

# Corporate Policy and Strategy Committee

10.00am, Tuesday, 3 September 2013

## 2012 Employee Survey Update

Item number	7.1
Report number	
Wards	Not Applicable

### Links

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Coalition pledges	
Council outcomes	<a href="#">CO24; CO25; CO26; CO27</a>
Single Outcome Agreement	

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# Executive summary

## 2012 Employee Survey Update

### Summary

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

On 14 May 2013 the Corporate Policy and Strategy Committee was provided with an update on the analysis and actions undertaken since October 2012 to address the development areas identified through the survey findings.

The actions reported in May 2013 continue to be embedded throughout the Council and this report sets out additional actions undertaken since May 2013.

The report also contains feedback from the recent Healthy Working Lives assessment where the Council received confirmation that it had retained its Silver award and the interim Investors in People (IiP) assessment which shows the Council is on track to retain its IiP Gold status in 2014.

These assessments provide the Council with externally accredited feedback from over 500 staff and can be linked to the people actions being undertaken throughout the Council.

### Recommendations

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It is recommended that the Corporate Policy and Strategy Committee:

- (a) note the additional actions taken in response to the findings of the 2012 Employee Survey; and
- (b) note the successful retention of the Healthy Working Lives Silver award and the progress made toward retaining IiP Gold status in 2014.

### Measures of success

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

- service specific focus groups, surveys and opportunities to feedback directly to senior managers;
- retention of IiP Gold status in 2014;
- retention of Healthy Working Lives Silver award; and
- improvements in staff satisfaction and related measures in future employee surveys.

### Financial impact

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There are no financial implications arising from this report.

## **Equalities impact**

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There are no significant equalities implications arising from this report.

## **Sustainability impact**

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There are no adverse environmental impacts arising from this report.

## **Consultation and engagement**

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Over 500 staff from across the Council including the Council Leader, senior managers and trade union representatives were interviewed as part of the Healthy Working Lives, and interim IiP assessments.

## **Background reading / external references**

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

[Item 7.1: 2012 Employee Survey Update, Corporate Policy and Strategy Committee, 14 May 2013](#)

## 2012 Employee Survey Update

### 1. Background

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- 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 Corporate Policy and Strategy Committee at its meeting on 2 October 2012.
- 1.2 At the Corporate Policy and Strategy Committee meeting on 14 May 2013 an update on the analysis and actions undertaken corporately and within each service area to address the issues raised by staff was provided.
- 1.3 A further update was requested for September 2013 with additional information on how the actions had supported the Healthy Working Lives and interim liP assessments.

### 2. Main report

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#### **Actions since May 2013**

- 2.1 Each service area continues to embed the people actions within their service specific 'People Plans' and new actions continue to be implemented since the last update in May 2013.

The main actions include:

#### **Council-wide**

- following on from the successful "Pride in our People' events at the Edinburgh International Conference Centre in April 2013. The first 'local Pride in our People' event for 200 front line staff was held in August 2013. This event, led by the Chief Executive and the Corporate Management Team, set out the Council's achievements and future challenges; and
- an additional 20 managers from across all service areas have commenced a one year talent management programme. This annual programme led by Organisational Development identifies individuals who have potential to move into more senior positions and individuals who are key in roles to develop and enhance their skills and capabilities.

#### **Children and Families**

- after the recent liP assessment and a number of staff talkabout sessions the Children and Families 'People Plan' has been updated;
- the Plan was shared with Children and Families Senior Management Team in August 2013;

- the main actions and themes within the 'People Plan' are:
  - embedding staff talkabouts;
  - senior management involvement in talkabouts and other engagement with staff;
  - mentoring;
  - induction;
  - 1-2-1 guidance;
  - PRD;
  - supporting people with career/development pathways.

### Corporate Governance

- three local commitments were made by the Director and each Head of Service based on the concept of 'You said - we did'. These commitments have all been achieved and examples include:
  - lunch and learn sessions to ensure all staff have access to development opportunities;
  - surgeries to allow staff the opportunity to feedback to senior managers;
  - management meetings at different locations each quarter to increase visibility of managers;
- in order to prepare new managers for their role a managers induction has been developed;
- to improve communication across the service quarterly extended Management Team meetings have been introduced; and
- in response to the Healthy Working Lives and liP assessments, additional commitments from the Director and Heads of Service have been incorporated into the 'People Plan';

### Economic Development

- to improve managers and staff understanding of responsibilities in managing people a guidance note has been issued to all staff;
- to engage all staff in service activities an annual staff away day was held in June 2013;
- an induction programme for new starts/changing roles has been implemented;

- to ensure all training is captured and recorded and to enable the service to evaluate training more effectively a new evaluation process is being developed; and
- to improve understanding of skills in the service a skills audit was conducted.

### Health and Social Care

- a strategic approach to workforce and organisational development activity has been agreed and is being implemented to support the personalisation change programme (see appendix 1). This is engaging staff, service users, carers and the general public in delivering changes necessary to achieve the aims of personalisation and new self-directed support legislation. Changes to working methods and practices, business processes and pathways, and organisational culture are being achieved via:
  - a collaborative inquiry (CI) group which has been formed to engage workers in generating and implementing ideas for change (to date the group has engaged with circa 550 people across the workforce and agreed a programme of action with senior sponsors);
  - a programme of workshops to engage workers in the personalisation change programme with events taking place every eight weeks (8 events have taken place and circa 300 staff have attended to date);
  - business process improvement workshops which utilise LEAN methodology to improve efficiency, effectiveness and the overall customer experience;
  - an engagement network for staff to work in a co-productive manner with service users, carers and the general public, to deliver necessary changes and improve the 'Persons Pathway'. This includes quarterly large events open to the general public and a bi-monthly smaller core group of 19 people. (3 large events have taken place and circa 90 people have attended to date)
- a series of quarterly workshops have been taking place to involve managers and leaders from across the Edinburgh Health and Social Care Partnership in discussions about how best to achieve the aspirations of the integration change programme. (3 events have taken place to date and 120 Council and NHS managers have attended each event)
- further workshops are now planned from October with the aim of engaging frontline workers in the integration change programme. The workshops will be attended by 300 workers from across council and NHS services.
- an online knowledge hub for communicating and engaging staff in the integration change programme
- electronic newsletters have been circulated to a wide staff audience in the Council, Community health Partnership and Royal Edinburgh and Associated Services, on the discussions at the Partnership meetings

- the quarterly in-house staff magazine has carried information about integration since the summer of 2012. This publication is circulated to the same staff audiences as the electronic newsletters, plus all Home Care staff personally
- the Home Care staff newsletter which is mailed to the 1200 workforce in the service has included updates on integration
- improved uptake of Performance Review and Development (PRD), approximately 50% of all care workers in homes for older people now have a PRD and plans are in place to ensure that 100% is achieved; and,
- a quarterly survey has been introduced for Business Services workers to capture feedback on specific areas of the Council wide employee survey. Survey results are analysed at team level to help site managers develop their team plans. The latest survey in June achieved a 70% response from circa 170 workers.

### Services for Communities

- a Leadership Development programme is being delivered for frontline managers in Environmental Services, recognising the need to support this staff group to deliver on *improve it* programme objectives
- LEAN methodology is being deployed in a number of teams (currently 6 projects in progress), engaging staff at all levels in making changes to the way services are delivered for the benefit of our customers
- building on initial positive feedback, improved staff engagement and consultation models are being applied to support the implementation of large-scale service reviews within Transport and Licensing
- as a component of the 'engagement' work stream arising from implementation of the TAM (Team Action Management) model in Corporate Property, circa 200 staff have participated in workshops designed to increase management visibility and to offer the opportunity to shape the service going forward
- senior managers have been acting on the priorities identified through further consultation with their teams following the survey. Examples include 'back to the front' programmes aimed at increasing manager accessibility and visibility, and neighbourhood staff 'bus tours' designed to increase knowledge of the wide range of services delivered within neighbourhoods and improve team working. The impact of some of these initiatives was acknowledged in the recent liP assessment report - *'Many staff felt there has been increased face to face communication with senior managers'*.

### Healthy Working Lives Assessment

- 2.2 Healthy Working Lives is a national workplace health and wellbeing programme organised by the Scottish Centre for Healthy Working Lives. The programme is

supported by the Scottish Government, Trade Unions and employers' organisations.

- 2.3 The Council was first awarded Healthy Working Lives status in September 2008, achieving the Bronze level of the award.
- 2.4 The Silver level was achieved in March 2010 and feedback from the April 2013 assessment confirmed this level has been retained for a further three years.

#### **Investors in People (IiP) interim Assessment**

- 2.5 IiP is an internationally recognised business improvement framework and in December 2011 the Council became the first Scottish local authority to achieve IiP Gold status, IiP's highest level of recognition
- 2.6 In order for the Council to maintain its IiP gold status, it is required to be reviewed over two years against 189 evidence requirements from the IiP Framework and it must achieve at least 165 of these evidence requirements.
- 2.7 Feedback from Anne Owens, Managing Assessor for IiP Scotland on 5 June 2013 confirmed the Council meets 88 out of the 89 evidence requirements it was assessed against and "this shows a very positive step in maintaining Gold status by December 2014".
- 2.8 The feedback from IiP Scotland included a number of positive themes including:
- the commitment of staff to go the extra mile to deliver the services they are involved in;
  - a strong commitment to learning and development within the Council;
  - a recognition from staff that as an organisation the Council is getting better in the way it manages and develops our people; and
  - the Council is clearly on a journey of continuous improvement.

#### **Future Monitoring**

- 2.9 Future Healthy Working Lives and IiP assessments are two of the key ways the Council will gather feedback from staff on how successful the actions being implemented in relation to feedback from staff have been and any new areas that require to be addressed.
- 2.10 Additional ways of monitoring feedback and measuring success will include:
- service specific focus groups, surveys and opportunities to feedback directly to senior managers; and
  - improvements in staff satisfaction and related measures in future employee surveys.

### **3. Recommendations**

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- 3.1 It is recommended that the Corporate Policy and Strategy Committee:
- 3.1.1 note the new actions taken in response to the findings of the 2012 Employee Survey; and



3.1.2 note the successful retention of the Health Working Lives Silver award and the progress made toward retaining liP Gold status in 2014.

## **Alastair Maclean**

Director of Corporate Governance

### **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: Health and Social Care, Workforce and Organisational Development Approach

## Appendix 1: Health and Social Care, Workforce and Organisational Development Approach

The strategic focus of the Workforce and Organisational Development approach is to engage workers, service users, carers and the general public in delivering the changes necessary to achieve the aims of personalisation, and the new self-directed support legislation due to be implemented in April 2014. This will include changes to: working methods and practices; business processes and organisational culture.

