

# Corporate Policy and Strategy Committee

10am, Tuesday, 26 February 2019

## Colleague Opinion Survey 2018 – Interim Update

Item number	7.1
Report number	
Executive/routine	
Wards	
Council Commitments	

### Executive Summary

---

This report provides an update on the initial actions taken following the Colleague Opinion Survey 2018 results to address issues highlighted in the previous report.

Progress to date is comprised of a mixture of immediate actions which have already been implemented, planned actions and activities identified as requiring further development through meaningful engagement with colleagues.

An update on works taking place to improve the rate of return among colleagues was also requested by Committee. The Council is exploring ways that would improve future participation. Consideration then needs to be given to any future methodology used to collect views and measure satisfaction of working for the Council.

## Colleague Opinion Survey 2018 – Interim Update

### 1. Recommendations

---

- 1.1 Note that GRBV considered the Colleague Survey results on 15 January.
- 1.2 Note the actions taken to date and planned to address issues raised in relation to results of the Colleague Survey 2018.
- 1.3 Note the activities that are underway or planned to engage colleagues to develop and build on the action plan.
- 1.4 Agree that a full council action plan is provided to CP&S in May

### 2. Background

---

- 2.1 Between 16 April and 29 June 2018, the Council invited all colleagues to take part in a survey about their experience of working for the Council and their satisfaction with various aspects of their job.
- 2.2 There were 4,788 responses from colleagues in electronic and paper form. Based on the Council having 18,688 individual employees at the beginning of the survey period, this was a response rate of 26%. Response rates varied between directorates.
- 2.3 Results from the survey show that colleagues feel their work is interesting, rewarding and allows them to make best use of their skills, with most having a good work-life balance. Colleagues take a significant amount of pride in what they do and personal satisfaction in the contribution they make to the city is generally high. Colleagues are more positive about most aspects of line management than in previous surveys, with line managers more likely to be rated as approachable, open, honest, and listening to feedback.
- 2.4 However, in keeping with the wider environment for all public sector workers and reflecting a period of substantial change across the Council over the last 4 years there are also clear areas for improvement. In particular, while colleague awareness of the need for change within the council and its services was high, colleagues didn't feel sufficiently engaged or involved in key decision making across the organisation and also felt that leaders and managers could be more visible with a better approach to communication. While colleagues feel they have

the right work life balance colleagues also felt that they do not always feel that they have the right tools and capacity to do their jobs well.

- 2.5 The Corporate Leadership Team is committed to developing a comprehensive and robust action plan in consultation with colleagues.

### 3. Main report

---

#### **Approach**

- 3.1 Each Director is taking the lead in developing an action plan bespoke to the needs of their directorate, reflecting the unique staff teams and different ways of working across the Council. The Corporate Leadership Team will consider the collective impact of these plans and any areas of improvement that should be addressed through Council-wide action. To support this approach:
  - 3.1.1 Briefings were provided to each Senior Management Team with their specific directorate results. Service area briefing reports were also sent out to all Heads of Service.
  - 3.1.2 A briefing was given to the Wider Leadership Team which provided the opportunity for Senior Managers to feedback.
  - 3.1.3 Results were made available to all colleagues on the Orb and communicated to all colleagues via emails, Managers News and the Chief Executive's Blog.
  - 3.1.4 Each Director plus the Chief Executive Division has shared the results directly with their own colleagues and, as referenced above, begun engagement to develop and where appropriate to coproduce individual directorate action plans.
- 3.2 The Action Plans being developed comprise of a mixture of immediate actions which have already been implemented, planned actions and activities identified as requiring further development through meaningful engagement with colleagues.
- 3.3 Action plans and engagement activities for each directorate, including the Chief Executive Division, are detailed below.

#### **Chief Executive**

- 3.4 In the Chief Executive's Division, a briefing was provided to all colleagues. This was followed-up by an email to all colleagues with the detailed briefing report, providing the same results that were shared with management. Team Managers have discussed the survey results at team meetings and are collecting feedback to inform priorities for action and agree ways of working.
- 3.5 In the interim, the Head of Service has been sending regular e-mails to all colleagues to keep them up-to-date with work across the division, including budget and change processes, thus strengthening communications and transparency. These issues are also discussed as part of a regular item on weekly face-to-face meetings between all staff and the Head of Service.

- 3.6 There will be a divisional away day in March with all colleagues to bring together the discussions of results from team meetings. Priorities and an action plan will be developed based on feedback received.

### **Resources**

- 3.7 Resources priorities prior to Christmas were around the communication and sharing of the results. To that effect, the Executive Director led five open invitation briefing sessions with staff from Resources to share the results of the survey and outline the issues highlighted. The survey results were then issued to all staff in Resources with e-mail access, inviting suggestions and feedback.
- 3.8 The greater challenge around sharing the results with a large group of colleagues in areas such as Cleaning, Catering and Janitorial Services, which accounts for around 1,500 people in the directorate, is recognised. The Property and Facilities Management Divisional Management Team have been tasked to develop and approach which is suitable for this group of colleagues who have diverse deployment and very different working patterns to most other colleagues.
- 3.9 Each of the five Heads of Service have been asked to formally share their team results with colleagues directly and to create local actions for each of their Divisions. Each of these local action plans for the five Divisions will create a directorate Action Plan, ensuring a 'bottom-up' rather than 'top-down' approach.
- 3.10 The three areas identified for focus across Resources are: leadership, communication, and change management and these have been highlighted in each of the five face-to-face briefing sessions conducted by the Executive Director.

### **Place**

- 3.11 In the Place directorate, the survey results have been shared by the Executive Director and Heads of Service. Service area managers are engaged in sharing the results with their teams. Colleagues have been encouraged to feed back on the results and on their ideas for improvements through their service manager and have also been given the opportunity to communicate these directly to the Senior Management Team.
- 3.12 The provisional action plan for the Place directorate is focused on ensuring colleagues understand the directorate priorities and are clear on how this affects their role. All managers have been encouraged to discuss the results with their colleagues at team meetings and in one-to-one conversations. Any feedback received as part of these may be used to develop local plans for improvement or influence individual colleague development.
- 3.13 Across the directorate, there are plans to:
- 3.13.1 Introduce a single page business plan which explains the directorate priorities;

- 3.13.2 Improve the information on the directorate and service areas on the Orb and to make this information available to anyone who doesn't have access;
- 3.13.3 Increase access to the Orb by increasing the number of ICT terminals which are available in depots;
- 3.13.4 Continue with the programme of Senior Management Team visits to colleagues not based in Waverley Court, as well as attending team meetings and ad-hoc meetings with colleagues;
- 3.13.5 Introduce regular opportunities for colleagues to provide feedback on their experience of working within the directorate.

### **Edinburgh Health and Social Care Partnership (EHSCP)**

- 3.14 The EHSCP has rolled out the iMatter national survey across partnership colleagues, both NHS and CEC, and this will form the basis of surveys in future years as a tool for monitoring progress.
- 3.15 In order to improve communications, engagement and visibility of leadership, the Chief Officer has convened a working group to scope and plan communications and engagement with colleagues across the partnership throughout the coming year.
- 3.16 Building on this, the Senior Leadership Team are undertaking regular 'walk rounds' and visits to sites and teams, and regular colleague engagement sessions have been held over the previous year. The communications and engagement working group will consider how these current engagement practices can be made more effective.
- 3.17 A joint forum has been put in place for colleagues / unions from both NHS and CEC. This forum will co-produce plans, as well as address and resolve those challenging issues which can arise in the integration context.
- 3.18 The Chief Officer produces a weekly newsletter and the communications and engagement working group. A wider partnership newsletter is being developed to augment this.
- 3.19 A new website for the Integrated Joint Board and EHSCP is in the process of being commissioned which will address strategic awareness and communications issues highlighted by the Colleague Survey.

### **Communities and Families**

- 3.20 The Executive Director has committed to attendance at a wide range of events targeting colleagues in all areas of the directorate, including an annual leaders event, locality events, and 'meet the director' sessions similar to those conducted by the Chief Executive. Supporting this, Heads of Service have scheduled visits to their relevant service areas and the Head of Schools and Lifelong Learning will visit schools every Friday.
- 3.21 This enhanced engagement between senior management and colleagues at all levels will build a culture of openness, which will also include more team briefings

and specific workshops with colleagues targeting those areas for improvement identified by the colleague survey.

- 3.22 Across the directorate there are plans to:
  - 3.22.1 Increase awareness and accessibility of the senior management team to colleagues in all areas of Communities and Families;
  - 3.22.2 Increase the range of multi-agency meetings and joint-events where the Communities and Families senior management team participates;
  - 3.22.3 Develop better awareness of the role of line managers in requesting and actioning feedback;
  - 3.22.4 Meet with new head teachers joining the Council and existing head teachers retiring – four visits are currently planned for the Executive Director with these colleagues;
  - 3.22.5 Engage more colleagues in future budget planning and the development of service plans;
  - 3.22.6 Ensure a vision for Communities and Families is on the Council intranet.
- 3.23 The wider Senior Management Team will receive monthly monitoring of actions and key measures to ensure progress, and to develop further actions as required.

#### **Colleague Opinion Survey Action Plan**

- 3.24 Engagement ongoing in directorates is essential to ensure full colleague input and buy-in. While Directors, senior managers and team leaders have begun this process, to do this meaningfully across a significant workforce takes time. Improvements are being made where appropriate and the draft Action Plan for May committee will reflect colleague opinions, priorities and proposals for improvement.
- 3.25 In its co-ordinating role for the Council, Strategy and Communications will establish and lead a short-life working group of managers from across directorates to ensure collaboration and progress. This officer working group is expected to disband in May 2019, following the next report to Corporate Policy & Strategy Committee.

#### **Improving future participation**

- 3.26 It is acknowledged that the response rate of the 2018 Colleague Opinion Survey was low compared to previous years. The Council is exploring ways that would improve future participation including scoping different mechanisms and methodology for engagement.
- 3.27 As part of the feedback and engagement process, each directorate has been tasked with seeking colleagues input as to what might improve future participation. The Council Leadership Team are committed to removing barriers to participation and ensuring the voices of all colleagues are heard in decision-making processes.
- 3.28 The format of future assessments of colleague experiences will be strongly influenced by the feedback from colleagues.

#### **4. Measures of success**

---

- 4.1 An action plan with measures for success in relation to these findings will be developed and submitted to the Corporate Policy and Strategy Committee on Tuesday 14 May 2019. The short-life working group will assist with the creation of viable measures across the Council.

#### **5. Financial impact**

---

- 5.1 Actions taken to improve colleague experience as well as engagement activity is currently taking place and will be ongoing. The form and scale of this activity will vary depending on local priorities. This will be resourced from within existing budgets.

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

---

- 6.1 The findings of the colleague survey have implications for the organisation's approach to management of change, leadership development, and communications.

#### **7. Equalities impact**

---

- 7.1 This report does not in itself enhance or impact on any rights or protected characteristics. Engagement activities with colleagues to develop action plans will be inclusive and attempt to better understand and address any issues.
- 7.2 It was previously identified that colleagues with disabilities and men have generally lower ratings of all aspects of work, and ongoing engagement work attempt to better understand these issues and address them.

#### **8. Sustainability impact**

---

- 8.1 No consideration has been made to the environmental impacts of these results, however subsequent action plan development will consider whether actions to address the issues highlighted in this report can also address carbon reduction, climate change adaptation and sustainable development.

#### **9. Consultation and engagement**

---

- 9.1 As detailed in the background and main report.

## 10. Background reading/external references

---

- 10.1 The Colleague Opinion Survey 2018 results reported to the Corporate Policy and Strategy Committee on 4 December 2018.

[http://www.edinburgh.gov.uk/meetings/meeting/4597/corporate\\_policy\\_and\\_strategy\\_committee](http://www.edinburgh.gov.uk/meetings/meeting/4597/corporate_policy_and_strategy_committee)

### **Andrew Kerr**

Chief Executive

Contact: Yvonne Gannon, Senior Policy & Insight Officer (Insight)

E-mail: [yvonne.gannon@edinburgh.gov.uk](mailto:yvonne.gannon@edinburgh.gov.uk) | Tel: 0131 553 8334

---

## 11. Appendices

None.