

Update on Voice and Wellbeing Themes of People Strategy

CIRS Scrutiny Committee

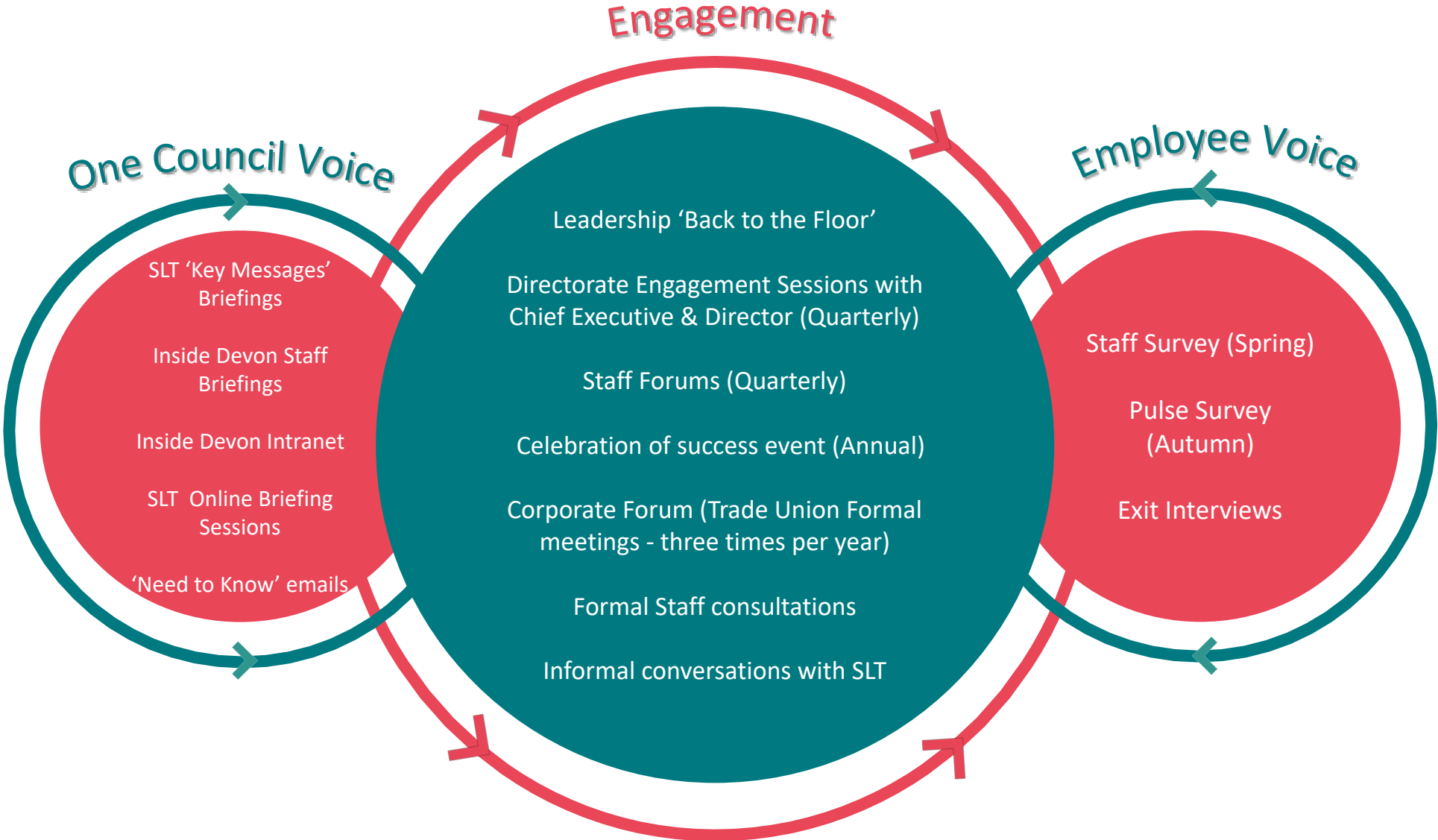
27 March 2025



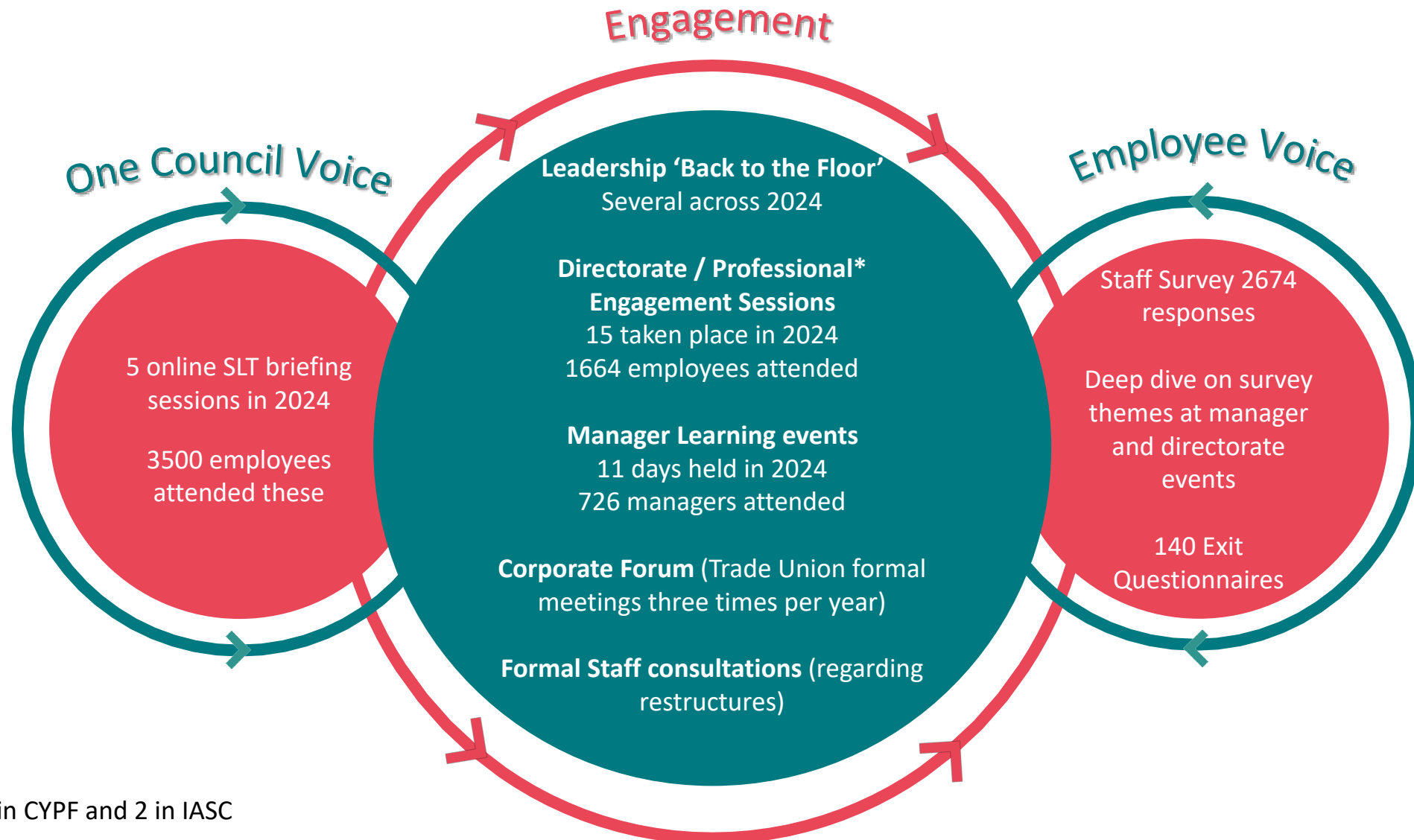
Purpose of update

- ❖ How are we hearing the 'Employee Voice'
- ❖ A summary of engagement activity to date
- ❖ A brief overview of the People Survey 2024
- ❖ Feedback captured from other engagement activities
- ❖ How this will shape Yr 2 of the action plan
- ❖ Assurance regarding plans to strengthen wellbeing support

How we have engaged as One Council



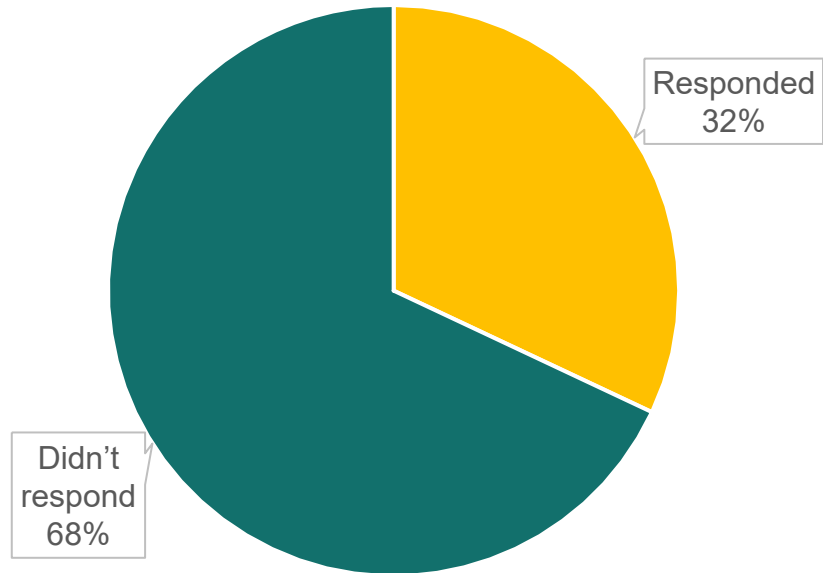
Summary of engagement activity in 2024



* 2 events in CYPF and 2 in IASC

Key findings from 2024 People Survey

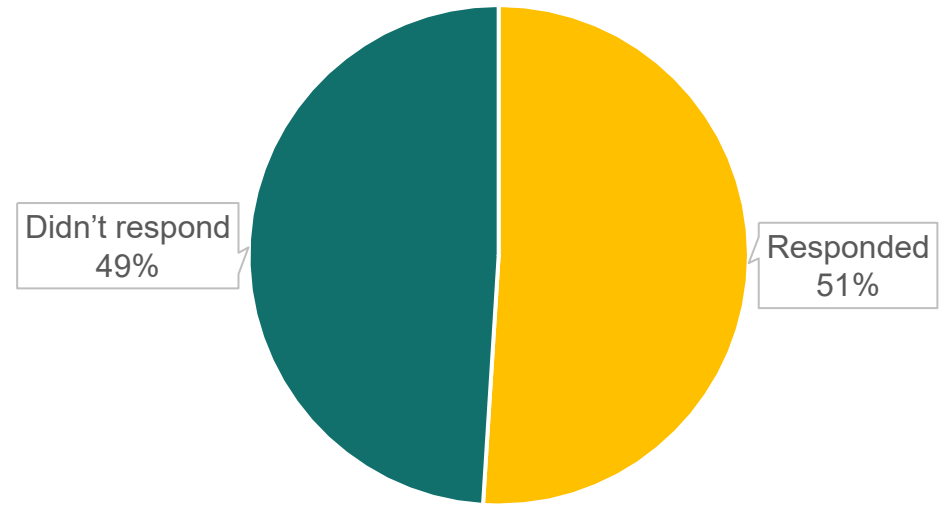
Response rate 2022



Workforce total: 5846
Response total : 1857

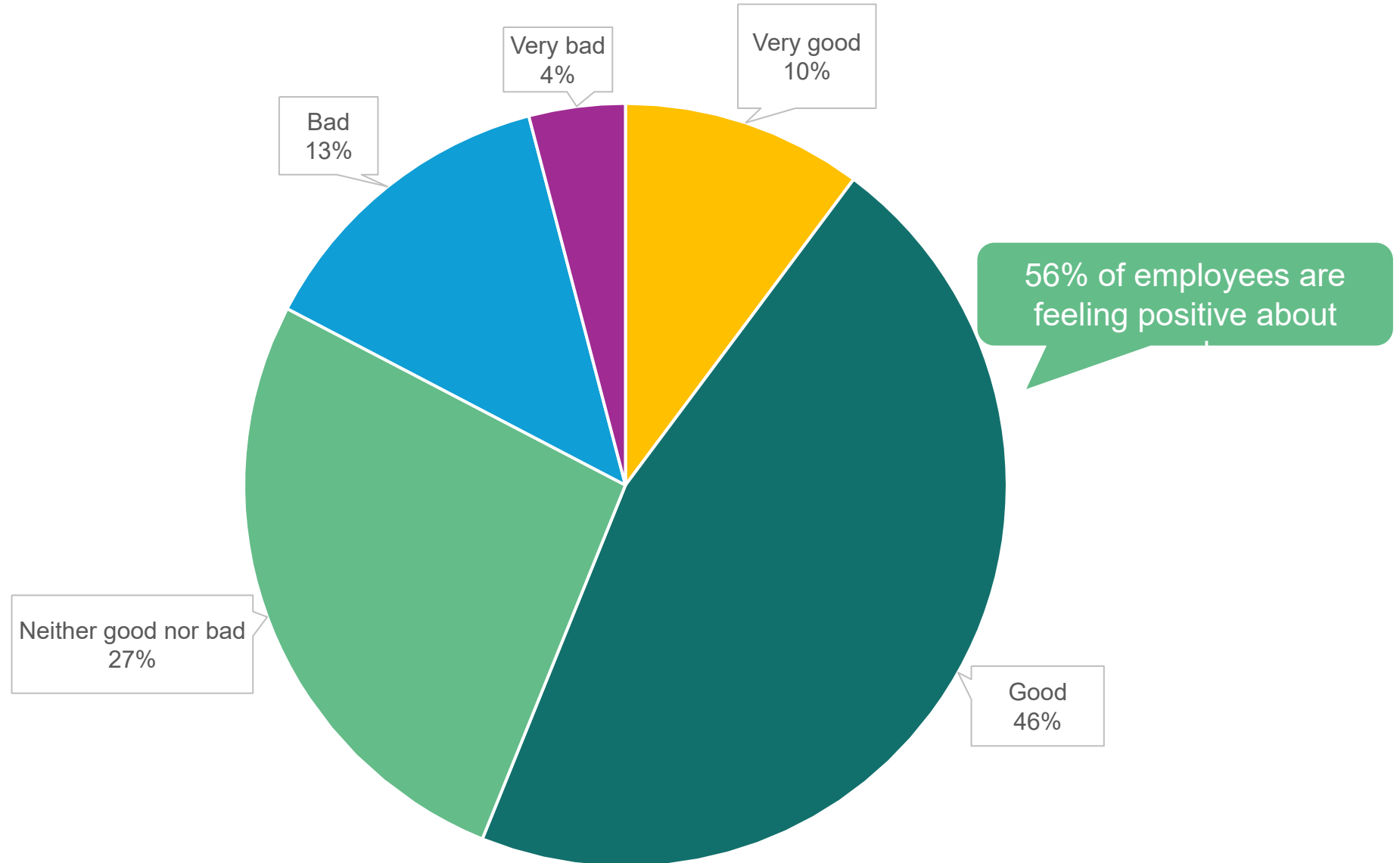
19% increased response rate from 2022

Response rate 2024

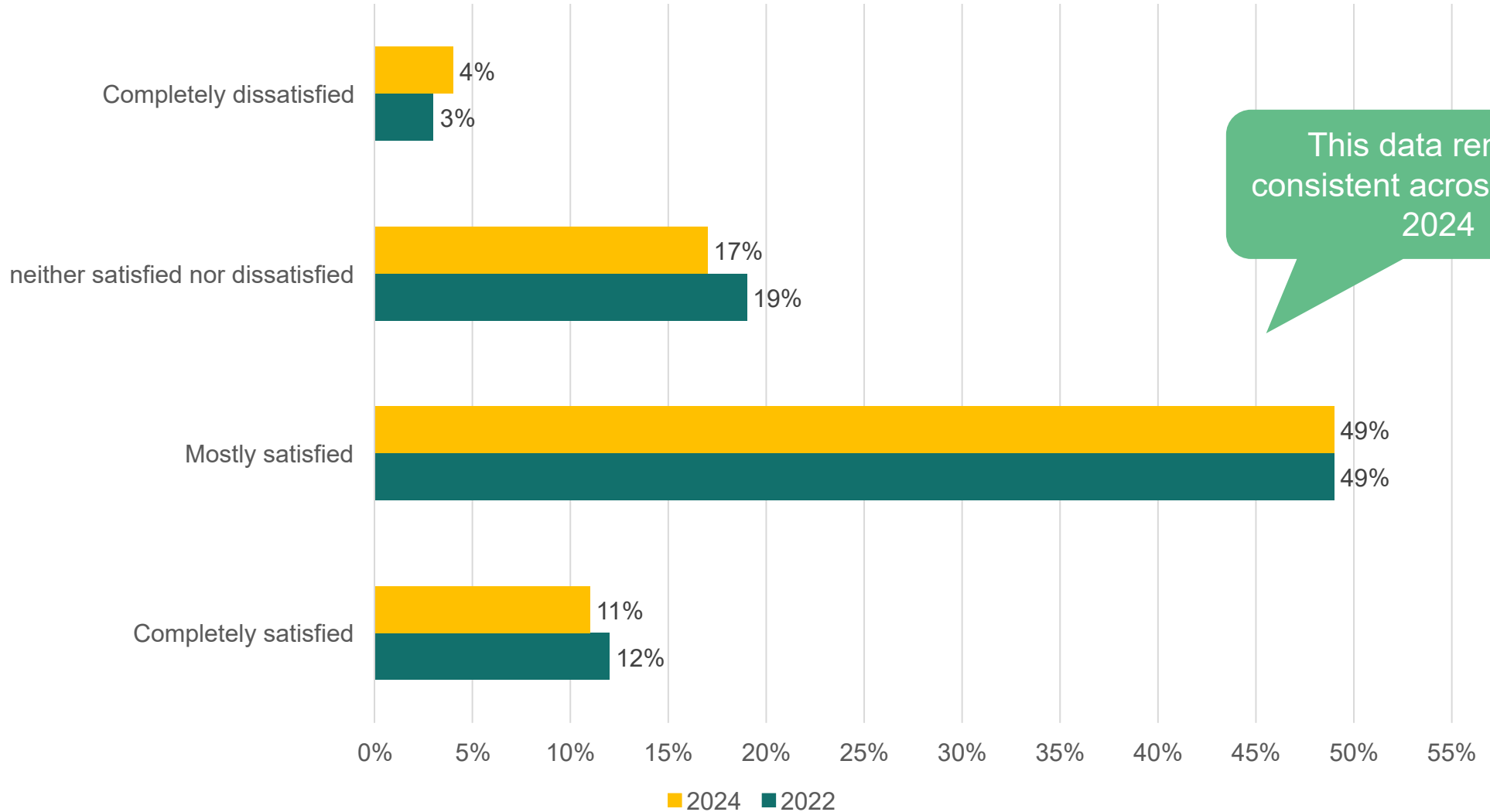


Workforce total: 5239
Response total : 2674

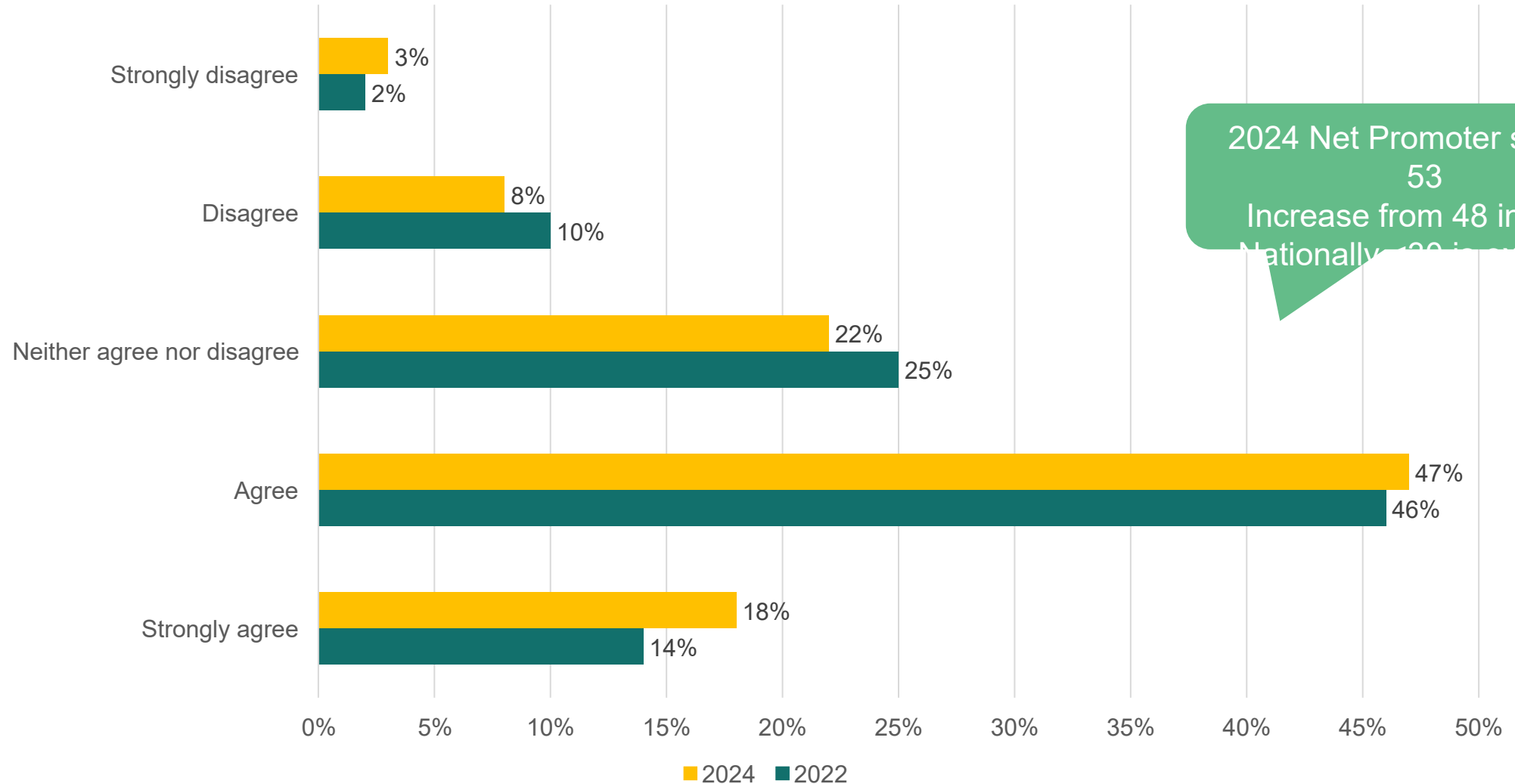
Which best describes your current feelings about work?



Overall, how satisfied have you been with your job at DCC in the last three months?

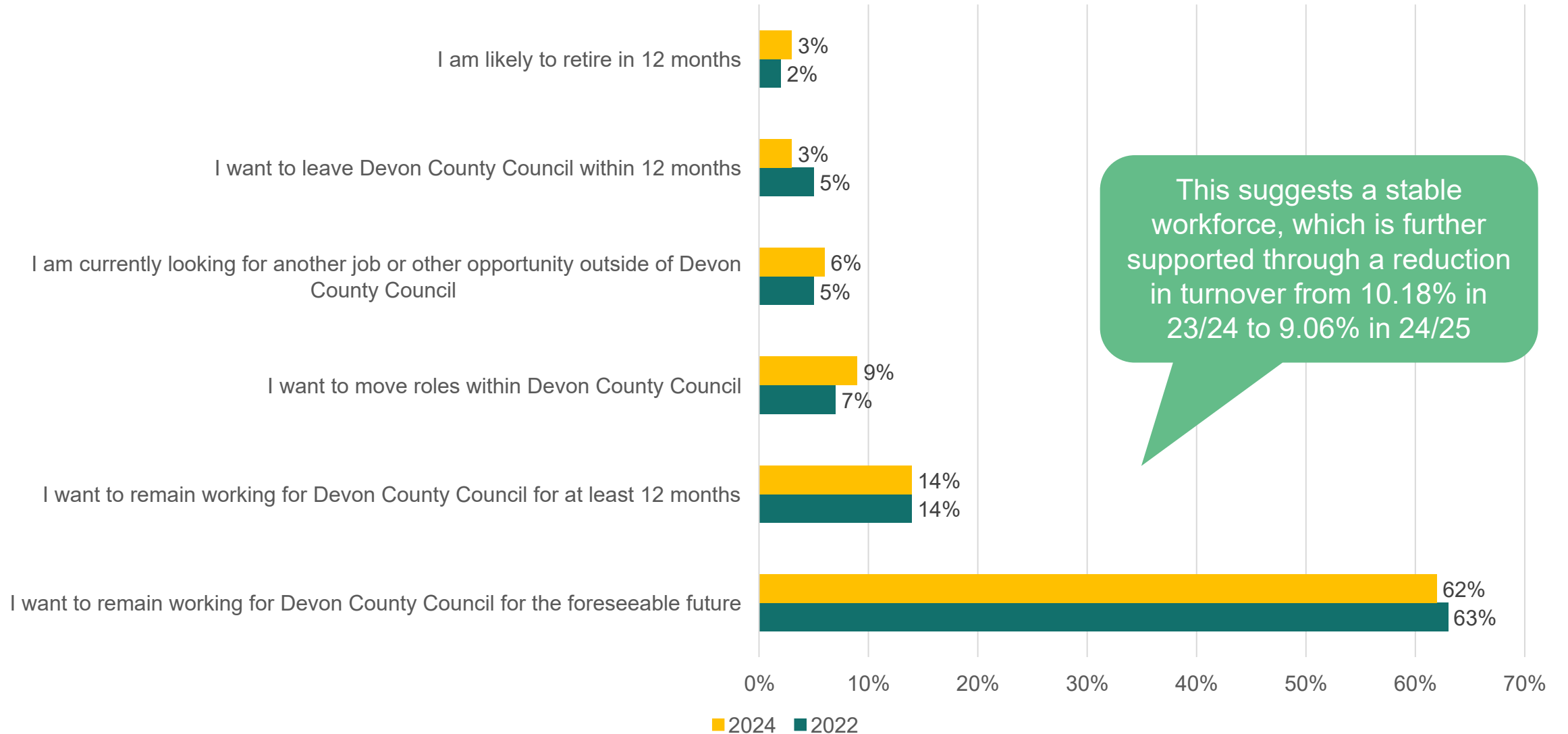


I would recommend Devon County Council as a good place to work

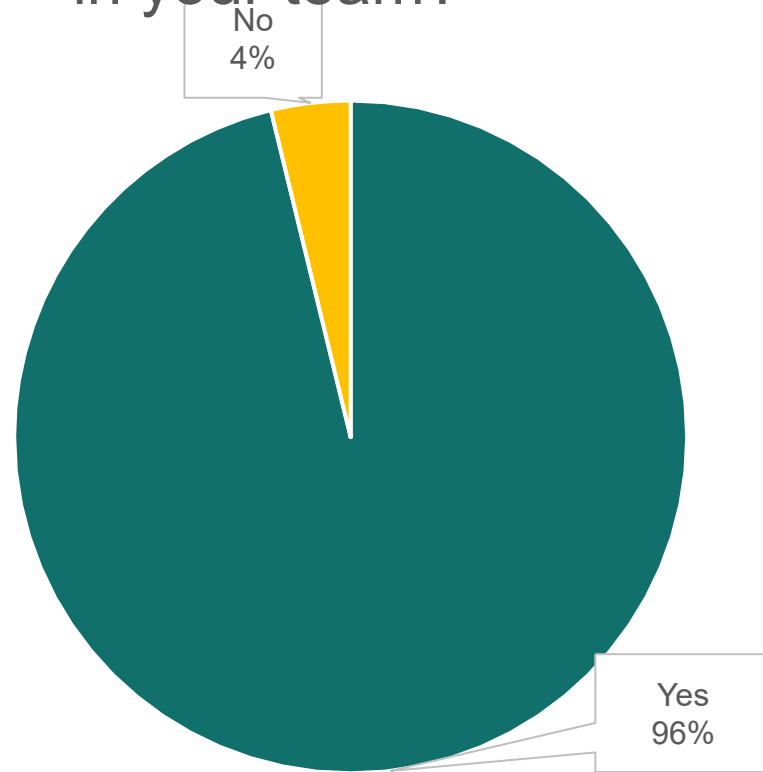


2024 Net Promoter score is
53
Increase from 48 in 2022
Nationally 20 is excellent

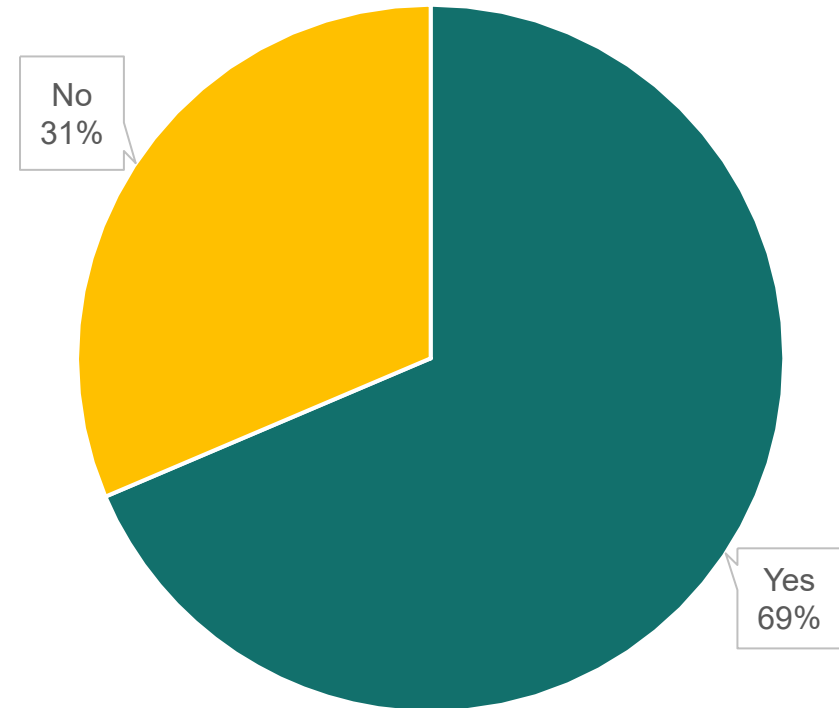
What are your future intentions?



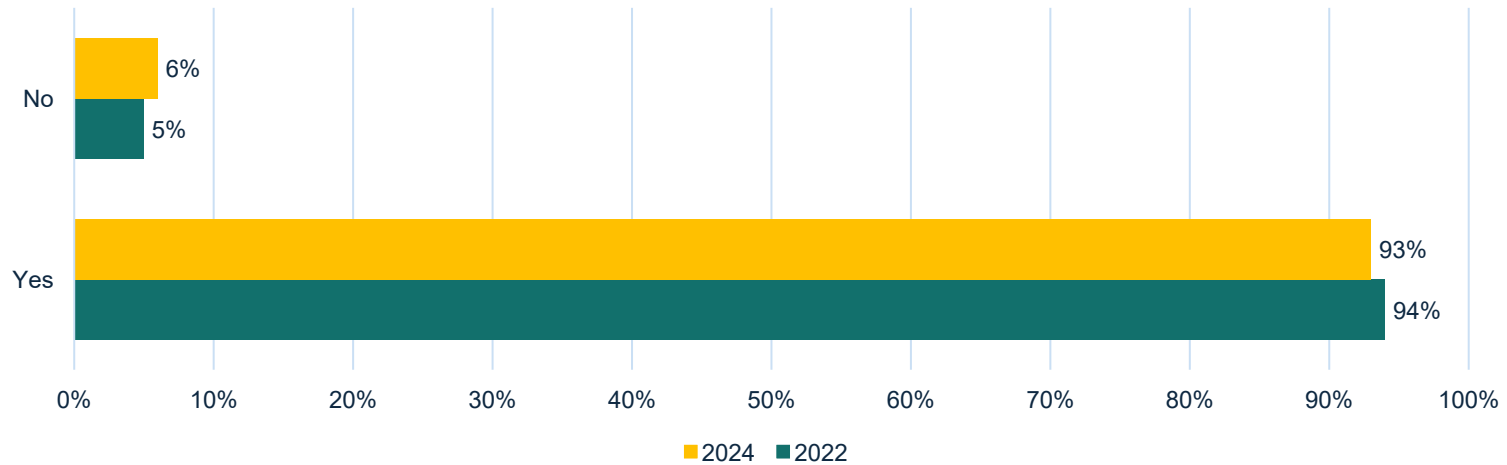
Have you experienced kindness in your team?



Do you feel valued and recognised at work?

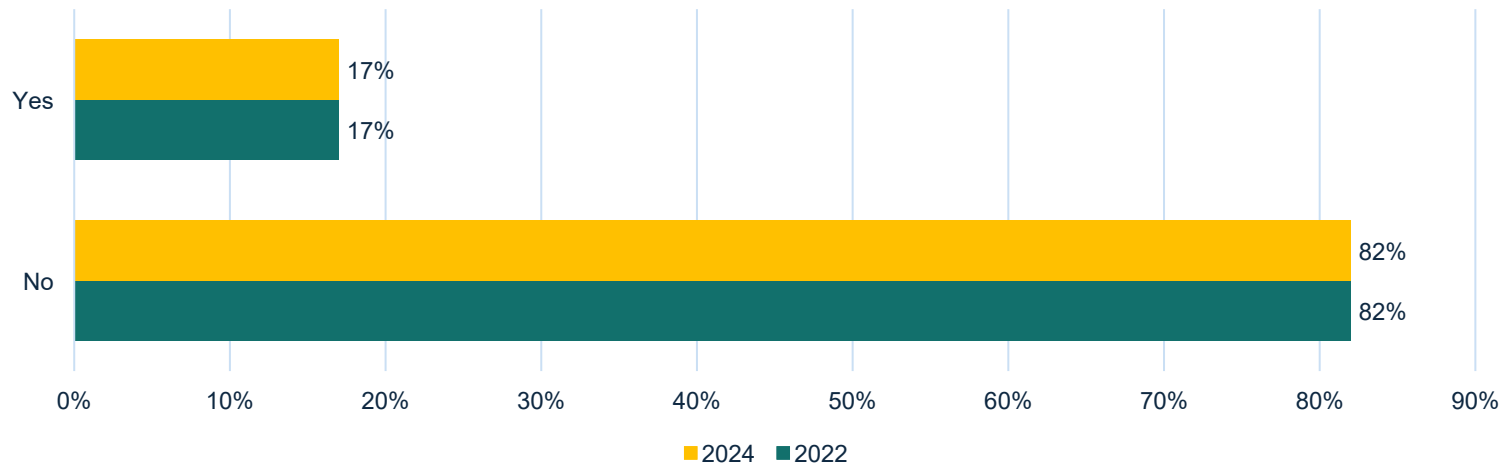


Do you have regular conversations with your line manager?



This gives assurance that supportive conversations are happening between employees and line managers

Would you like to have more frequent conversations with your manager?



Feeling Valued

Do you feel valued
and
recognised at work?

Yes	69%
No	31%

What people said about why **they feel valued**:

Supportive line
manager and
team

Positive
feedback from
managers,
colleagues
and customers

Receiving praise
and being
thanked

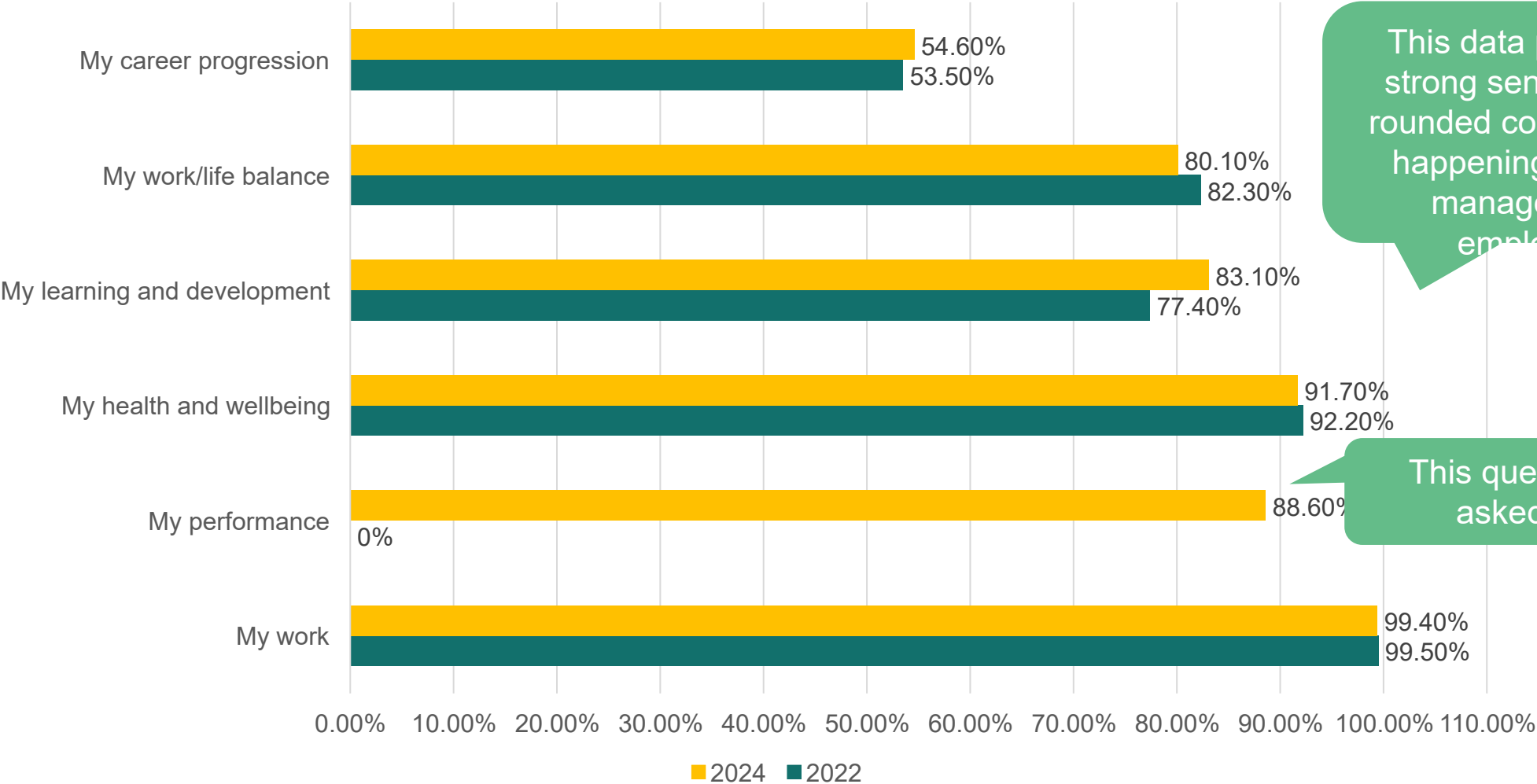
A theme emerged where people stated they felt valued by their immediate team so had answered yes, but that they did not feel valued by the wider organisation.

“I recently became a Team Leader, and I wouldn't have been able to do it without my managers and colleagues around me encouraging me”

“Hard work is rewarded, and individual needs are understood and accommodated”

“My job is more of a vocation than “just a job” so it's nice to feel like I am valued”

Do conversations with your manager cover the following:



This data provides a strong sense of well-rounded conversations happening between managers and employees.

This question wasn't asked in 2022

Health and wellbeing

If you have experienced a health or wellbeing related issue, have you felt supported by DCC?

No 37%
I haven't experienced a health or wellbeing issue 11%

What did people say about the **support they received**:

Line manager provided emotional and practical support which included:

Supporting them to attend medical appointments

Staying connected during illness

A listening ear

Support and adjustments to managing workloads

- Team and colleagues were highlighted as being supportive and understanding
- Gratitude for the support and time off provided during crisis and illness
- Overall good positive feedback re support services like OH and EAP

"I would say my current manager is kindness exemplified"

'My colleagues were kind and supportive to me.'

"Manager "checking in" to check I'm OK. Being flexible and understanding"

Support during change

The area of highest performance in the 2024 survey was that individuals felt **supported** through the various changes taking place

“My colleagues within my team, if it weren't for the lovely people I work with I would feel totally lost”

“Spending time with our team, talking things through, valuing each other's experiences and ideas and supporting one another”

“Team discussions, support and encouragement from line managers.”

The second highest theme overall was **communication**. Individuals reported that being communicated with and updated on the change progress was highly important to help them manage their resilience

“Good communication from leadership and managers”

“A clear vision and direction from leadership and support from managers. Regular communications”

When leading or experiencing change, what has helped you through this?

The third most frequently mentioned was staff's **own beliefs** and ways to cope through change.

“Change in organisations is inevitable as process and services evolve. I see change as an integral part of any role and am open to it”

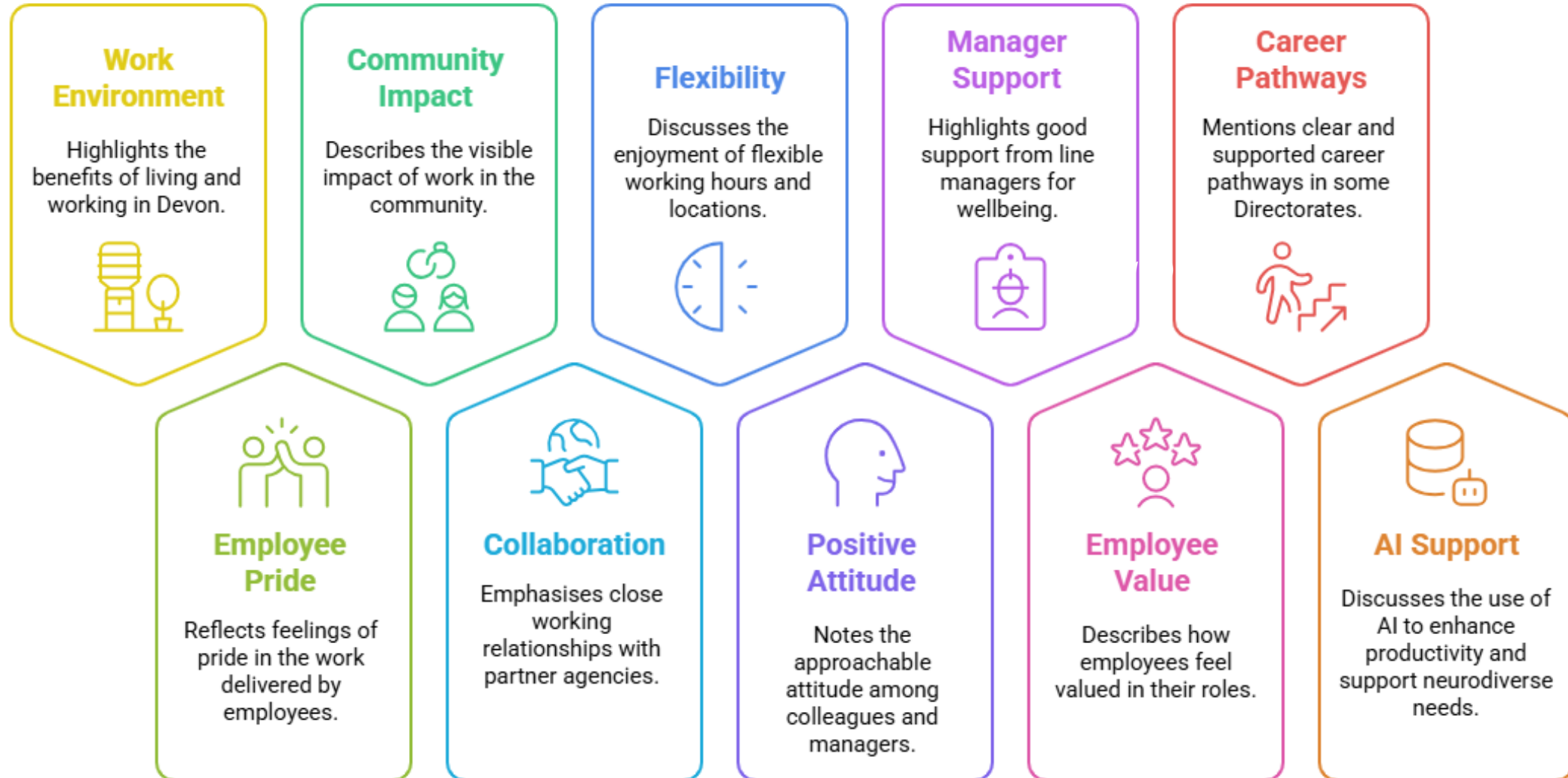
“My approach is always 'glass half full' to life, along with my previous experiences, change happens around us all the time”

Feedback regarding **Training** was also a theme due to the specific mentions of the course or trainer. Nearly every directorate mentioned the training on ‘Change and Resilience’ and the positive impact this training had on them.

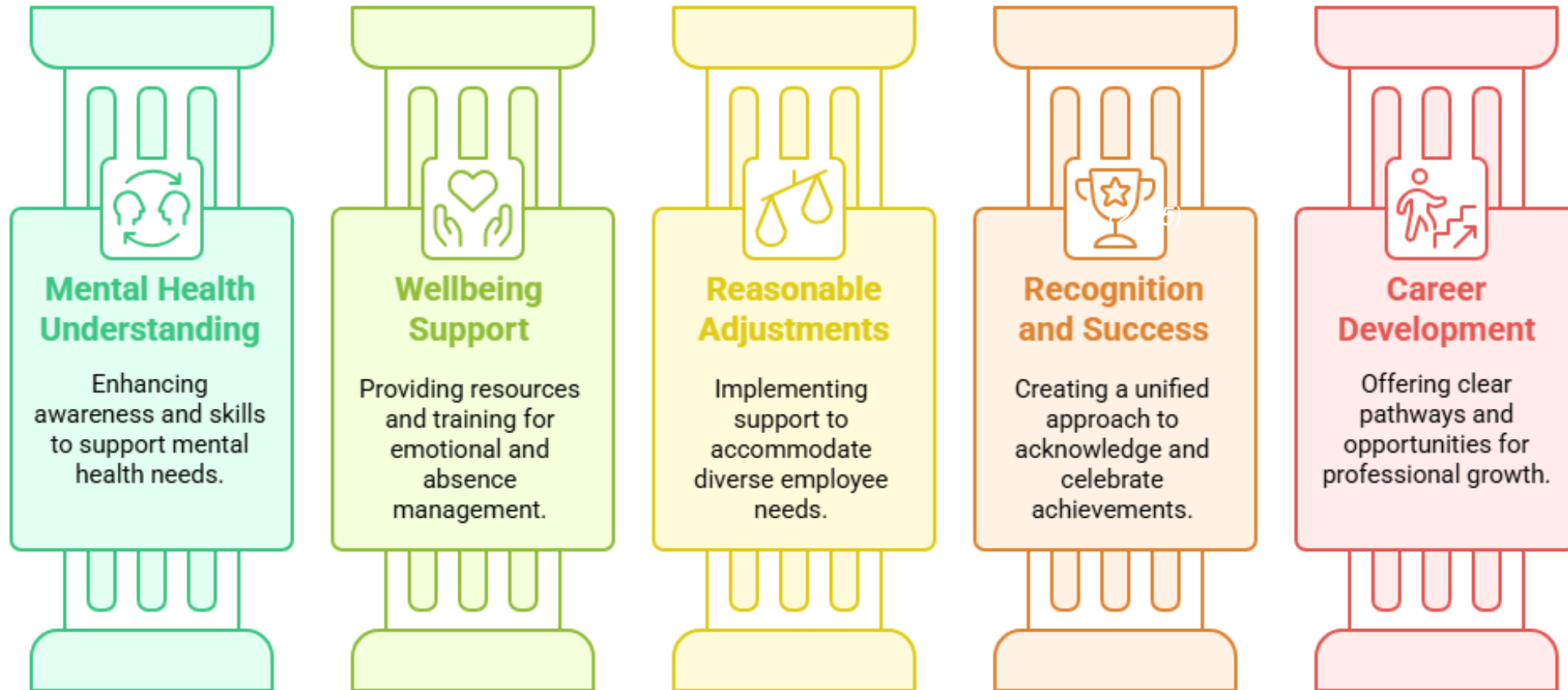
“The change and resilience sessions explaining focus on only what you control”

312 managers and employees have attended a change and resilience session in the last 12 months

Overview across the Council – what are we getting right?



Overview across the Council – what could we improve?



Employee Voice – what are we doing with this feedback?

Wellbeing Strategy with a clear focus of activity for 25/26 has been submitted for approval. It will deliver:

- ❖ Extensive overhaul of the absence management process
- ❖ Organisation wide approach to create greater confidence and skills in having conversations about emotional and mental
- ❖ Visible and consistent approach to supporting, crisis, trauma and violence and aggression
- ❖ Clarity about roles and responsibilities for employee, managers and DCC in managing absence and supporting wellbeing

Structured schedule of events for 2025:

- ❖ People want to be involved in decision making and so, we are investing in two-way engagement opportunities to ensure we involve people
- ❖ We are also identifying areas of the organisation that are hard to reach or having difficulty engaging to understand the barriers

Employee Voice – what are we doing with this feedback?

Evaluating the AI/Co-pilot trial to make recommendations

- ❖ Identifying which roles and teams can make the best use of this tool
- ❖ Understanding how this supports our people to be effective

Upskilling managers:

- ❖ Delivering a series of upskilling sessions for managers to improve knowledge and skills in key elements of their roles

Adopting a strategic approach towards addressing violence and aggression

- ❖ Mitigating risks and offering support when incidents occur, an example of this is – implementing 296 lone worker devices alongside 74 mobile phone apps

Recognising and celebrating success:

- ❖ Providing guidance and resources to recognise long service for employees
- ❖ Celebrate employee success through a celebration event
- ❖ Weekly recognition for teams through an online celebration space on staff intranet

Wellbeing assurance: our current offer

We have reviewed the various support provisions of our wellbeing offer, which currently comprises of:

- ❖ **Employee Assistance Programme** – a consistent level of engagement, averaging 40 people starting structured counselling every month. 79% of people who have completed counselling have reported positive outcomes.
- ❖ **Supporting Financial Wellbeing through Vivup** - Over the past year, 2000+ gift cards have been purchased, 1100+ applications made through home and electronics, and we are currently supporting 500+ employees planning for retirement.
- ❖ **Occupational Health (OH)** – A new OH provider (Optima Health) has been procured; the new provider completed 212 referrals between October to December 2024.
- ❖ **The Wellbeing Hub** continues to be updated regularly with resources and used as a single point of access for the wellbeing support available. To date, the site has received 3000+ hits.
- ❖ **Strategic Approach towards addressing Violence and Aggression** - Mitigating risks and offering support when incidents occur, including implementing 296 lone worker devices alongside 74 mobile phone apps
- ❖ **Line Manager Support** - as evidenced through the 2024 survey, there are good levels of support across the organisation including regular meetings with line managers and 96% reporting that they have experienced kindness in the workplace
- ❖ **Resilience and Change support sessions** – 312 employees and managers have attended a session to create protected time to focus on how they can cope with change

Wellbeing assurance: developing our offer

The aim of the Wellbeing Strategy is to create a holistic, proactive and targeted approach to wellbeing, ensuring DCC can perform well as a Local Authority and support our people through change. This will include a clear plan to:

- ❖ Create a one council approach to supporting better mental health, ensuring a fair and equitable offer for all
- ❖ Adopting a strategic approach to addressing violence and aggression including visible and accessible support
- ❖ Improve support for employees experiencing crisis and trauma within their work
- ❖ Upskill line managers to effectively manage and support their teams, understanding their key responsibilities
- ❖ Support people to be well and proactive in managing their own health and wellbeing
- ❖ Clearly define roles and responsibilities of our people, as well as an organisation in supporting health and wellbeing

Mental Health

Trauma

Upskilling

Roles and
Responsibilities

Policy,
Process and
Systems

Violence and Aggression Support

Proactive Measures

CONTEST
Building Design
Building Management
Emergency Response Procedures
Risks Assessments
Systems and Procedures
Training and Information to Staff

Health & Safety Arrangements

[Emergencies Arrangements](#)
[Office Safety Arrangements](#)
[Premises Health Safety and Welfare Arrangements](#)
[First Aid Arrangements](#)

Additional Guidance

[Staying Safe on Social Media](#)
[Acceptable Behaviour Guidance](#)
[Domestic Violence, Abuse and Stalking](#)
[Personal safety and lone working procedures](#)

Potential Scenarios

- Physical assault
- Verbal abuse
- Threatening behaviour
- Serious personal incident or injury
- From witnessing, hearing or having to deal with a serious traumatic incident
- Being triggered by any of the above

Post Event Support

Wellbeing and Staying Safe

[Employee Assistance Programme](#)
[Trauma Support](#)
[Report an incident of discrimination, harassment or Unacceptable Behaviour](#)

Health and Safety Guidance

[Accident Reporting](#)
[Incident Reporting Guide \(OSHENS\)](#)
[Accident Report Form](#)

Policies and Procedures

[Acceptable Behaviour Policy](#)
[Code of Conduct](#)
[Whistleblowing](#)
[Social Media Policy and Guidance](#)

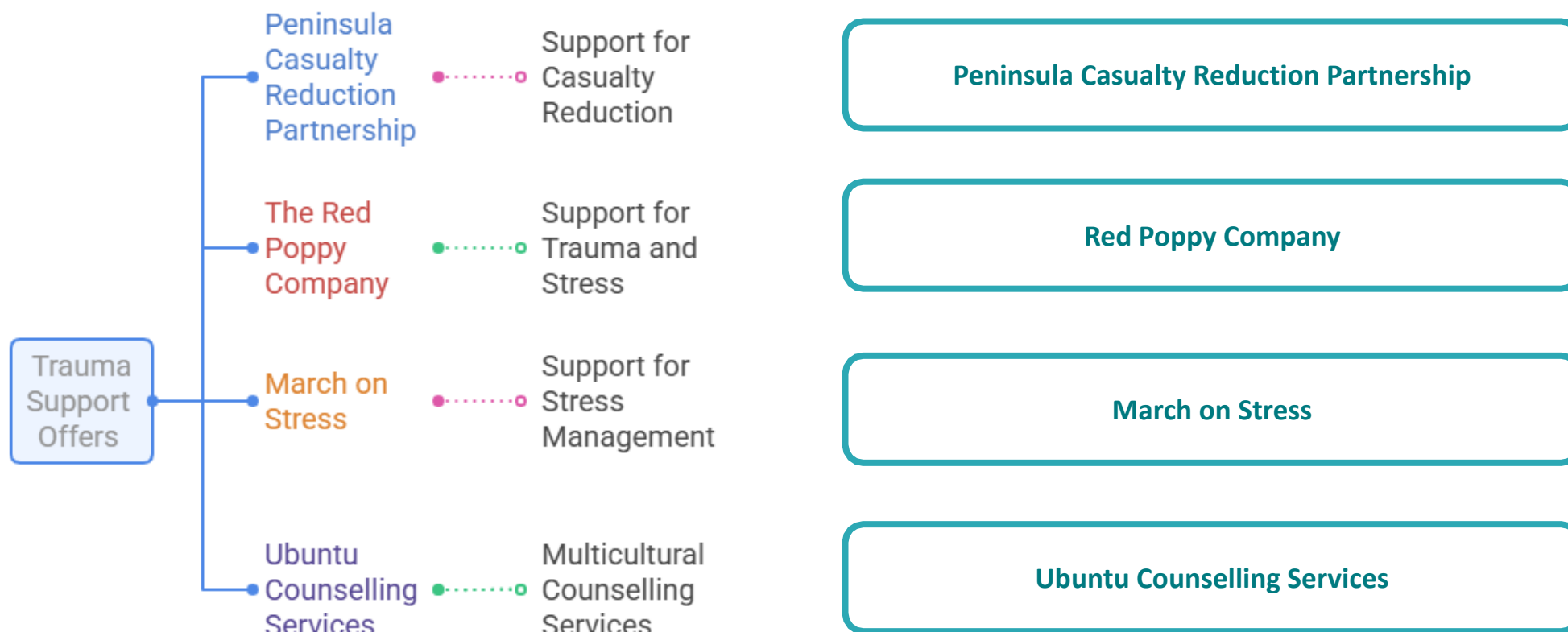
Trauma Support

At Devon County Council, we prioritise wellbeing and aim to provide a safe, stable and sustainable working environment with wellbeing at the heart of everything we do. Our initiatives aim to foster a supportive work environment where employees feel empowered to seek help and support each other. By investing in the mental health and wellbeing of our employees, we strive to create a healthier, more resilient workforce.

We have a range of different trauma support offers, and you can call **HR Direct** on **01392 385555** in the first instance and talk through what may be helpful.

If the trauma is related to violence and aggression, you can report this via **OSHENS** or speak to the relevant HR Business Partner for further support and signposting.

Our Acceptable Behaviour helpline is for employees, including former employees affected by current or historic unacceptable behaviour. Contact them on **01392 385555** (lines open 8.30am – 5.00pm Monday to Friday).



Next Steps

- ❖ 'You said, we did' updates in Inside Devon and prominent places across the estate to close the feedback loop and encourage further engagement
- ❖ The first update paper for Year Two is scheduled for Cabinet on 9th April 2025
- ❖ The Year Two action plan continues to be delivered