

# Corporate Policy and Strategy Committee

10.00am, Tuesday 12 May 2015

## 2014 Employee Survey: progress report

Item number 7.2  
Report number  
Executive/routine  
Wards

### Executive summary

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Considerable progress has been made to the results of the 2014 Employee Survey both corporately and across service areas, through the development of local people plans, in the key areas of leadership, engagement and communication.

The Pride in our People programme is focusing on *leading through change* in 2015 aiming to support managers to lead their teams and engagement levels will be measured through a quarterly pulse tracker survey.

A leadership summit was held in April for the top 40 leaders to ensure they are equipped to lead the organisation through the change and transformation.

News Beat news channel has been launched to provide more relevant and up to date information to employees and provide more opportunity for them feedback.

The Skills Academy has been developed to bring together all of the Council's learning and development provision into one place and to make all learning and development opportunities available to all employees.

The Council continues to maintain the Silver Healthy Working Lives award with the annual compliance review taking place at the end of May.

### Links

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Coalition pledges

Council outcomes

Single Outcome Agreement

## 2014 Employee Survey: progress report

### Recommendations

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- 1.1 It is recommended that the Corporate Policy and Strategy Committee:
  - 1.1.1 Notes the actions taken to date in responding to the findings of the 2014 Employee Survey; and
  - 1.1.2 Agrees that a further progress report, highlighting the outcome of the Healthy Working Lives annual compliance review will be submitted to committee in September 2015.

### Background

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- 2.1 The key finding of the Council's 2014 Employee Survey, the sixth employee survey of its kind undertaken by the Council, were reported to the Corporate Policy and Strategy Committee at its meeting on 30 September 2014.
- 2.2 All employees were invited to participate in the survey, which was carried out by Ipsos MORI between 28 April and 13 June 2014. In total, 7,336 employees completed the survey, giving an overall response rate of 39%.
- 2.3 The survey findings identified areas of strength and others for development:
  - Employees' views of their line managers showed improvement from the 2012 survey, particularly perceptions of approachability (76%, 6% increase) and willingness to listen (71%, 8% increase).
  - In addition 80% (2% increase) of employees agreed they have clear work objectives (80% 2% increase) and 70% (3% increase) support the need for change.
  - There was also a small increase in the proportion of employees who are proud to work for the Council (58%, 3% increase) and those who felt that the Council is a great place to work (52%, 4% increase).
  - More work needs to be done on communicating the Council's vision with less than 40% of employees thinking that senior managers were adequately communicating a clear vision for the future of the Council.
  - While employees generally understand (75%) and support (70%) the need for change, they also remain sceptical about their ability to influence change with less than a third of respondents (29%) feeling that they could have a say on changes that affect them before they are made.

- 2.4 It was agreed at the Corporate Policy and Strategy Committee in September 2014 that a six month progress report should be submitted to Committee for consideration.

## Main report

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- 3.1 Since the survey findings were reported to the Corporate Policy and Strategy Committee on 30 September 2015, additional analysis of the survey results have been undertaken within service areas with each one prioritising key actions.
- 3.2 Each service areas has also produced its own 'People Plan' to takes account of the results of the Employee Survey 2014, the Investors in People 2014 assessment and the criteria for Healthy Working Lives which include having clear policies on healthy and wellbeing including alcohol and Health and Safety. These are activity plans which outline where actions should be taken to take forward the issues raised through these initiatives and progress is monitored.

### **Actions undertaken since September 2014**

- 3.3 A range of actions have been undertaken at both corporate and service area level since the findings were reported in September 2014.

The main actions include:

#### **Council-wide**

##### **3.3.1 Pride in our People employee engagement programme**

- Pride in our People employee engagement events have been run since 2013 and a summary of the three year programme is attached as Appendix 1.
- In November 2014 and as part of budget engagement, the first employee engagement event using webcast technology was held at the City Chambers which enabled interaction with employees in four other council locations. 129 employees attended the event which generated 450 comments. In total employee feedback accounted for approximately 25% of feedback on the budget consultation exercise.
- The Pride in our People theme for 2015 is ***Leading through change*** and aims to support the Council's transformation programme. A series of leaders' events were held in March and attended by approximately 650 managers and supervisors to give managers a better understanding of the Council's vision and roadmap for change.
- Each event looked at the Council's vision and transformation journey. The importance of strong leadership during change was a focus and this was reinforced by a short film made for the Leading through

change programme which is available on You Tube  
[https://youtu.be/Tapu\\_Gewrml?list=UUgzwB7R\\_ie4S0J8hwX33t-g](https://youtu.be/Tapu_Gewrml?list=UUgzwB7R_ie4S0J8hwX33t-g)

- The leadership sessions were supported by manager packs and information on the Orb to help managers feel confident in briefing their teams about the roadmap for transformational change.

### 3.3.2 Employee pulse tracker survey

The employee pulse tracker survey was launched in May and is being used as a tool to take the pulse of the organisation as it moves through its transformational journey. The quantitative surveys are being supported by qualitative research, led by managers with their teams which will give more insight to the data being captured.

### 3.3.3 Skills Academy

- The Council has always taken a positive approach to training and development with a wide range of training and development opportunities available to employees, and with training ranging from induction to job related activities to development and leadership courses.
- Traditionally service areas have managed courses targeted to their employees on account of the diverse range of skills and training needs within each area. However it has been agreed that a more corporate approach to skills development should be introduced to give employees access to a wider range of training.
- In response to this, Skills Academy was introduced in April to bring together all of the Council's learning and development provision into one place. The academy is designed to enable employees to have easier and wider access to learning and development opportunities across all areas
- The first phase of the Skills Academy is the creation of an on-line directory to provide wider access.

### 3.3.4 Healthy Working Lives Award

- The Council continues to maintain the Silver [Healthy Working Lives](#) Award, an external accreditation which is a framework that supports the Council and its employees to manage the transition period of the transformation journey by creating a safer, healthier and more motivated workforce.

- The annual compliance review which assesses whether the Council meets the required standards will take place on 27 May.
- Key activities that have taken place include:
  - briefings for tier three and four managers on the revised Stress Management Policy;
  - on-site wellbeing events being held for hard to reach employee groups; and
  - development and promotion of team wellbeing assessment tools and resources.
- Ultimately the Council is aiming for gold award and is in the planning phase for that.

### 3.3.5 News Beat

- To improve the quality of employee news, a new online news service, News Beat, was launched in November 2014 with the aim of creating a daily online news portal to help employees feel more informed and greater involved in the transformation of the Council.
- News Beat was created after consultation with colleagues and reviewing best practice in this area from other organisations.
- Introducing News Beat has dramatically improved the Council's ability to inform and interact with its employees by moving away from a static monthly publication to an internal news portal that is:
  - relevant, engaging with topical daily news stories;
  - interactive, giving employees the opportunity to have their say;
  - in line with our Pride in our People engagement strategy and the Council's wider channel shift strategy; and
  - more cost effective.
- It was important to create a daily news site, which could better accommodate a busy and diverse workforce – presenting news in a format similar to a blog – with brisker copy; greater use of video, photography and infographics; as well as introducing social media elements that most readers have now come to expect.
- Also, to maximise engagement, a user-generated forum/bulletin board, where colleagues can exchange views, advertise events and buy and sell items was introduced.

- News Beat directly addresses issues raised in the Employee Survey by giving the Council a robust and regular communications channel which informs employees about what's happening, reflects back key achievements to employees and allows them to have a say on issues in a way that is timely and relevant.
- The site has proved popular with employees with around 6,000 unique users each month, half of whom visit the site at least three times each month (an increase of 4,500 readers from Magnet, the previous monthly employee publication).
- News Beat can be viewed at [www.edinburgh.gov.uk/newsbeat](http://www.edinburgh.gov.uk/newsbeat) and further information is available in Appendix 2.

### 3.3.6 Managers' News

- To support managers to engage with their teams and feel informed about issues such as changes in policies and key activities, Managers' News was launched in January 2015.
- It is an essential communications tool and toolkit for managers, written in a clear and concise format, that highlights the key things they need to know and actions they need to take in response.
- It is issued as and when there are updates, reminders or action managers need to follow up on so that they have the information they need to lead their teams, when they need it.

## Service areas

### 3.3.7 Children and Families

- The Children and Families People Plan 2014/15 addresses the main areas of concern raised by staff in the Employee Survey and through liP focusing on the following themes:
  - communicating and engaging with staff and colleagues more effectively;
  - recognising the contribution of staff;
  - recognising the demands on staff; and
  - improving leadership.
- With the aim of identifying specific improvements needed in relation to leadership and engagement, senior managers have conducted a series of focus groups which have looked at workload and work-life balance, confidence in senior management decision-making, and the demands of bureaucracy and compliance.

- A new Team Brief is circulated to all staff on a monthly basis with a focus on key issues and decisions made by the senior management team, features on senior managers to increase their visibility, and a section on responding to staff feedback. Heads of Service have also been more visible by attending a series of programmed meetings across the service.

### **3.3.8 Corporate Governance**

- In response to the survey findings, more in depth discussions, workshops and focus groups have been held in services to get a better understanding of the issues raised in Corporate Governance. As a result there has been a focus on employee development plans and the importance of training and continuous professional development.

### **3.3.9 Economic Development**

- The main action which has been taken following the survey results is that the director is now meeting a group of people from the service every month. There is no set format or agenda for these meetings; they have been purposely designed to allow open discussions.

### **3.3.10 Health and Social Care**

- Various activities have been taken within Health and Social Care in response to the survey findings.
- There has been a focus on leadership with shadowing of frontline employees introduced in some areas. Services have held meetings with teams and introduced local satisfaction surveys to ensure managers have a good understanding of the issues and how to address them.
- Operational changes have been made in some areas such as introducing a new rota to reduce the use of agency workers and increase scrutiny of caseloads to ensure a more even distribution of work.

### **3.3.11 Services for Communities**

- In response to the key issues that arose from the employee survey the Services for Communities people plan focuses on four themes:
  - Change Management
  - Leadership
  - Line Management
  - Learning & Development

- The monthly team brief process was modified in October 2014, to feature regular updates on organisational change and to increase the transparency of senior management decision making. The briefing process also provides feedback opportunities, with feedback opportunities built in - comments are responded to individually and responses are published in the following team brief.
- Senior managers are delivering a range of activities designed to improve senior manager visibility and engagement including senior manager visits to service teams and attendance at team meetings and briefings.

## **Measures of success**

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4.1 The success of each activity will continue to be measured through:

- Service specific activities and opportunities to feedback directly to senior managers.
- Retention of Healthy Working Lives Silver award.
- Improvements in employee engagement measured quarterly through the Insight Engagement Tracker.

## **Financial impact**

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5.1 There are no financial implications arising from this report.

## **Risk, policy, compliance and governance impact**

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6.1 There are no risk, policy compliance and governance implications arising from this report.

## **Equalities impact**

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7.1 There are no significant equalities implications arising from this report.

## **Sustainability impact**

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8.1 There are no adverse environmental impacts arising from this report.

## **Consultation and engagement**

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- 9.1 Extensive engagement has taken place within service areas to identify the way forward and will continue to ensure managers are acting on the results in their service areas and feeding back to their teams.
- 9.2 Healthy Working Lives has been a standing item on the Council's Health and Safety Group, with trades union representation on this group.

## Background reading/external references

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[Item 7.5 2014 Employee Survey: results and next steps](#)

### Alastair D Maclean

Director of Corporate Governance

Contact: Lesley McPherson, Chief Communications Officer

E-mail: [lesley.mcpherson@edinburgh.gov.uk](mailto:lesley.mcpherson@edinburgh.gov.uk) | Tel: 0131 529 4030

## Links

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### Coalition pledges

**Council outcomes**

- CO24 – The Council communicates effectively internally and externally and has an excellent reputation for customer care
- CO25 – The Council has efficient and effective services that deliver on objectives
- CO26 – The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives
- CO27 – The Council supports, invests in and develops our people

### Single Outcome Agreement

**Appendices**

- Appendix 1: Pride in our People engagement programme
- Appendix 2: Development of News Beat

# Appendix 1

## Pride in our People

### Introduction

The results of our 2012 employee survey highlighted three key areas where action was required:

1. Leadership – visibility and communicating strategic direction
2. Change management – involving employees more in decision making and taking action
3. Line management and performance

These themes suggested that we needed to launch an employee engagement programme that would increase the visibility of senior leaders and help our colleagues to be more involved in shaping our services. The result was 'Pride in our People' which has been running since 2013 and is now in its third phase:

**Phase 1** (May 2013 – January 2014) aimed to inform and involve employees in the big ticket issues the Council is facing and use it as a vehicle to generate ideas around how to improve efficiency within services at a local level.

**Phase 2** (April 2014 – November 2015) introduced four new Council values to the workforce and highlighted colleagues living the values in their daily working lives. A key message was about *making a difference and shaping the change*.

**Phase 3** (March 2014 - ) focuses on leading through change and ensuring all our leaders understand the transformation journey and their role in that journey as well as supporting them to fulfil their leadership role.

### Phase 1

The priority was to achieve support and buy-in from our managers so that they could then cascade the programme to their teams.

We held five events attended by 1,200 leaders from across the Council .

Leaders were given a briefing pack that helped them to communicate the strategy to their teams. Exhibition materials and a short film were also produced to support them.

The leaders were given three key actions to take away to implement and commit to:

1. What they would do additionally to involve colleagues more in service improvement
2. What they would do differently
3. Engage people in change locally

We additionally held six local events in different Council locations across Edinburgh giving colleagues the opportunity to meet the Chief Executive and the senior leadership

team. Employees had the opportunity to share ideas and give feedback on areas they felt required change or development, to improve customer outcomes.

## Phase 2

The second phase of the programme aimed to make our employees feel involved, and empower them to live our values, identify and makes changes to how they work so that they could shape improvements to the services we provide for Edinburgh residents.

This delivered a new high impact visual campaign and introducing new values:

1. **Customer First:** Being customer focused and taking ownership and responsibility.
2. **Work Together:** Working effectively with others and communicating effectively.
3. **Honest and Transparent:** Political sensitivity, leading others and managing change.
4. **Forward Thinking:** Managing performance and developing others. Planning and decision making.

To promote the visual and values, a brand identity was created. In developing the creative, research was carried out to understand the audience demographics and attitudes. The research showed that the average age of our colleagues was 49. So, with this in mind, the imagery was based on the rebellious age of the late 1970s punk movement and early 80s when many of our target audience were in their youth.

Using the edgy punk influenced graphics and colours we created a unique visual identity that was guaranteed to cut through all the other corporate noise. The brief was to make colleagues notice the Pride in our People programme and to engage with it. The idea was to create a highly visual campaign that would, as one colleague put it, 'awake a sleeping giant'.



The campaign focused on employees living the values. To bring this to life, we used "icons" to illustrate the values. The icons were created to help embed the values and were intentionally made to be easily hand drawn by anyone wanting to use them to illustrate one of the values.



## Film

- We created a short film that shows colleagues living the values in their daily working lives and sharing what they mean to them. The film uses the edgy graphics throughout and has an original soundtrack that was created by the internal communications team in partnership with a local musician and can be viewed at <https://www.youtube.com/watch?v=HaN7kbodH4Q>

## Have your say boards

In addition, to generate interaction and to find out what colleagues really think, we introduced '**Have your say**' boards in key sites. The boards have prompted a significant amount of engagement with employees using them to share ideas on what they like as well as the changes they would like to introduce.

This high response demonstrates the impact visuals have prompted a good level of engagement from employees and demonstrated their desire to be part of the change process. The boards have also created a 'water cooler affect' with many colleagues stopping off to discuss the points written on them and so helping to improve team relationships and encourage cross team working.

## Engagement events

Leadership events were held between April and June 2014 re-engaging our leaders in the second phase of the programme.

Events took place within services, led by management teams. We've also run a number of cross-service events aimed at frontline employees and also ran an event that was branded Pride in our Young People and targeted apprentices and graduate trainees in the Council.

The first interactive webcast Pride in our People event was held in November 2014 as part of the budget consultation.

## Pride in our People Awards 2014

Our internal awards scheme was reviewed to align it directly with our Council values and rebranded so that it was clearly recognised as part of the Pride in our People

employee engagement programme. Ten categories were created, four of which were aligned to the Council values – customer first, work together, honest and transparent and forward thinking. Awards entries had to demonstrate how they were living the values in their working lives.

### Phase 3

The third phase of the programme was launched in March 2015 with a focus on managers *leading through change*.

The branding was refreshed to a more contemporary style to indicate a new phase of the programme. However the brand and style of graphics has been maintained, with a clear focus on our people to ensure all employees can see the continuity of the programme. This is not a new initiative – it is a journey we are continuing with our people.



Six leadership events were held on 25 and 26 March with event content comprising:

- **The Council's vision** – led by Sue Bruce this section recognised the excellent work being carried out in services with a focus on achievements. It also highlighted how the feedback received through the programme and BOLD initiative has helped to shape the transformation programme for the Council and gave the audience an understanding of the vision.
- **The journey** – led by Alastair Maclean, this section gave leaders more clarity as well as reassurance about the road ahead and the fact that there is opportunity to get involved and participate in the change journey.
- **Leading through change** – led by Greg Ward, this section aimed to explain to the audience what good leadership is about and inspire them to step up to the challenge.
- **Call to action** – led by Sue Bruce, the final section showcased the *Leading through change* film [https://youtu.be/Tapu\\_Gewrml?list=UUgzwB7R\\_ie4S0J8hwX33t-g](https://youtu.be/Tapu_Gewrml?list=UUgzwB7R_ie4S0J8hwX33t-g) created for these events and ended in a call to action to the leaders to:
  - Have conversations for change with their teams, explaining the vision and the journey we are on
  - Focus on performance and using the PRD process to ensure people understand where they fit in and are doing the right thing
  - Encourage their people to take part in the organisational pulse surveys that will commence in May so that the organisation is working with accurate data to support the change.

These sessions were supported by manager packs and information on the Orb to help managers feel confident in briefing their teams about the roadmap for transformational change. The programme will continue to develop over the coming months, informing and supporting managers and reflecting back our achievements as we journey through change.

## Appendix 2

**News Beat:**  
[www.edinburgh.gov.uk/newsbeat](http://www.edinburgh.gov.uk/newsbeat)

### Aims and objectives

#### Aim

Create a daily online news portal by the end of 2014 to help our 8,000 colleagues feel more informed and greater involved in the transformation of the Council.

#### Objectives

Develop an internal news portal that is:

- relevant, engaging with topical daily news stories
- makes all colleagues more engaged with the Council
- gives them the opportunity to have their say
- is in line with our Pride in our People engagement strategy and the Council's wider channel shift strategy.

### How the aims and objectives were achieved

Delivering a news portal that people trust was a high priority for the Council at a time of transformational change.

*Magnet*, our previous internal magazine was published monthly in two formats: online and print. *Magnet* was generally well-received, however, some readers felt that they did not have time to read a monthly publication from cover to cover. Some colleagues also felt that the balance between essential news and lengthier 'feature' pieces was something we weren't getting quite right.

Monthly production cycles meant that 'need to know' news was frequently out of date by the time it was published. Approximately 1,500 Council colleagues would visit the intranet over a couple of days when an issue was published, but for most of the intervening time, the site would remain dormant.

The challenge, then, was to create a daily news portal, which could better accommodate a busy and diverse workforce – presenting news in format similar to a blog – with brisker copy; greater

The screenshot shows the News Beat website interface. At the top, there's a navigation bar with a 'subscribe' button and a search field. Below that is a large banner for 'news Beat' with the tagline 'your council your news'. The main content area features a news article titled 'Driving down landfill' dated 26/11/2014. The article text describes a new recycling service that has reduced landfill waste by 30% and increased recycling by 50%. An image shows a woman recycling. To the right, there are several sidebar sections: 'Must read this week' with links to 'Cooperative Capital month' and 'Teacher of the year'; 'Get in touch' with links to 'editorial guidelines' and 'submit a story'; 'House rules' with a link to 'moderation policy'; 'Other news links' with links to 'The Orb', 'Council news centre', 'The Council on Facebook', 'The Council on YouTube', 'Bright Futures', 'Tales of one City - news from Edinburgh Libraries', and 'Magnet (archive of back issues)'; and 'The Council on Twitter' with a 'Follow' button and a tweet from 'Edinburgh Council @Edinburgh\_CC'.

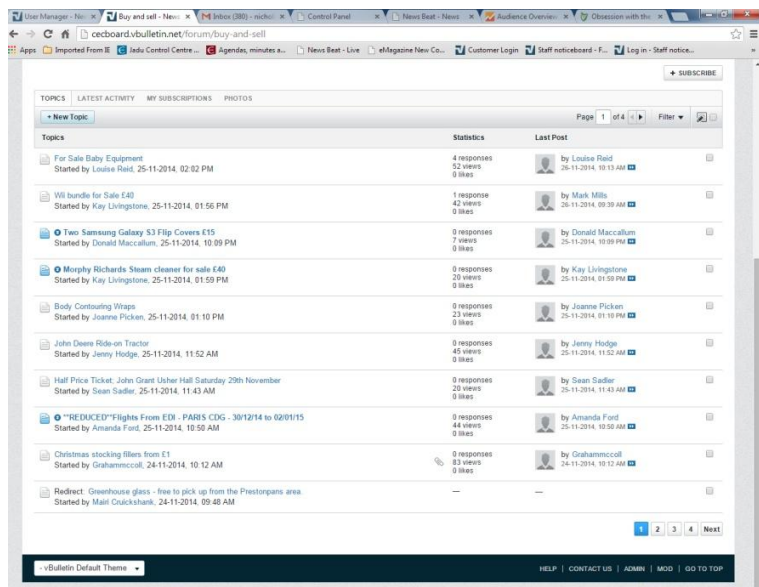
use of video, photography and infographics; as well as introducing social media elements that most readers have now come to expect.

Crucially, to maximise engagement, we also introduced a user-generated **forum/bulletin board**, where colleagues can exchange views, advertise events and buy and sell items.

### Content – brevity, simplicity, and clarity

There are four main tabs on News Beat.

- **News.** Concise news items, circa 300 words. Updated at least four times a day, in a scrolling blog format.
- **Spotlight on...** In-depth weekly feature, circa 700 words. They usually focus on major Council developments (such as the budget consultation, countdown to the independence referendum, etc). They often emphasis the human angle - focussing on our colleagues' experience and the content is written by our in-house team.
- **Your Time.** Competitions, events, and what colleagues do in their spare time. Updated weekly.
- **Noticeboard.** Re-introduced by popular demand. Hosted by V Bulletin, this forum is an essential element of the News Beat approach – offering a forum for colleagues created by colleagues.



Topics and comments are, of course, moderated, but this is done with a light touch. Since our launch on 17 November, we have **over 800 registered users** and this number is growing on a daily basis.

### Design – new ‘urban’ feel

Working with e-magazine providers, Taylor Fitch, we completely overhauled our *Magnet* site to accommodate a daily blog style format.

Design elements were chosen to be in line with our larger Pride in our People employee engagement strategy, with a bolder, ‘urban’ look and feel.

Key design features were introduced to help facilitate a busy workforce with limited time on their hands. These include:

- A “**must read**” this week link to highlight essential news items
- Category tags so readers can filter content specific to theme/service area





- Social media integration – Twitter feed, etc
- Search box
- Easily-located sections on our house rules, editorial policy, and other submission guidelines

*News Beat* is also a **responsive website** – meaning that it now provides an optimal viewing experience, regardless of what device readers are using. An increasing number of our colleagues access the web through other devices such as phones and tablets – a **News Beat app** on all Council enabled devices now links users directly to the site.

### **Design consultation – engaging with our colleagues**

During the development process for *News Beat*, we consulted extensively with colleagues, involving focus groups, colleagues in ICT Solutions, the Web Board, as well as our legal and People and Organisation teams.

The site went through several versions, taking useful user feedback on board, before it went live on 17 November.

A series of interactive demonstrations were carried out with stakeholders, including senior managers and key influencers across the Council to ensure they understood the rationale for the change of approach and supported the new channel.

Pre-launch information was sent to managers, “coming soon” messages were issued to colleagues and posters displayed. Post launch a series of roadshows have taken place to ensure everyone is aware of the new channel and have engaged with it.