

Corporate Policy and Strategy Committee

10.00am, Tuesday, 14 May 2013

2012 Employee Survey Update

Item number	7.1
Report number	
Wards	Not Applicable

Links

Coalition pledges	
Council outcomes	CO24; CO25; CO26; CO27
Single Outcome Agreement	

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Executive summary

2012 Employee Survey Update

Summary

In October 2012 the findings of the Council's 2012 Employee Survey were reported to the former Policy and Strategy Committee.

On 26 February 2013 the Corporate Policy and Strategy Committee requested an update on the analysis and actions undertaken since October 2012 to address the development areas identified through the survey findings.

A number of related actions are set out, including the development of a new Organisational Development strategy and the delivery of Council wide manager engagement events. These actions are underpinned by the development of service area 'People Plans' which take account of feedback from the 2012 Employee Survey and previous Investors in People and Healthy Working Lives assessments.

Recommendations

It is recommended that the Corporate Policy and Strategy Committee:

- (a) note the actions taken to date in responding to the findings of the 2012 Employee Survey; and
- (b) agree to receive a further update on progress in September 2013, to include an update on the outcome of the Investors in People and Healthy Working Lives assessments currently taking place.

Measures of success

The success of each activity will be measured through:

- service specific focus groups, surveys and opportunities to feedback directly to senior managers;
- starting in June 2013, quarterly Council wide 'quick surveys' led by Organisational Development;
- positive feedback from the 2013 IiP assessment leading to the retention of IiP Gold standard in 2014;
- retention of Healthy Working Lives Silver status; and
- improvements in staff satisfaction and related measures in future employee surveys.

Financial impact

There are no financial implications arising from this report.

Equalities impact

There are no significant equalities implications arising from this report.

Sustainability impact

There are no adverse environmental impacts arising from this report.

Consultation and engagement

Consultation on the 'People Plans' has taken place with the trade unions. There has also been engagement with staff at a service level on how the issues raised through the employee survey can be addressed.

Background reading / external references

[Item 5: Employee Survey 2012 Headline Results and Next Steps, Policy and Strategy Committee, 2 October 2012](#)

2012 Employee Survey Update

1. Background

- 1.1 The key findings of the Council's 2012 Employee Survey, the fifth employee survey of its kind undertaken by the Council, were reported to the former Policy and Strategy Committee at its meeting on 2 October 2012.
- 1.2 All Council employees were invited to participate in the survey, which was carried out between April and June 2012. The response rate was 36% (6,710 out of 18,703).
- 1.3 The survey findings identified both areas of strength and development:
 - views on line management, working environment and conditions, fair treatment and inclusion were generally positive;
 - confidence in decisions made by senior management appeared to have a strong influence on how people felt about working for the Council and on personal morale;
 - the need for increased visibility of senior management, communications and engagement, particularly on change and the strategic direction within each service area; and
 - there was also a negative view on employees' ability to influence decisions, underlining the importance of staff involvement in, and awareness of, the actions taken in response to the survey.
- 1.4 At the Corporate Policy and Strategy Committee meeting on 26 February 2013 it was agreed that an update be provided on the related analysis and actions undertaken since October 2012 and how these were being implemented and monitored.

2. Main report

Approach

- 2.1 Since the survey findings were published the Corporate Management Team has agreed three key themes for development across the Council:
 - Leadership;
 - Change Management, and
 - Line Management

- 2.2 Additional detailed analysis of the survey results has been undertaken at divisional level and senior management teams within each service area have agreed their own service specific priorities.
- 2.3 Each service area has produced their own 'People Plan' taking account of the feedback from the 2012 Employee Survey and previous Investors in People and Healthy Working Lives assessments.
- 2.4 Consultation on the 'People Plans' has taken place with the trade unions at branch and service level. These plans are now available on the Council's Orb intranet site.

Actions undertaken since October 2012

- 2.5 A range of related actions have been undertaken at corporate and service level since the survey findings were reported in October 2012.

The main actions include:

Council-wide

- a new Organisational Development strategy has been developed and approved by the Corporate Management Team. The strategy will ensure a systematic approach to improving organisational effectiveness, aligning strategy, infrastructure and people through five key work streams. An overview of the strategy vision and the supporting work streams is provided in appendix 1;
- approximately 1,500 managers attended 'Pride in our People' events at the Edinburgh International Conference Centre in April. These events, led by the Council Leader, Chief Executive and the Corporate Management Team, set out the Council's achievements and future challenges and involved managers in how best to deliver the service transformation required to meet these challenges;
- an additional 30 people working on key change activity within the Council have been trained in Prosci, the Council's preferred Change Management methodology, and
- the Council's Leadership Matters programme, which is open to all line managers and is externally accredited by the Institute of Leadership and Management and Edinburgh Napier University, has been reviewed and refreshed.

Children and Families

- a series of staff talkabout sessions have been delivered. The purpose of these sessions was to gather feedback from staff on a number of key themes identified within the 'People Plan' for the service;
- engagement with leaders and managers has improved through regular meetings, and

- the Children and Families Leadership and Management Framework has been reviewed and revised.

Economic Development

- all staff were invited to attend workshops on the 2012 survey results. These workshops allowed staff the opportunity to contribute ideas to the Economic Development 'People Plan';
- communication activities were reviewed and a new communications strategy has been developed, and
- a staff development group has been established to discuss the learning and development needs within the service.

Corporate Governance

- vision sessions were hosted by the Director for all staff within Corporate Governance;
- divisional follow-up events were arranged to allow staff the opportunity to contribute ideas on how to improve their service area;
- communication improvements have been implemented within Corporate Governance. Examples include open door sessions with the Director and Heads of Service and regular electronic communications on the issues affecting staff within Corporate Governance, and
- three local commitments have been made from the Director and each Head of Service based on concept of 'You said - we did'. These commitments are being progressed within service areas.

Health and Social Care

- a monthly survey has been issued since February 2013 to capture staff feedback on specific areas of the employee survey. The results of these monthly surveys are analysed at team level to help site managers develop their team plans;
- a collaborative enquiry group has been formed to involve staff in change and seek their views on how Health and Social Care take forward the transformation agenda;
- three engagement events have taken place with future events planned every eight weeks, and
- improved uptake of Performance Review and Development (PRD). The aim is for all care workers (circa 400) working in Homes for Older People to have received a PRD by the end of June 2013.

Services for Communities

- the TAM (Team Action Management) employee engagement model has been implemented within Corporate Property. This has allowed all staff the

opportunity to make a difference, influence change and to “*Have Their Say*” in making the right changes;

- the *imProve it* programme has delivered a number of sponsorship and supporting communications programmes. This has ensured that the ‘people’ aspects of change are properly addressed to support achievement of *imProve it* programme objectives;
- a new development programme for managers is in the early stages of development. The programme is being designed in conjunction with Organisational Development and appropriate elements of the programme will be shared with other service areas;
- a new staff engagement model has been implemented to support the implementation of service reviews. This new engagement method has been evaluated with very positive feedback from staff and trade unions, and
- consultation with senior managers and their teams has taken place to identify the top three actions in response to the survey feedback. These actions have been progressed as a priority within their service area.

Monitoring

2.6 The success of each activity will be measured through:

- service specific focus groups, surveys and opportunities to feedback directly to senior managers;
- starting in June 2013, quarterly Council wide ‘quick surveys’ led by Organisational Development;
- positive feedback from the 2013 liP assessment leading to the retention of liP Gold standard in 2014;
- retention of Healthy Working Lives Silver status; and
- improvements in staff satisfaction and related measures in future employee surveys.

3. Recommendations

3.1 It is recommended that the Corporate Policy and Strategy Committee:

- 3.1.1 note the actions taken to date in responding to the findings of the 2012 Employee Survey; and
- 3.1.2 agree to receive a further update on progress in September 2013, to include an update on the outcome of the Investors in People and Healthy Working Lives assessments currently taking place.

Alastair Maclean

Director of Corporate Governance

Links

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 – OD vision and strategy

Appendix 1: OD vision and strategy

Strategic intent

Organisational Development is a planned, systematic approach to improving organisational effectiveness – one that aligns strategy, infrastructure and people.

Outcome

To have a motivated, engaged and high performing workforce, capable of delivering quality services, organisational objectives and effective change within budget and policy.

The OD strategy is made up of five key work streams. Robust OD capabilities are the foundation on which the four other work streams will be built:

