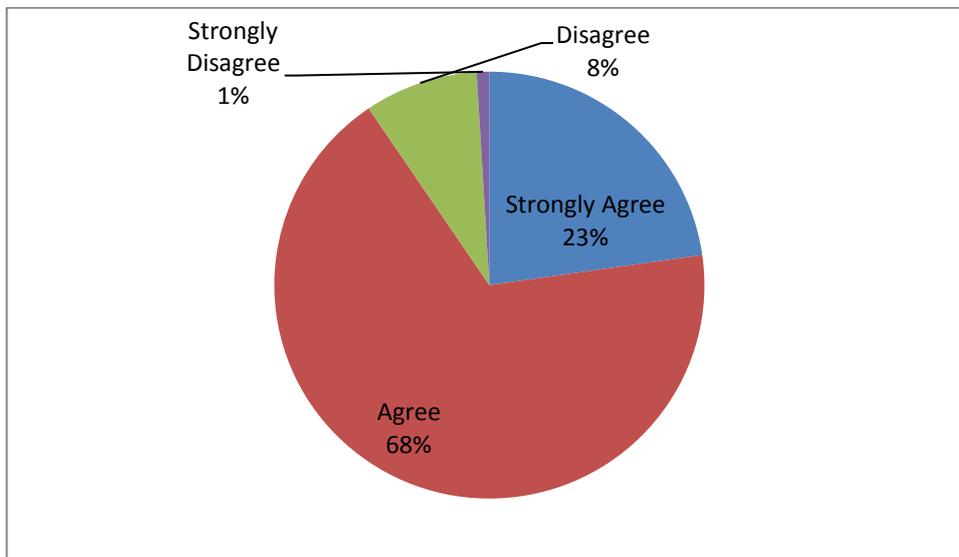
5.1.17 Employees were asked whether they were aware of the Council's wellbeing programme, 'Live Well Work Well'. 89% (181 employees) said they were aware and 11% (23 employees) said they weren't aware. See Figure 1 below. This question was not asked in the June 2020 Wellbeing Survey nor in the 2017 Staff Survey and therefore there is no comparison data.

**Figure 1 - Are you aware of the Council's Wellbeing programme, 'Live Well Work Well'?**



5.1.18 Employees were asked to what extent they felt the council supported their wellbeing. 23% (48 employees) strongly agreed, 68% (143 employees) agreed, 8% (18 employees) disagreed and 1% (2 employees) strongly disagreed.

**Figure 2 - To what extent do you agree with the following statement: I feel the council supports my wellbeing**



- 5.1.19 Those who disagreed or strongly disagreed did not leave further comments.
- 5.1.20 Employees were asked to select which of the wellbeing offers that had been arranged by the council they had found the most useful. Some employees selected more than one. See Table 6 below.
- 5.1.21 The most useful was the flu vaccination (31%, 66 employees), followed by promotion of national awareness days such as Mental Health Awareness Week (27%, 57 employees) and then NHS Health check/MOT check (22%, 46 employees).

**Table 6**

<b>Which of the following wellbeing offers you have found most useful.</b>		
<b>Wellbeing Offer</b>	<b>No.</b>	<b>%</b>
Flu vaccination	66	31.0%

Promotion of national awareness days	57	27.0%
NHS health checks/MOT check	46	22.0%
Staff Picnic	33	16.0%
Lunchtime bitesize sessions on wellbeing e.g. mindfulness, sleeping well, hydration	29	14.0%
Lunchtime Walks	26	12.0%
Taster sessions such as Pilates, reflexology, happy back, Tai Chi	22	10.0%
Other	19	9.0%
The wellbeing offers listed are not relevant, practical or useful to them*	15	7.1%
Financial Wellbeing Articles in Connect	15	7.0%
Not used any of the above wellbeing offers	12	5.7%
Yoga	8	4.0%
History Walks and Talks	6	3.0%
Prefer to have their own wellbeing arrangements	3	1.4%
Badminton Club	2	1.0%
Unaware of the wellbeing offers	2	0.9%
Eye Test vouchers	1	0.5%
Discounted gym membership	1	0.5%

Employees may have ticked more than one wellbeing offer

\* e.g. don't come into the office, too busy, times are not suitable

- 5.1.19 There were no common themes from those stating 'other'. Most did not leave any comments and those who did, they varied from 'arrange more virtual events' to stating that they

were a new starter and they had not had chance to participate in any wellbeing offers yet.

## 5.2 The Council, Our Purpose, Structure & Direction

5.2.1 Employees were asked to state to what extent they agreed or disagreed with the statement: I understand the priorities and objectives of the Council. 28% (59 employees) strongly agreed with the statement, 68% (143 employees) agreed, and 4% (9 employees) disagreed. This is a slight improvement on the 2017 Staff Survey where 26% of employees said they fully understood the goals and objectives of the council, 64% said they partly understood and 10% said they didn't understand them at all. See Table 7 below.

**Table 7**

<b>2020 Survey</b>			<b>2017 Staff Survey</b>	
<b>I understand the priorities and objectives of the Council.</b>			<b>Do you understand the goals and objectives of the council?</b>	
<b>Rating</b>	<b>No.</b>	<b>%</b>	<b>%</b>	<b>Rating</b>
Strongly Agree	59	28%	26%	Yes, fully
Agree	143	68%	64%	Yes, in part
Disagree	9	4%	10%	No

5.2.2 Employees were asked to state to what extent they agreed or disagreed with the statement: I am clear about what I am expected to achieve in my job, and how I contribute to the Council's priorities and objectives. 42% (89 employees)

strongly agreed, 56% (118 employees) agreed, and 2% (4 employees) disagreed. See Table 8 below.

5.2.3 A comparable question in the 2017 Staff Survey is 'To what extent do you agree or disagree with the statement: I am clear about my role and responsibilities'. 51% said they strongly agreed, 38% said they tended to agree, 7% said they tended to disagree and 4% said they neither agreed nor disagreed.

**Table 8**

<b>2020 Survey</b>			<b>2017 Survey</b>	
<b>I am clear about what I am expected to achieve in my job, and how I contribute to the Council's priorities and objectives.</b>			<b>To what extent do you agree or disagree with the statement: I am clear about my role and responsibilities</b>	
<b>Rating</b>	<b>No.</b>	<b>%</b>	<b>%</b>	<b>Rating</b>
Strongly Agree	89	42%	51%	Strongly Agree
Agree	118	56%	38%	Tend to Agree
Disagree	4	2%	7%	Tend to Disagree
			4%	Neither Agree nor Disagree

5.2.4 Employees were asked to state to what extent they agreed or disagreed with the statement: I feel I make a positive contribution to the success of the council. 46% (98 employees) strongly agreed, 52% (109 employees) agreed, and 2% (4 employees) disagreed. There is no comparable question in the 2017 Staff Survey. See Table 9 below.

**Table 9**

<b>I feel that I make a positive contribution to the success of the Council.</b>		
<b>Rating</b>	<b>No</b>	<b>%</b>
Strongly Agree	98	46%
Agree	109	52%
Disagree	4	2%

5.2.5 Employees were asked to state to what extent they agreed or disagreed with the statement: I am clear on what my team/service area is trying to achieve. 54.5% (115 employees) strongly agreed, 41.7% (88 employees) agreed, 3.3% (7 employees) disagreed and 0.5% (1 employee) strongly disagreed. There is no comparable question in the 2017 Staff Survey. See Table 10 below.

**Table 10**

<b>I am clear on what my team/service area is trying to achieve.</b>		
<b>Rating</b>	<b>No</b>	<b>%*</b>
Strongly Agree	115	54.5%
Agree	88	41.7%
Disagree	7	3.3%
Strongly Disagree	1	0.5%

\* Percentages may have been rounded up

5.2.6 Employees were given an opportunity to expand on their comments in the section on 'The Council, Our purpose, Structure and Direction'. 22 out of 211 employees (10%) gave additional comments however there were no common themes.

### 5.3 Communication

5.3.1 Employees were asked to state to what extent they agreed or disagreed with the statement: I receive the right amount and type of communication. 18% (37 employees) strongly agreed, 70% (148 employees) agreed, 10% (21 employees) disagreed and 2% (5 employees) strongly disagreed.

5.3.2 The data has been compared to the June 2020 Wellbeing Survey where the question asked was 'What do you think of the frequency of communication?' 91% said it was about right, 7% not frequent enough and 2% said it was too frequent. See Table 11 below.

**Table 11**

2020 Staff Survey			June 2020 Wellbeing Survey	
I receive the right amount and type of communication			What do you think of the frequency of communication?	
Rating	No.	%	%	Rating
Strongly Agree	37	18%	91%	About right
Agree	148	70%		
Disagree	21	10%	7%	Not frequent enough
Strongly Disagree	5	2%	2%	Too frequent

5.3.3 Employees were asked to state to what extent they agreed or disagreed with the statement: I am well informed of changes that affect me or my team. 24% (50 employees) strongly agreed, 64% (134 employees) agreed, 9% (18

employees) disagreed, 4% (8 employees) strongly disagreed and 0.5% (1 employee) preferred not to say.

5.3.4 In the 2017 Staff Survey, employees were asked to state to what extent they agreed or disagreed with the statement: The council keeps us well informed. 8% said they strongly agreed, 44% tended to agree, 11% tended to disagree, 5% strongly disagreed and 4% said they neither agreed nor disagreed. See Table 12 below.

**Table 12**

2020 Survey			2017 survey	
I am well informed of changes that affect me or my team.			The council keeps us well informed	
Rating	No.	%	%	Rating
Strongly Agree	50	23.7%	8%	Strongly Agree
Agree	134	63.5%	44%	Tend to agree
Disagree	18	8.5%	11%	Tend to disagree
Strongly Disagree	8	3.8%	5%	Strongly Disagree
Prefer not to say	1	0.5%	32%	Neither agree nor disagree

5.3.5 Employees were asked to state which communications they found the most useful. Some employees selected more than one answer. The Chief Executive weekly email update was reported as the most useful (67%, 141 employees) which is no change from the June 2020 Wellbeing Survey. The second most useful communication was Connect (64%, 135 employees) followed by Team Update (63%, 133 employees). See table 13 below.

**Table 13**

<b>Which communications do you find the most useful?</b>		
<b>Type of Communication</b>	<b>No.</b>	<b>%*</b>
Chief Executive Weekly Email Update	141	67%
Connect	135	64%
Team Update	133	63%
Quarterly staff briefings	114	54%
Other	17	8%
Council's intranet	16	8%
Council's website	15	7%
Press/external media	6	3%
Service Meetings	7	3%
Team Meetings	5	2%
Email	4	2%
Grapevine/rumour	4	2%

\* Some employees selected more than one

5.3.6 Of those employees who selected 'other' (17 employees), 10 employees said that they found having regular contact with their colleagues (either on the phone, via WhatsApp, email or on Zoom) to be the most useful. There were no further common themes.

## **5.4 Support to achieve role**

5.4.1 Employees were asked to state to what extent they agreed or disagreed with the statement: I think my line manager is open and approachable. 62.1% (131 employees) strongly agreed, 31.8% (67 employees) agreed, 3.8% (8 employees) disagreed, 0.9% (2 employees) strongly disagreed and 1.4% (3 employees) preferred not to say.

5.4.2 A comparable question in the 2017 Staff Survey was for employees to indicate how often the following statement applies to their line manager: My line manager is approachable. 61% said 'Always applies', 29% said 'Usually applies', 9% said 'Sometimes Applies' and 1% said 'Rarely applies'. See Table 14 below.

**Table 14**

<b>2020 Survey</b>			<b>2017 Staff Survey</b>	
<b>I think my line manager is open and approachable.</b>			<b>My line manager is approachable</b>	
<b>Rating</b>	<b>No.</b>	<b>%</b>	<b>%</b>	<b>Rating</b>
Strongly Agree	131	62.1%	61%	Always applies
Agree	67	31.8%	29%	Usually applies
Disagree	8	3.8%	9%	Sometimes applies
Strongly Disagree	2	0.9%	1%	Rarely applies
Prefer not to say	3	1.4%		

5.4.3 Employees were asked to state to what extent they agreed or disagreed with the statement: My line manager gives me helpful feedback on my performance. 49% (104 employees) strongly agreed, 37% (79 employees) agreed, 10% (21 employees) disagreed, 1% (2 employees) strongly disagreed and 2% (5 employees) preferred not to say.

5.4.4 A comparable question in the 2017 Staff Survey was for employees to indicate how often the following statement applies to their line manager: My manager gives me feedback on how I am doing. 44% said 'Always applies', 28% said 'Usually applies', 18% said 'Sometimes applies', 9% said 'Rarely Applies' and 2% said 'Never Applies'. See Table 15 below.

**Table 15**

2020 Survey			2017 Staff Survey	
My line manager gives me helpful feedback on my performance.			My manager gives me feedback on how I am doing	
Rating	No.	%	%	Rating
Strongly Agree	104	49.3%	44%	Always applies
Agree	79	37.4%	28%	Usually applies
			18%	Sometimes applies
Disagree	21	10.0%	9%	Rarely applies
Strongly Disagree	2	0.9%	2%	Never applies
Prefer not to say	5	2.4%		

5.4.5 Employees were asked to state to what extent they agreed or disagreed with the statement: My line manager holds regular 121s with me. 45% (113 employees) strongly agreed, 37% (78 employees) agreed, 7% (15 employees) disagreed, 1% (2 employees) strongly disagreed and 1% (3 employees) preferred not to say.

5.4.6 In the 2017 Staff Survey, employees were asked to indicate how often the following statement applies to their line manager: My manager holds regular 121s with me. 36% said 'Always applies', 30% said 'Usually applies', 18% said 'Sometimes applies', 7% said 'Rarely Applies' and 9% said 'Never Applies'. See Table 16 below.

**Table 16**

2020 Survey	2017 Survey
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My line manager holds regular 121s with me.			My manager holds regular 121 meetings with me	
Rating	No.	%	%	Rating
Strongly Agree	89	42%	36%	Always applies
Agree	81	38%	30%	Usually applies
			18%	Sometimes applies
Disagree	19	9%	7%	Rarely applies
Strongly Disagree	10	5%	9%	Never applies
Preferred not to say	12	6%		

5.4.7 Employees were asked to state to what extent they agreed or disagreed with the statement: I receive good support from my line manager. 53.6% (113 employees) strongly agreed with the statement, 37% (78 employees) agreed, 7.1% (15 employees) disagreed, 0.9% (2 employees) strongly disagreed and 1.4% (3 employees) preferred not to say.

5.4.8 A comparable question in the 2017 Staff Survey was for employees to indicate how often the following statement applies to their line manager: My manager gives me support to do my job to a high standard. 45% said 'Always applies', 36% said 'Usually applies', 13% said 'Sometimes applies', 4% said 'Rarely Applies' and 3% said 'Never Applies'. See Table 17 below.

**Table 17**

2020 Survey			2017 Staff Survey	
I receive good support from my line manager.			My manager gives me support to do my job to a high standard	
Rating	No.	%	%	Rating
Strongly Agree	113	53.6%	45%	Always applies
Agree	78	37.0%	36%	Usually applies
			13%	Sometimes applies
Disagree	15	7.1%	4%	Rarely applies
Strongly Disagree	2	0.9%	3%	Never applies
Prefer not to say	3	1.4%		

5.4.9 Employees were asked to state to what extent they agreed or disagreed with the statement: My line manager asks my opinion on matters and I have the opportunity to influence decisions. 36% (76 employees) strongly agreed, 45% (95 employees) agreed, 9.5% (20 employees) disagreed, 1.4% (3 employees) strongly disagreed and 8.1% (17 employees) preferred not to say.

5.4.10 A comparable question in the 2017 Staff Survey was for employees to indicate how often the following statement applies to their line manager: My manager consults me on matters I can contribute. 48% said 'Always applies', 33% said 'Usually applies', 13% said 'Sometimes applies', 4% said 'Rarely Applies' and 2% said 'Never Applies'. See Table 18 below.

**Table 18**

<b>2020 Staff Survey</b>			<b>2017 Staff Survey</b>	
<b>My line manager asks my opinion on matters, and I have the opportunity to influence decisions.</b>			<b>My line manager consults me on matters I can contribute</b>	
<b>Rating</b>	<b>No.</b>	<b>%</b>	<b>%</b>	<b>Rating</b>
Strongly Agree	76	36.0%	48%	Always applies
Agree	95	45.0%	33%	Usually Applies
			13%	Sometimes Applies
Disagree	20	9.5%	4%	Rarely Applies
Strongly Disagree	3	1.4%	2%	Never Applies
Prefer not to say	17	8.1%		

5.4.11 Employees were asked to state to what extent they agreed or disagreed with the statement: I feel I am treated in a fair and respectful manner at work. 46.4% (98 employees) strongly agreed, 47.9% (101 employees) agreed, 3.3% (7 employees) disagreed, 0.5% (1 employee) strongly disagreed and 1.9% (4 employees) preferred not to say. There was no comparable question in the 2017 Staff Survey. See Table 19 below.

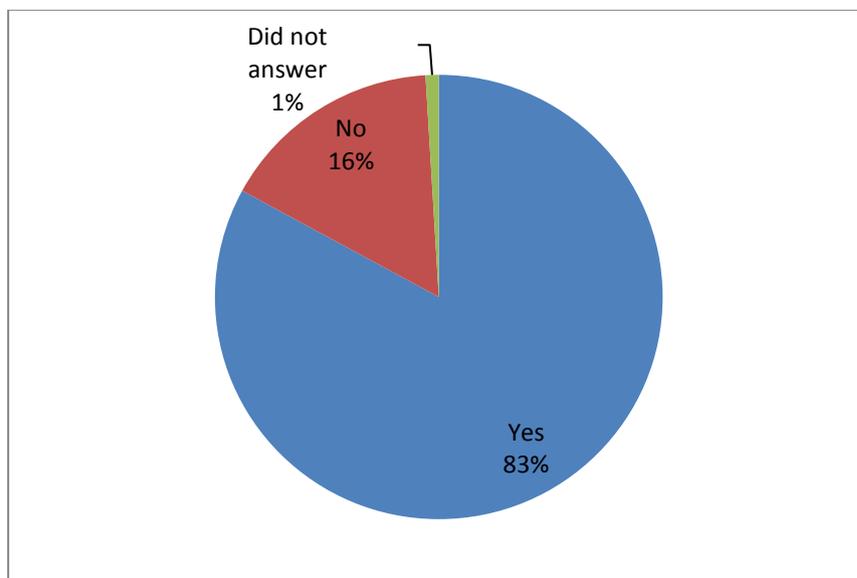
**Table 19**

<b>I feel I am treated in a fair and respectful manner at work.</b>		
<b>Rating</b>	<b>No.</b>	<b>%</b>
Strongly Agree	98	46.4%
Agree	101	47.9%
Disagree	7	3.3%

Strongly Disagree	1	0.5%
Prefer not to say	4	1.9%

5.4.12 Employees were asked whether they had had an annual PDR discussion in the last 12 months. 83% (175 employees) said 'Yes', 16% (34 employees) said 'No' and 1% (2 employees) did not answer the question. There was no comparable question in the 2017 Staff Survey. See Figure 3 below.

**Figure 3 - Have you had an annual PDR discussion in the last 12 months?**



5.4.13 Employees were asked to state to what extent they agreed or disagreed with the statement: My line manager makes the PDR process worthwhile. 25% (53 employees) strongly agreed, 49% (103 employees) agreed, 9% (20 employees) disagreed, 3% (6 employees) strongly disagreed and 14% (29 employees) preferred not to say.

5.4.14 A similar question was asked in the 2017 Staff Survey: employees were asked to indicate how often the following statement applies to their line manager: My line manager makes the PDR process worthwhile. 27% said 'Always

applies', 32% said 'Usually applies', 22% said 'Sometimes applies', 12% said 'Rarely Applies' and 7% said 'Never Applies'. See Table 20 below.

**Table 20**

<b>2020 Staff Survey</b>			<b>2017 Staff Survey</b>	
<b>My line manager makes the PDR process worthwhile</b>			<b>My line manager makes the PDR process worthwhile</b>	
<b>Rating</b>	<b>No.</b>	<b>%</b>	<b>%</b>	<b>Rating</b>
Strongly Agree	53	25%	27%	Always applies
Agree	103	49%	32%	Usually applies
			22%	Sometimes applies
Disagree	20	9%	12%	Rarely applies
Strongly Disagree	6	3%	7%	Never applies
Preferred not to say	29	14%		

5.4.15 Employees were asked to state to what extent they agreed or disagreed with the statement: I have discussed the development I need to be able to do my job and my career aspirations with my line manager. 29% (61 employees) strongly agreed, 51% (108 employees) agreed, 6% (13 employees) disagreed, 2% (4 employees) strongly disagreed and 12% (25 employees) preferred not to say. There is no comparable question in the 2017 Staff Survey. See Table 21 below.

**Table 21**

<b>I have discussed the development I need to be able to do my job and my career aspirations with my line manager</b>		
<b>Rating</b>	<b>No.</b>	<b>%</b>
Strongly Agree	61	29%
Agree	108	51%
Disagree	13	6%
Strongly Disagree	4	2%
Prefer not to say	25	12%

- 5.4.16 Employees were asked to state to what extent they agreed or disagreed with the statement: I think members of the Leadership Team are open and approachable. 16% (33 employees) strongly agreed, 70% (148 employees) agreed, 12% (25 employees) disagreed, and 2% (5 employees) preferred not to say. There was no comparable question in the 2017 Staff Survey. See Table 22 below.

**Table 22**

<b>I think members of the Leadership Team are open and approachable</b>		
<b>Rating</b>	<b>No.</b>	<b>%</b>
Strongly Agree	33	16%
Agree	148	70%
Disagree	25	12%
Preferred not to say	5	2%

- 5.4.17 Employees were asked to state to what extent they agreed or disagreed with the statement: I feel I have sufficient resources (that is, time, staff or financial) to effectively carry out my current role. 18% (38 employees) strongly agreed,

61% (128 employees) agreed, 16% (34 employees) disagreed, and 5% (11 employees) strongly disagreed.

5.4.18 A similar question was asked in the 2017 Staff Survey: employees were asked to state to what extent they agreed or disagreed with the statement: I feel I have sufficient resources to effectively carry out my current role. 15% said they strongly agreed, 38% tended to agree, 18% tended to disagree, 16% strongly disagreed and 13% said they neither agreed nor disagreed. See Table 23 below.

**Table 23**

<b>2020 Staff Survey</b>			<b>2017 Staff Survey</b>	
<b>I feel I have sufficient resources (that is, time, staff or financial) to effectively carry out my current role.</b>			<b>I feel I have sufficient resources to effectively carry out my current role.</b>	
<b>Rating</b>	<b>No.</b>	<b>%</b>	<b>%</b>	<b>Rating</b>
Strongly Agree	38	18%	15%	Strongly Agree
Agree	128	61%	38%	Tend to agree
Disagree	34	16%	18%	Tend to disagree
Strongly Disagree	11	5%	16%	Strongly Disagree
			13%	Neither agree nor disagree

5.4.19 Employees were asked to state to what extent they agreed or disagreed with the statement: I get help from colleagues when I ask. 52% (109 employees) strongly agreed, 47% (99 employees) agreed, and 1% (3 employees) disagreed.

5.4.20 A similar question was asked in the 2017 Staff Survey: employees were asked to state to what extent they agreed or disagreed with the statement: I get the help and support

I need from colleagues. 36% said they strongly agreed, 45% tended to agree, 8% tended to disagree, 2% strongly disagreed and 10% said they neither agreed nor disagreed. See Table 24 below.

**Table 24**

<b>2020 Staff Survey</b>			<b>2017 Staff Survey</b>	
<b>I get help from colleagues when I ask.</b>			<b>I get the help and support I need from colleagues</b>	
<b>Rating</b>	<b>No.</b>	<b>%</b>	<b>%</b>	<b>Rating</b>
Strongly Agree	109	52%	36%	Strongly Agree
Agree	99	47%	45%	Tend to agree
Disagree	3	1%	8%	Tend to disagree
Strongly Disagree	0	0%	2%	Strongly Disagree
			10%	Neither agree nor disagree

5.4.21 Employees were asked to state to what extent they agreed or disagreed with the statement: Health and Safety is taken seriously in the Council. 42.7% (90 employees) strongly agreed, 53.1% (112 employees) agreed, 3.8% (8 employees) disagreed, and 0.5% (1 employee) strongly disagreed. There was no comparable question in the 2017 Staff Survey. See Table 25 below.

**Table 25**

<b>Health and Safety is taken seriously in the Council</b>		
<b>Rating</b>	<b>No.</b>	<b>%</b>

Strongly Agree	90	42.7%
Agree	112	53.1%
Disagree	8	3.8%
Strongly Disagree	1	0.5%

5.4.22 Employees were given the opportunity to make further comments in relation to the support they received to achieve their role. 43 out of 211 employees (20%) made comments. There were three common themes:

- 8 employees made positive comments such as their manager being approachable and supportive, and they feel valued by their manager.
- 8 employees commented on having heavy workloads and their team being understaffed.
- 8 employees made comments on the PDR process e.g. it was time consuming, stressful, unfair and 'just a tick box exercise';

5.4.23 For the remaining 19 employees who left comments there were no common themes arising.

## 5.5 Equality and Safeguarding

5.5.1 Employees were asked to state to what extent they agreed or disagreed with the statement: The Council welcomes and supports equality and diversity, providing equal opportunities to all. 34% (72 employees) strongly agreed, 63% (133 employees) agreed, and 3% (6 employees) disagreed. There was no comparable question in the 2017 Staff Survey. See Table 26 below.

**Table 26**

<b>The Council welcomes and supports equality and diversity, providing equal opportunities to all</b>		
<b>Rating</b>	<b>No.</b>	<b>%</b>
Strongly Agree	72	34%
Agree	133	63%
Disagree	6	3%

5.5.2 Employees were asked to state to what extent they agreed or disagreed with the statement: The Council addresses inequality/unfair practice and discrimination against staff. 24.6% (52 employees) strongly agreed, 71.6% (151 employees) agreed, and 3.8% (8 employees) disagreed.

5.5.3 The same question was asked in the 2017 Staff Survey: 23% said they strongly agreed, 36% tended to agree, 8% tended to disagree, 5% strongly disagreed and 29% said they neither agreed nor disagreed. See Table 27 below.

**Table 27**

<b>2020 Staff Survey</b>			<b>2017 Staff Survey</b>	
<b>The Council addresses inequality/unfair practice and discrimination against staff</b>			<b>The Council addresses inequality/unfair practice and discrimination against staff</b>	
	<b>No</b>	<b>%*</b>	<b>No</b>	<b>%</b>
Strongly Agree	52	24.6%	23%	Strongly Agree
Agree	151	71.6%	36%	Tend to agree
Disagree	8	3.8%	8%	Tend to disagree
Strongly Disagree	0	0%	5%	Strongly Disagree

			29%	Neither agree nor disagree
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\* Percentages may have been rounded up

5.5.4 Employees were asked to state to what extent they agreed or disagreed with the statement: I know who to contact if I have a safeguarding concern about a child or vulnerable adult. 35.1% (74 employees) strongly agreed, 56.4% (119 employees) agreed, 8.1% (17 employees) disagreed and 0.5% (1 employee) strongly disagreed. There was no comparable question in the 2017 Staff Survey. See Table 28 below.

**Table 28**

<b>I know who to contact if I have a safeguarding concern about a child or vulnerable adult.</b>		
	<b>No</b>	<b>%</b>
Strongly Agree	74	35.1%
Agree	119	56.4%
Disagree	17	8.1%
Strongly Disagree	1	0.5%

5.5.5 Employees had the opportunity to provide further information on Equality and Safeguarding if they wished to. 18 out of 211 employees (9%) chose to leave comments however there were no common themes. Please note that 3 of the 18 employees (17%) said they did not know whether the council addresses inequality/unfair practice and discrimination against staff and therefore they felt they couldn't agree to this statement, and 3 out of the 18 employees said it would be useful to have a reminder on who to contact if they have a safeguarding concern.

## 5.6 Overall

- 5.6.1 Employees were asked to state to what extent they agreed or disagreed with the statement: Things are continually improving at the council. 12% (25 employees) strongly agreed, 69% (145 employees) agreed, and 19% (41 employees) disagreed. There is no comparable question in the 2017 Staff Survey. See Table 29 below.

**Table 29**

<b>Things are continually improving at the Council.</b>		
	<b>No.</b>	<b>%</b>
Strongly Agree	25	12%
Agree	145	69%
Disagree	41	19%

- 5.6.2 Employees were asked to state to what extent they agreed or disagreed with the statement: I am proud to work for the council. 35.1% (74 employees) strongly agreed, 60.2% (127 employees) agreed, 4.3% (9 employees) disagreed and 0.5% (1 employee) strongly disagreed. There was no comparable question in the 2017 Staff Survey. See Table 30 below.

**Table 30**

<b>I am proud to work for the council.</b>		
	<b>No.</b>	<b>%</b>
Strongly Agree	74	35.1%
Agree	127	60.2%
Disagree	9	4.3%
Strongly Disagree	1	0.5%

5.6.3 Employees were asked to state to what extent they agreed or disagreed with the statement: I would recommend the council as a good place to work. 38% (80 employees) strongly agreed, 57% (120 employees) agreed, and 5% (11 employees) disagreed. There was no comparable question in the 2017 Staff Survey. See Table 31 below.

**Table 31**

<b>I would recommend the council as a good place to work.</b>		
	<b>No.</b>	<b>%</b>
Strongly Agree	80	38%
Agree	120	57%
Disagree	11	5%

5.6.4 Employees had the opportunity to provide further comments in the 'Overall' section. 31 out of the 211 employees (16%) chose to do so. There were no common themes and many employees gave positive comments on how supportive the council is and that they really enjoy their job.

5.6.5 Finally, employees were asked what improvements they would like to see across the council. 68 out of 211 employees (32%) made comments. The comments were varied however one area received the most comments: 27 out of 211 employees (12.7%) said they would like to see improvements in IT e.g. reliability, out of date system, issues logging in, slow response times, problems being able to access things, and having support from IT outside core hours.

## **6.0 Next steps**

- 6.1 Managers will be given access to the results from the survey for each member of their team. They will then arrange a time to confidentially discuss the results with each employee. They should sensitively explore those areas where employees responded less than positively to understand how they can support them. It is proposed that individual responses will be shared with each Head of Service (HOS) to start with so they can consider results as a service and so they can support cascading these results to line managers in a sensitive and supportive way (which may include speaking to an employee about their response before sharing it further). Support for managers is available from HR Officers if they are concerned how to approach certain topics.
- 6.2 The key headlines will be shared with Service Managers at the next Quarterly Service Manager Meeting, and the Leadership Team. The East Herts Together group will receive the full report to consider any common themes and to identify areas for improvement.

## **7.0 Recommended actions**

Below is a list of recommended actions to be considered. The Leadership Team are asked to consider the report and agree/develop the suggested actions below and identify how they can support improving staff satisfaction further.

### **Employees experiencing demanding workload**

- (a) Managers to continue to regularly discuss with their employees via 121s any issues they might be facing with demanding workload so that they can help them to re-prioritise or re-allocate work where appropriate. Heads of Service to support where necessary.

- (b) The council to continue to explore redeploying employees to areas of high workload where possible.

**Employees being unable to keep up with colleagues and friends at work**

- (c) Managers to continue to have regular team meetings via Zoom.
- (d) Managers to continue to discuss with their teams other ways that communication could be improved and encourage employees to keep in contact with their colleagues.
- (e) The Leadership Team to explore whether team, service or council-wide level events could be arranged which allows there to be a physical employee presence once the restrictions have been lifted. In the meantime, virtual events should be explored (one such example so far has been the virtual wellbeing week in December)

**IT issues**

- (f) Managers to discuss IT issues with employees experiencing difficulties to identify support, seeking assistance from the IT service where appropriate.

**Employees experiencing anxiety regarding their own health and wellbeing and/or that of their loved ones**

**and**

**Employees feeling down as a result of social isolation**

- (g) Managers to support employees experiencing these difficulties and to signpost them to the support available on the Wellbeing pages of the Intranet e.g. access to Mental Health First Aiders, support from the Employee Assistance Programme and Able Futures.
- (h) HR/Communications to promote Time to Talk Day on 4 February which is a national campaign to get everyone talking about mental health and remove the stigma.

### **Other actions**

- (i) The PDR process will be developed and staff behavioural competencies introduced by HR with EHT and LT support.

### **Management Follow Up**

Employees were advised upfront that individual results would be shared with management and global results shared with East Herts Together. It is proposed that individual responses will be shared with each Head of Service (HOS) to start with, so they can support cascading these results to line managers in a sensitive and supportive way (which may include speaking to employee about their response before sharing it further).

---END---