

Q7f - Please share some examples of how you feel your Directorate Management Team are accessible:

- **Direct Communication:** Available via email, face-to-face discussions, Teams, responsive to emails, sharing updates, answering questions.
- **Engagement Opportunities:** Attendance at away days, staff briefings, quarterly updates, team away days, and various sessions throughout the year.
- **Visibility:** Physical presence in the office, attending meetings, visible in different settings, and responsive management team.
- **Approachability:** Open-door policy, approachable, easy to contact, responsive to questions and queries.
- **Leadership Presence:** Positive shift under new administration, visible leadership, leading by example.
- **Feedback Channels:** Opportunities to provide thoughts and opinions, regular directorate staff forums, user groups, staff conferences.
- **Supportive Environment:** Approachable for support, open to feedback, regular check-ins, supportive in complex cases.
- **Informal Interactions:** Floor walking, informal conversations, presence at team meetings, and divisional newsletters.
- **Regular Updates:** Email updates, newsletters, directorate days, and update sessions.
- **Open Communication:** Regular team meetings, weekly/monthly updates, and opportunities to contact with information and communication.

Q7g - In what way would you like your Directorate Management Team to be more accessible e.g. employee forum, etc:

- **Direct Communication:** Mentioned in terms of needing more communication than a once-a-year meeting, desire for direct contact for personal communication, and wanting the DMT to be open to having actual conversations with frontline team members.
- **Engagement Opportunities:** Suggestions include more regular opportunities for two-way discussions, employee forums, and virtual Q&A sessions.
- **Visibility:** Comments about the physical presence of the DMT, with some noting that they rarely see them or suggesting more face-to-face meetings.
- **Approachability:** Staff expressed a desire for the DMT to be more approachable and non-hierarchical, with some feeling isolated and unsupported.
- **Leadership Presence:** There are mentions of wanting to see the DMT more involved with staff and attending team meetings with specific teams rather than only senior managers.
- **Feedback Channels:** Employees would like more "you said we did" communication, indicating a desire for a feedback loop.
- **Supportive Environment:** Comments suggest a need for the DMT to show an interest in team welfare and to ensure departments are fully staffed.
- **Informal Interactions:** Suggestions for informal catch-ups and for the DMT to say hello to teams or staff members when in the office.
- **Regular Updates:** Requests for regular updates from the Assistant Director and more communication on changes within the Council.

Appendix three – Employee Survey 2024 – free text analysis

- **Open Communication:** A desire for more viable and approachable communication, with some staff wanting the ability to raise concerns directly to the DMT.

Q18 - What could the council do to improve mental wellbeing for employees?

- **Awareness and Support for Menopause:** Increasing awareness and support for practitioners experiencing menopause.
- **Counselling Services:** Offering council-paid mental health services like therapy.
- **Work from Home (WFH) Flexibility:** Adjusting the ratio of office/WFH days to accommodate personal preferences and effective work completion.
- **Neutral Counsellors:** Providing access to counsellors not linked to the employee's department for impartial support.
- **Stress Reduction:** Implementing strategies to reduce stress levels.
- **Mental Health First Aiders:** Introducing mental health first aiders in the workplace.
- **Team Bonding:** Organizing mandatory team bonding sessions for morale and motivation.
- **Meeting Spaces for WFH Employees:** Creating more spaces for WFH employees to gather and collaborate.
- **Manager Training:** Training managers to understand and support employees struggling with mental health issues.
- **Wellness Activities:** Offering free regular wellness activities like yoga or Pilates.
- **Workload Management:** Addressing high workloads, especially in departments like Adult Social Care.
- **Recognition of Contributions:** Acknowledging individual contributions and managing workloads accordingly.
- **Inclusive Decision Making:** Involving staff in decisions that affect their work and wellbeing.
- **Mental Health Action Plans:** Creating individual mental health action plans for employees.
- **Cultural Development:** Fostering a culture where expressing feelings is accepted and supported.
- **Adequate Staffing:** Ensuring teams are fully staffed to manage workloads effectively.
- **Social Interaction:** Encouraging social interactions among teams, especially for those working from home.
- **Remote Work Options:** Offering the choice to change contracts to fully remote work.
- **Role Clarity:** Ensuring employees have clear role definitions and necessary support.
- **Open Communication:** Promoting open communication about mental health and stress management.
- **Group Activities:** Organizing group activities unrelated to work for team building.
- **Management Training:** Providing training for managers on supporting employees and recognizing mental health issues.
- **Pay and Time Off:** Considering pay raises and time off to support health needs.
- **Consistent Managerial Approach:** Ensuring a consistent approach to mental health support across all managers.
- **Accessible Support:** Making support services more accessible and responsive.
- **Openness:** Encouraging openness to discuss mental health issues.

Appendix three – Employee Survey 2024 – free text analysis

- **Training and Recognition:** Training managers and recognizing the signs of mental health struggles.
- **Work-Life Balance:** Focusing on work-life balance and flexible working arrangements.

Q19 What could the council do to reduce any 'stigma' around mental health in the workplace

- **Mental health awareness and openness:** This category emphasizes the importance of fostering an environment where mental health can be openly discussed and prioritized. It includes initiatives like regular newsletters and sessions to make people comfortable talking about mental health issues.
- **Support for menopause and its effects:** This category focuses on providing specific support for employees going through menopause, acknowledging the unique challenges it presents.
- **Critique of existing support services like Care First:** Employees express their opinions on current support services, suggesting improvements or highlighting areas where they fall short.
- **Need for supportive HR policies and workload management:** This category calls for HR policies that support mental health, including manageable workloads and policies that do not penalize employees for mental health-related issues.
- **Space for employees to take breaks without judgment:** It's important to create a workplace where employees can take breaks for their mental well-being without feeling judged or guilty.
- **Engagement and regular communication on mental health:** Regular engagement and communication about mental health are key to maintaining awareness and providing support.
- **Positive discussions around conditions like ADHD:** This category suggests discussing the positive aspects of conditions like ADHD, shifting the focus from stigma to understanding and acceptance.
- **Recognition of mental health as a common issue:** Acknowledging that mental health issues are common and need to be addressed within the workplace is crucial for this category.
- **Encouragement for leadership to role model and create safe spaces:** Leaders are encouraged to role model open discussions about mental health and create safe spaces for employees to talk about their challenges, creating a culture of openness and support from the top down.
- **Training and awareness for managers on mental health:** This category advocates for training courses for managers to better understand and support employees' mental health needs.
- **Promotion of mental health initiatives and resources:** Promoting existing mental health resources and initiatives ensures that employees are aware of the support available to them.
- **Acknowledgment of the impact of mental health on professional life:** Recognizing the impact of mental health on an employee's professional life is key to providing appropriate support.

Appendix three – Employee Survey 2024 – free text analysis

- **Encouragement for personal sharing and peer support:** Encouraging employees to share their stories and support each other is an important aspect of this category.
- **Suggestions for mental health education and training:** Providing education and training on mental health can help to increase understanding and support within the workplace.
- **Calls for more face-to-face counselling options:** Face-to-face counselling options are seen as a valuable resource for supporting mental health.
- **Requests for more visible wellbeing groups and awareness days:** Increasing the visibility of wellbeing groups and the observance of mental health awareness days can help to foster a supportive environment.
- **Suggestions for mental health days and phased work plans:** This category includes suggestions for mental health days and phased work plans to support employees' mental health.
- **Calls for more open conversations and reduction of stigma:** Open conversations about mental health can help to reduce stigma and encourage a supportive culture.
- **Suggestions for mental health champions and support campaigns:** Appointing mental health champions and launching support campaigns are suggested to increase awareness and support.

Q30 What other benefits not currently offered would you most like us to introduce, if we were able

- Financial Benefits and Pay Adjustments - Pay Increases,
- Financial Benefits and Pay Adjustments - Bonuses,
- Financial Benefits and Pay Adjustments - Wage Recognition,
- Financial Benefits and Pay Adjustments - Financial Rewards,
- Financial Benefits and Pay Adjustments - Pay Renegotiation,
- Financial Benefits and Pay Adjustments - Bonus Scheme,
- Health and Wellness - Gym Memberships,
- Health and Wellness - Health Service Discounts,
- Health and Wellness - Private Medical Insurance,
- Health and Wellness - Wellness Meetings,
- Health and Wellness - Eyecare Vouchers,
- Health and Wellness - Death in Service Benefits,
- Health and Wellness - Life Assurance Options,
- Work-Life Balance and Flexibility - Annual Leave Purchase,
- Work-Life Balance and Flexibility - Flexible Working Times,
- Work-Life Balance and Flexibility - Support for Part-Time Workers,
- Work-Life Balance and Flexibility - Flexible Working for Adult Social Work,
- Work-Life Balance and Flexibility - Career Advancement,
- Work-Life Balance and Flexibility - Training Investment,
- Travel and Commuting - Public Transport Discounts,
- Travel and Commuting - Parking Facilities,
- Travel and Commuting - Cheaper Travel Options,
- Travel and Commuting - Parking Permits,
- Additional Perks and Discounts - Council Facility Discounts,
- Additional Perks and Discounts - Sports and Leisure Activities,
- Additional Perks and Discounts - Theatre and Cultural Event Discounts,
- Additional Perks and Discounts - Volunteering Days,

Appendix three – Employee Survey 2024 – free text analysis

- Additional Perks and Discounts - Team-Building Activities,
- Family and Care Support - Emergency Carer Leave,
- Family and Care Support - Childcare Support,
- Family and Care Support - Maternity and Parental Leave Pay,
- Recognition and Rewards - Long Service Awards,
- Recognition and Rewards - Performance Bonuses,
- Recognition and Rewards - Employee of the Month Scheme,
- Professional Development - Training Courses,
- Professional Development - Postgraduate Study Support,
- Professional Development - Professional Membership Fees,
- Work Environment - Subsidized Canteen,
- Work Environment - Breakout Areas,
- Work Environment - Office Facilities,
- Work Environment - Equality Network,
- Work Environment - Council Courses and Services,
- Miscellaneous - Electric Bicycle Offers,
- Miscellaneous - Childcare Support,
- Miscellaneous - Competitive Salary.

Q53 – Please provide details of what you feel could have been included within your induction that would have made starting your new job easier

- Induction process - 1-1 meeting for onboarding
- Induction process - Induction duration and role-specific training
- Induction process - Induction format and handover
- Induction process - Induction planning
- Induction process - In-person induction and service explanation
- Induction process - Shadowing and structured induction
- Induction process, Mentorship and guidance - Streamlined induction and mentorship
- Induction process, Training - Induction completion and clarity of training requirements
- Interaction with other teams - Getting to know the building and other teams
- Interaction with other teams - Meeting representatives of different services
- Interaction with other teams - Meeting with team members
- Managerial support - Managerial support
- Mentorship and guidance - Awareness of support resources
- Mentorship and guidance - Mentorship and exit interviews
- Miscellaneous - Details of acronyms and systems used at the council
- Role, service, and council understanding - Building orientation and team interaction
- Role, service, and council understanding - Role overview
- Role, service, and council understanding - Service structure and workflow details
- Role, service, and council understanding - Service-specific information
- Role, service, and council understanding - Team interaction
- Role, service, and council understanding - Understanding of council processes
- Training - 1-1 training for systems
- Training - Clearer training requirements
- Training - Explanation of the intranet and job-specific training
- Training - Integra training
- Training - Time allocation for mandatory e-learning
- Training - Time allocation for mandatory training

Appendix three – Employee Survey 2024 – free text analysis

- Training - Time allocation for role-specific training
- Training - Training for work systems
- Training - Training record management

Q54 - Finally, is there anything else you would like to tell us about working here - such as what we do well, what we can do more of, or what we can do better?

- **Medpay and Compensation:** Concerns about the complexity and duration of the Medpay scheme, non-competitive pay scales, and the impact on recruitment and staff morale.
- **Work Pressure and Staffing:** Issues related to high pressure due to low staffing, impact on mental health, and the quality of work being compromised.
- **Use of Consultants:** Reliance on consultants due to recruitment challenges, their higher pay causing resentment, and knowledge loss when they leave.
- **Team Structure and Communication:** Lack of clear communication about team structures, reporting arrangements, and strategy, leading to a sense of disconnection.
- **Recognition and Career Progression:** Desire for better recognition of long-term service and clearer pathways for career progression.
- **Work Environment and Culture:** Feedback on the work environment, team ethos, and the need for a supportive culture.
- **Benefits and Support:** Suggestions for better maternity pay, housing support for council employees, and other benefits.
- **Remote and Flexible Working:** Positive feedback on the ability to work remotely and the need for flexible working arrangements.
- **Diversity and Inclusion:** Calls for more inclusivity for minority ethnic staff and better representation in management.
- **Career Development:** Requests for better career progression opportunities, especially for part-time workers and those seeking to rebuild their careers.
- **Wellbeing and Mental Health:** Appreciation for the council's focus on mental health and wellbeing, but also calls for more support in this area.
- **Communication and Engagement:** The need for better communication from management and more opportunities for staff engagement and interaction.
- **Recognition and Rewards:** Feedback on the need for better recognition of staff efforts and achievements, including financial compensation.
- **Operational Efficiency:** Concerns about administrative systems, financial control, and the need for more efficient processes.
- **Work-Life Balance:** The importance of maintaining a balance between work and personal life, facilitated by flexible working arrangements.
- **Training and Support:** Calls for better training and support for new roles, as well as more recognition for experienced staff.