

Corporate Policy and Strategy Committee

10.00am, Tuesday, 14 May 2019

Colleague Opinion Survey 2018 – Action and Engagement Plan

Item number
Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 Note that an interim update report was considered at CP&S on 26 February 2019.
- 1.2 Note the action and engagement plan underway to address issues raised in the results of the Colleague Opinion Survey 2018.
- 1.3 Refer the report to the Governance, Risk and Best Value Committee on 4 June 2019.

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Report

Colleague Opinion Survey 2018 – Action and Engagement Plan

2. Executive Summary

- 2.1 This report provides an overview of the Colleague Opinion Survey action and engagement plan. The plan is in two parts: firstly, the Council-wide action and engagement plan which comprises of five strategic themes; and secondly, a summary of directorate action plans.
- 2.2 The plan reinforces the Council's commitment to positively engage with colleagues to improve their experience of working with the Council by improving: communications; learning and development culture; change management processes; and visible and dynamic leadership.
- 2.3 These plans highlight key improvement actions and represent the tone and content of much broader engagement and action being conducted by leaders at all levels within the Council.
- 2.4 The report also provides an overview of work taking place to improve future participation, as well as consideration of different methodologies for measuring satisfaction.

3. Background

- 3.1 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.
- 3.3 Results from the survey showed that colleagues felt their work was interesting, rewarding and allowed them to make best use of their skills, with most having a good work-life balance. Colleagues felt their line managers were approachable, open, honest, and listened to feedback.
- 3.4 However, the survey also identified awareness and engagement with change, visible leadership, communication, and overall capacity as areas for improvement.

- 3.5 In response to the survey, the Corporate Leadership Team committed to developing an organisational action plan in consultation with colleagues.

4. Main report

- 4.1 As a result of being a large and diverse organisation, the Council faces two overarching challenges: significant change in culture will take time to manifest; and individual services will have unique circumstances that must be managed locally. This report therefore presents both corporate action plans intended to tackle Council-wide areas for improvement, and individual directorate action plans to most appropriately address specific services.
- 4.2 Each Executive Director has led on engaging and consulting, and developing the action plan bespoke to the needs of their directorate. This process allows existing areas of strength to be recognised and built upon – such as higher ratings noted in many areas for example in Communities and Families.
- 4.3 Each directorate's engagement contributed to the development of the corporate approach, with a short-life officer-led working group established by Strategy and Communications to ensure learning and coordination, and that each directorate's needs were represented in planning.

Council-wide Action and Engagement Plan

- 4.4 Five key areas for improvement were identified as being more appropriate for cross-Council action:
- 4.4.1 Leadership:
- Ensuring managers are supported and encouraged to be more visible and responsive to their services.
 - Encouraging a culture of individual leadership and responsibility across the organisation through leadership development.
- 4.4.2 Learning and development:
- Promoting modern approaches to learning and development, using technology to make learning more accessible.
 - Reviewing formal learning opportunities to ensure that essential and high-value training is also stimulating and rewarding to colleagues.
 - Building on existing success to nurture a widespread learning and development culture.
- 4.4.3 Change management:
- Reviewing and developing the Council's Managing Change Policy and Change Strategy.

- Involving colleagues at an early stage in change processes, including budget planning, and demonstrating the value of engagement to all colleagues.

4.4.4 Internal communication:

- Supporting senior managers to improve local and bespoke team communications.
- More creative use of new communication methods to target messages to relevant colleagues, rather than organisation-wide broadcast.
- Renewed emphasis on 'closing the loop' adult-to-adult communications which demonstrates how feedback resulted in action or explains why it didn't.

4.4.5 Next steps: future colleague engagement methods:

- Building on the existing approach to colleague engagement to create an open engagement culture with reduced hierarchical barriers and improve connection to key corporate work streams.
- Introduce new processes for continuous meaningful colleague engagement and experience measurement, with regular personalised engagement methods and a triennial Colleague Opinion Survey.

4.5 Appendix 1 provides further detail on the Council-wide Action and Engagement Plan and discusses each theme in turn.

Directorate action plans

4.6 It should be noted that Executive Directors, senior managers and team leaders continue to engage with colleagues on these plans. Meaningfully engaging across a large workforce takes time, and this process will naturally transition from being a process of communicating and identifying improvement action to a new normal of a more engaged and connected workforce.

4.7 Examples from each directorate can be found in Appendix 3. This is not an exhaustive list of actions, but highlights the scope and tone of activity happening across the directorates.

4.8 To support the formation of directorate action plans:

- 4.8.1 Briefings were provided to each Senior Management Team with their specific directorate results. Service area briefing reports were also sent to all Heads of Service.
- 4.8.2 A briefing was given to the Wider Leadership Team which provided the opportunity for Senior Managers to discuss.
- 4.8.3 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.

- 4.8.4 Each Executive Director plus the Chief Executive's Service has shared the results directly with their own colleagues and, as referenced above, began engagement to develop and, where appropriate, coproduce individual directorate action plans.
- 4.9 Examples of engagement methods which have been adopted in directorates include:
 - 4.9.1 Briefings, open engagement sessions with and emails to colleagues encouraging discussion and feedback.
 - 4.9.2 Executive Directors and senior managers attending team meetings and deploying site visits.
 - 4.9.3 Managers having discussions in team meetings and collecting feedback and ideas for improvement. This demonstrates a bottom-up approach to developing action plans with colleagues, making use of the more favourable results of satisfaction with line management.
- 4.10 Appendix 2 provides an example of the engagement method Human Resources (HR) took to develop their action plan.

5. Next Steps

- 5.1 Ongoing work and colleague engagement will continue within each directorate to formulate service specific actions in response to results and feedback. Action plans will be reviewed and updated regularly by directorates.
- 5.2 Ongoing work to support and enable improved communications, enhance a learning and development culture, encourage visible and dynamic leadership and strengthen change management throughout the Council.
- 5.3 The Council will develop a plan for measuring future satisfaction with working for the Council.

6. Financial impact

- 6.1 Actions taken to improve colleague experience as well as engagement activity currently taking place are ongoing. The form and scale of this activity will vary depending on local priorities. This will be resourced from within existing budgets.
- 6.2 Consideration will be given to future council-wide methods to measure colleague experience. There are no additional costs for the current financial year.

7. Stakeholder/Community Impact

- 7.1 The Colleague Opinion Survey results and feedback have been used to develop robust action and engagement plans throughout the Council. Engagement with colleagues

has taken place within each directorate to develop directorate action plans, using the most effective methods, reflecting the unique teams and different ways of working across the Council, to meet the specific needs in the different service areas.

- 7.2 The plan reinforces the Council's commitment of positively engaging with colleagues to improve their experience of working for the Council.
- 7.3 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.

8. Background reading/external references

- 8.1 The Colleague Opinion Survey 2018 results reported to the Corporate Policy and Strategy Committee on 4 December 2018:
[http://www.edinburgh.gov.uk/download/meetings/id/59380/item_72 -
_colleague_opinion_survey_2018pdf](http://www.edinburgh.gov.uk/download/meetings/id/59380/item_72_-_colleague_opinion_survey_2018pdf)
- 8.2 The Colleague Opinion Survey 2018 – Interim Update reported to the Corporate Policy and Strategy Committee on 26 February 2019:
[http://www.edinburgh.gov.uk/download/meetings/id/60023/item_71 -
_colleague_opinion_survey_2018_%E2%80%93_interim_update](http://www.edinburgh.gov.uk/download/meetings/id/60023/item_71_-_colleague_opinion_survey_2018_%E2%80%93_interim_update)
- 8.3 The Employee Engagement update 2017 reported to the Governance, Risk and Best Value Committee on 1 August 2017:
[http://www.edinburgh.gov.uk/download/meetings/id/54316/item_76 -
_employee_engagement_update_2017](http://www.edinburgh.gov.uk/download/meetings/id/54316/item_76_-_employee_engagement_update_2017)

9. Appendices

- 9.1 Appendix 1: Council-wide Action and Engagement Plan
- 9.2 Appendix 2: Case Study: Human Resources follow up action plan and activities
- 9.3 Appendix 3: Directorate Action Plans – Example Actions

Appendix 1: Council-Wide Action and Engagement Plan

1. Leadership

- 1.1. The Council's investment in leadership development over the last several years has delivered positive results in relation to line management. Colleagues were more likely than in previous years to rate their line manager as approachable (81% agreed), open and honest (73%), and as someone who listens (71%) and recognises achievement (67%). However colleagues often disagreed that their Head of Service and Executive Director were sufficiently visible.
- 1.2. The Wider Leadership Team were tasked by the Chief Executive with improving their visibility to colleagues. Work has taken place to improve this throughout directorates, through site visits, attending team meetings and weekly huddles, direct emails, and regular communications from Executive Directors, heads of service and other leaders.
- 1.3. Enabling managers to be more visible is a key objective in the communications strategy.
- 1.4. The Council is also keen to create a more dynamic approach by encouraging individual leadership throughout the Council through the learning and development programme.

2. Learning and development

- 2.1. Around half of colleagues agreed that they are able to access to the right learning and development opportunities when they need to and are given support to meet their learning and development needs.
- 2.2. The Council recognise that engagement in learning and development can make a positive impact on performance and culture across the organisation leading to the realisation of the 2050 vision. The Council aspire to continue to build on the work already started to promote a modern and agile approach to learning and development across the organisation recognising that this is critical to the delivery of high-quality services and positive outcomes for citizens and employees.
- 2.3. The actions that the Learning and Development Team will take to enhance a learning and development culture within the Council includes:
 - Engage with senior leadership teams to evaluate the impact of learning, identify new learning priorities, provide advice about blended learning and review essential learning annually.
 - Encourage and support leaders and managers to facilitate discussion about learning and development within teams, highlighting the impact of learning on performance and outcomes. They will also encourage leaders and managers to focus on learning and development in one-to-ones and annual performance conversations with individual employees in their teams.
 - Provide resources to assist leaders and managers to raise the profile and value of 'on the job' learning, signposting opportunities for peer learning, coaching, sharing and networking and to support employees undertaking formal qualifications through the Further and Higher Education Scheme.

- Enable individuals to undertake self-directed learning at a time that is most convenient for them by both providing learning resources and signposting to free learning which can provide 24/7 accessibility. The team will seek to provide the 'right learning at the right time'.
- Highlight and promote modern approaches to learning and development at welcome events for new employees and leaders.
- Make formal learning more engaging making effective use of technology and interactive approaches, linking closely with digital developments within the Council.
- Work with colleagues in HR Consultancy and Strategy Teams to provide learning solutions for key developments which impact across the Council.
- Work with the Communications Team and Human Resource Operational Excellence to promote learning at work in an ongoing way, highlighting key campaigns, showcasing good practice and current thinking, signposting resources and referencing new developments on the Orb and in employee communications.
- Facilitate focus groups during learning at Work Week in May 2019 to ask colleagues what learning opportunities would help them to be at their best and to help us understand what learning at work means for them to inform future development of the action plan

3. Change management

3.1. While colleague awareness of the need for change within the council and its services was high (75% understand the need for change and 68% support the need for change), they were less likely to feel that they were kept informed about change which affected them (47% in 2018, 52% in 2014) or to feel that they have an opportunity to have a say on change that affected them (26% in 2018, 29% in 2014). The Managing Change Policy and the Council's Change Strategy helps address these issues by ensuring that engagement starts at an early stage in the process.

3.2. Managing Change Policy:

- The Council has gone through significant change and restructuring in recent years and it is clear from the results and comments received from the survey that the management of this change is an area of improvement. Colleagues felt that improving openness, honesty and transparency, particularly around change and organisational reviews, as well as the reason for change would improve working for the Council.
- The Council recognise the need for continuous improvement and recognise this can result in large scale change. A Managing Change Policy, where significant changes are proposed including departmental or team restructures, changes to working practices, or workforce reductions and redundancies, is currently under development. This will address issues highlighted through the survey results.

- Main principles in the policy include engagement (real involvement) as well as co-design and collaboration. The policy aims to identify, communicate and engage with stakeholders at the start of the process in order to generate ideas and options for consideration or consultation.
- It was agreed at the Finance and Resource Committee that an extended period of consultation will take place with trade unions and colleagues the Council.

3.3. In addition to managing change around organisational review, the way the Council engages with colleagues to influence the direction of the Council's overall change strategy came through as a key area.

3.4. **Change Strategy:**

- Engaging with colleagues and frontline services to gain an understanding of the demands and directing resources to better support front line services was an emerging concern highlighted through the survey comments.
- The Council's Change Strategy is centred around three key principles of: (i) driving improvements to deliver the high-quality services that citizens both expect and deserve; (ii) targeting investment on prevention and early intervention to reduce long-term reliance on our services and enable citizens to lead active, independent lives; and (iii) delivering growth within the city that is sustainable and inclusive. The strategy sets out an ambitious programme of change which has the potential to deliver improved services to citizens. The Change Strategy, published in February 2019, was based on public and stakeholder feedback and engagement. A key priority in the strategy is to engage with stakeholders at an early stage. This includes Council colleagues.
- The Council's 2019-20 budget engagement was a good example of the how the Council is continuing to innovate in engagement activities with stakeholders, which includes Council colleagues. Its group-based activity was well-received by colleagues, provided a good mechanism to feedback into the process, and was especially effective in helping colleagues to consider the whole budget as well as individual service areas.
- The desired outcomes for the Council's budget engagement include:
 - Improved understanding of Council finances amongst colleagues and residents
 - Colleague and resident priorities and suggestions for spending and efficiencies
 - Improved colleague support and participation in the process of delivering change and specific efficiencies impacting their service
 - Improved elected member confidence in engagement through ensuring inclusive processes that meaningfully involve SIMD and diverse communities

4. Internal communication

- 4.1. The communications team is currently refreshing a strategy to improve communications internally. A key part of which will be to address the feedback from the colleague opinion survey.
- 4.2. Knowing where to find information and being kept informed about what is happening across the Council were areas for improvement in the survey results. Communication and information that is straightforward, honest and relevant were also areas which could be improved upon, along with colleagues being asked about their views and receiving feedback on their views. However, results varied between directorates and service areas.
- 4.3. Good internal communications require a commitment from all managers, particularly those at the top of the organisation, to devote the necessary time to being visible, listening to colleagues and understanding the reality of the jobs that their teams are doing, and cascading messages.
- 4.4. The main objectives of the strategy include:
 - Work to ensure our employees hear news that affects them, their colleagues, job or workplace from us first.
 - Develop alternative digital channels to communicate messages to ensure all colleagues (no matter their role or location) are using the new digital channels being developed by HR and ICT.
 - Support employees to better understand the change strategy through regular briefings and real-life stories.
 - Create a sense of belonging and pride through launching an employer brand which covers the full employee lifecycle (recruitment to leaving the Council) – what does it feel like, look like, and sound like working for us?
 - Ensure communication is two-way, regular and consistent, delivered through a mix of informal and formal methods across the organisation.
 - Provide a consistent and compelling strategic narrative across all channels.
 - Ensure consistent and engaging brand and tone of voice across all channels.
 - Create mechanisms for colleagues to share ideas to senior managers and elected members and ensure we act upon their ideas and provide feedback.
- 4.5. The communications team plan to enable senior leaders and managers to improve communications in their service areas, by:
 - Enabling managers to be more effective communicators, by delivering a series of best practice communication workshops to support them to develop and improve their communications skills.
 - Ensuring all managers, especially senior managers, are more visible and devote the time needed to communicate effectively with their team(s).

- Providing managers with the tools to deliver the consistent key messages through multiple communications channels that mix informal (e.g. one-to-one discussion between a manager and a team member) with formal (e.g. briefings, Newsbeat).

4.6. The team intend to close the loop using the following approach:

- If colleagues report something is not working, or not right, and it is fixed as a result – this will be communicated back to colleagues.
- A basic principle of the communication strategy will be that – at all levels of management – the communication circle will be completed by providing feedback (publicly if appropriate) on colleague ideas received.
- If an idea put forward by a colleague cannot be adopted, then the reason will be shared.

4.7. The strategy aims to provide clear and consistent channels by:

- Delivering consistent messages,
- Greater prioritisation of communications,
- Using new digital channels, creating more opportunities for two-way communications and closing the loop.

4.8. New channels and activities the communication team plan to implement are detailed in Table 1 and 2. Table 3 provides a list of existing internal communication channels.

Colleague communications: clear and consistent channels

Channels and activities – the opportunity

Table 1: New channels		Benefit				
	Description	Collaboration	Messages cascade	Bespoke content	Two-way feedback	Engage hard to reach colleagues
New SharePoint intranet (The Orb)	Replacement for current intranet platform	✓	✓	✓	✓	✓
Microsoft Yammer (as part of the Office 365 roll-out)	Social networking service similar to Facebook. Allows all colleagues (with an authenticated email address) to have access to information – organisation-wide announcements and engagement	✓	✓	✓	✓	✓
Microsoft Teams (as part of the Office 365 roll-out)	Integrates people, content, and tools to be more engaged and effective.	✓	✓	✓	✓	✓
e-payslips	Project to deliver electronic payslips to employees to their own email address via secure password.		✓	✓		✓
Learning and Development app	Project underway to review viability of Council developed apps for learning.		✓	✓		✓
Manager breakfast forums and drop-ins	Create community of managers across Council, set-up series of events aimed at improving communications skills and sharing best practice.	✓	✓	✓	✓	
New Edinburgh.gov.uk site	Updated external website to new platform. New branding.		✓	✓		✓

Table 2: New activities

Activity	Description	Benefit				
		Collaboration	Messages cascade	Bespoke content	Generate two-way feedback	Engage hard to reach colleagues
Job shadowing	Back to the floor events Delivered by: Senior leaders, directors, Heads of service and service managers	✓	✓		✓	✓
Interactive digital discussions	“In the hot seat/Ask the boss/Ask Andrew” on the News beat or Skype. Enabling colleagues to ask questions about topics that matter to them. Delivered by: Senior leaders, directors, Heads of service and service managers	✓	✓	✓	✓	
Quarterly call	Dial in opportunity for colleagues at all levels including hard to each to hear about council priorities/developments/progress. Listen back available. Delivered by: Senior leaders and directors	✓	✓	✓	✓	✓
Major decision summaries	Summaries of major Council decisions – shared on News Beat Delivered by: elected members and directors		✓	✓	✓	
One Council	Meet the Leaders/Deputy leader/Conveners– softer non-political profile piece		✓		✓	
“CLT in 60 seconds”	One minute video covering the highlights from that week’s CLT meeting. Recorded straight after meeting on mobile phone and uploaded to the Orb. Delivered by Andrew or Exec Director.	✓	✓	✓	✓	

Activity	Description	Benefit				
		Collaboration	Messages cascade	Bespoke content	Generate two-way feedback	Engage hard to reach colleagues
"An interview with..."	Colleagues from different service areas interviewing each other about roles vision for the council etc. e.g. colleague in finance interviewing a colleague from waste.	✓	✓	✓	✓	✓
"A day in the life"	All colleagues given the opportunity to spend a day in the life of another colleague	✓	✓	✓	✓	✓
Electronic polls	Conducted on the orb and Newsbeat on hot topics	✓	✓	✓	✓	
City people stories	Sharing good news stories about our residents. How the Council has helped them. Photo and quote	✓	✓	✓		✓
Colleague showcase	Posters in buildings – showcasing colleagues about their success in delivering Council priorities – photo and quote	✓	✓	✓		✓
Cross-Council editorial committee	Content generation and engagement. Representatives from across the Council including hard to reach areas. Aim to identify, collating, writing and sharing news articles	✓	✓	✓	✓	✓
Communications champions	Local champions will work with the cross-Council editorial committee to identify stories, collect feedback from their colleagues and cascade messages – corporate/strategic	✓	✓	✓	✓	✓

Table 3: Existing channels

		Activity	Audience	Frequency	Purpose	Perceived effectiveness
One-way communications	Online	Email	All colleagues	Ad-hoc	Used to cascade a variety of messages including: strategic messages, resilience, HR, office specific	86% of colleague survey respondents felt it useful
		Video	All colleagues	Ad-hoc	Predominantly used by Andrew Kerr to share short messages and show support for initiatives including colleague awards	Colleagues do prefer video as a channel, as messages are shared in a concise way.
		Desktop wallpaper	All colleagues	Ad-hoc	Targeted messaging, should be used for a short-time, otherwise can become lie wallpaper	Not measured
	Offline	Posters	All colleagues including hard to reach	Ad-hoc	Campaign specific promotions for a variety of topics including colleague survey promotion, wellbeing, Budget participation	58% of colleague survey respondents felt it useful
		Payslip messages and inserts	Colleagues without myHR/email access	Ad-hoc	Used to target messages to our hard to reach colleagues. Often used for colleague survey promotion, pay awards and Budget participation	Not measured
Two-way communications	Offline	New leader induction	New leaders to/in the Council	Bi-monthly	To reinforce their responsibilities for cascading key messages and on keeping their team informed of council matters (not just Service area specific matters).	88% of colleague survey respondents felt it useful
		Wider Leadership Team meeting	Senior leaders	Monthly	We bring together our whole community of leaders to encourage, challenge and support each other around the behaviours and mindset that will enable us to deliver our priorities.	88% of colleague survey respondents felt it useful
		Andrew Kerr visibility programme	All colleagues	Bi-monthly	Face to face events that take place across the city to share updates on Council performance and strategy.	64% of colleague survey respondents felt it useful

		Activity	Audience	Frequency	Purpose	Perceived effectiveness
					Gives colleagues the opportunity to ask Andrew questions.	
		Campaign materials including pop-up display banners or posters	All colleagues	Ad-hoc	Visuals and promotional materials to support specific campaigns, for example wellbeing, health and safety, IT security.	58% of colleague survey respondents felt it useful
	Online	News beat	All colleagues	Daily	News site used for a mix of corporate and people stories. Able to be accessed by all colleagues including hard to reach, as the platform sits outside the Council network	71% of colleague survey respondents felt it useful Likes and views vary depending upon the topic – not a true representation of effectiveness or readership
		Andrew Kerr's weekly blog	All colleagues	Weekly	Outline key issues, opportunities, key diary events, recognise employee successes.	70% of colleague survey respondents felt it useful. Average weekly views 1,000
		Managers' news	People managers	Fortnightly	Manager specific information and HR actions	40% of colleague survey respondents felt it useful
		The Orb carousel	All colleagues	Daily		85% of colleague survey respondents felt it useful
		Waverley Court plasma screens (excluding reception area)	All colleagues and visitors in Waverley Court	Ad-hoc	Promote specific targeted messaging	58% of colleague survey respondents felt it useful

5. Next steps: future colleague engagement methods

- 5.1. As mentioned earlier in this report, engagement is recognised as essential to the ongoing success of action plan development and, ultimately, improved colleague experience of working with the Council.
- 5.2. The Corporate Leadership Team are fully committed to ensuring engagement is taking place throughout each directorate, tailored to the needs of colleagues in their service areas. Examples of engagement methods have been provided throughout this report and in the Appendix. It is also recognised that a Council-wide approach to engagement is essential.
- 5.3. This work builds on the Council's pre-existing approach to colleague engagement and creating a climate for engagement highlighted in the [Employee Engagement update 2017 committee report \(1 August 2017\)](#).
- 5.4. It is acknowledged that the response rate of the 2018 Colleague Opinion Survey was low compared to previous years. Reasons for this were discussed in a previous report to committee. Committee members asked that officer explore ways of improving future participation including scoping different mechanisms and methodology for engagement. 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 Corporate Leadership Team are committed to removing barriers to participation and ensuring the voices of all colleagues are heard in decision-making processes. The format of future assessments of colleague experiences will be strongly influenced by the feedback from colleagues.
- 5.5. The Council plans to apply a two-pronged approach to measuring future colleague experience through:
 - Regular personalised engagement methods targeting services and issues across the council to develop a deeper and more responsive insight from colleagues and collaboration with colleagues.
 - Triennial Colleague Opinion Survey
- 5.6. Taking into account colleague feedback, more regular personalised insight methods will be applied throughout the Council. These personalised methods will be shaped and targeted by directorates. This could take the form of smaller pulse surveys to gauge satisfaction more frequently. Directorates will also be encouraged to make more use of demographic data collected from the survey to inform areas for further study. Targeted focus groups could be carried out to understand experience of specific demographic groups working with the Council.
- 5.7. There remains value in undertaking a triennial census survey of all colleagues working in the Council to ensure results are robust, reliable and can be used for benchmarking purposes. A consistent method will allow for results to be analysed over time, however, it is recognised that a more modern approach could be applied to encourage a greater response.
- 5.8. Plans for future methods of measuring colleague experience at a Council-wide level are ongoing.

Appendix 2: Case Study – HR follow up action plan and activities

In the first instance a copy of the survey results for HR, together with Edinburgh Council as a whole, was provided to every member of the wider HR team. Individuals were encouraged to read through the results and provide feedback during their team meetings.

Based on this feedback the HR Leadership Team (HRLT) identified four main themes as a focus around which HR's action plan would be based. These themes are:

- Communication
- Tools to do the job
- Learning and Development Opportunities
- Managing Change

The HRLT were keen to find an effective way to engage with as many of the wider HR team as possible to explore the results in more detail. To this end, all HR employees were invited to attend a half-day event held at City Chambers.

The event was led by Katy Miller, Head of HR and the agenda was facilitated jointly by the HRLT who in addition each co-ordinated activities on tables of 10. Table seating was planned to ensure a mix from each HR team and the first part of the event provided the opportunity for attendees to meet and chat with colleagues with whom they have little contact on a day to day basis.

Each table was asked to discuss the four themes and to come up with suggestions on how we could develop and improve the services provided by HR. Attendees recorded their thoughts on post it notes which were placed on four flip charts in each corner of the room.

A short interactive session on the HR Action plan highlighted the importance of the roles played by each of the teams within HR and the progress that has been made three months after the implementation of the new HR operating model. The event also included a short presentation by Stephen Moir, Resources Executive Director, followed by a 'Question Time' style session on a range of HR topics as well as council wide matters.

The outputs from the day were captured and circulated to everyone across the wider HR team in the form of a slide presentation focussing on the four themes.

The HRLT have committed to facilitate follow up informal meetings with colleagues from their allocated table. Those who had been unable to attend the original event are also included. These gatherings provide the opportunity for ongoing discussion as well as reviewing progress against the four themes.

A follow up half day event for the wider HR team has been arranged for 29 October and the smaller group meetings will provide the opportunity for everyone to help shape the agenda. Initial thoughts are that this event will continue to provide a vehicle for improving communication and identify ways in which HR can enhance the service we deliver across the Council.

Appendix 3: Directorate Action Plans – Example Actions

Please note: The following tables provide examples of actions which are happening across the different directorates only. Full action plans are being developed based on consultation with colleagues and will sit within each of the directorates and service areas.

Chief Executive – Strategy and Communications

Theme for improvement	Action	Date/Timescale	Progress
Leadership	Increase involvement from senior management - Following feedback from teams. SMT will join regular team meetings and hold coffee sessions each month to help to set direction.	Ongoing	In progress
	Workstreams to define the role of the team which each colleague can relate to with confidence.	TBC	
	Staff objectives and team workplans driven by a clear S&C division plan, detailing the 'how' and 'what' of delivering the division vision and values.	From Mar 19	In progress
Learning and development	Improve shadowing opportunities and encourage all colleagues to take up opportunities. We have begun to offer opportunities for staff to work in short placements in other parts of the Council, and to work across our teams on specific projects, as a means to develop new skills and foster greater strategic cohesion.	Ongoing	In progress
	Colleagues have been asked what they would consider 'essential learning' for teams, and this will be passed on to CEC L&D. development needs identified in the looking back conversations, will be used to shape CEC's L&D strategy/offer going forwards.	From Mar 19	In progress
Change Management	Strategy and Communications update email to all colleagues. The Head of Service will continue to send regular emails to all colleagues to keep them up-to-date with work across the division, including budget and change processes, thus strengthening communications and transparency.	Jan-19	In progress - Ongoing
Communication	A briefing provided to all colleagues during the weekly Huddle. Email with briefing report sent to all colleagues.	05-Dec-18	Complete

	Team Managers will be responsible for having discussions of results at team meetings and collecting feedback to inform priorities for action and agree ways of working. Priorities and an action plan will be developed based on feedback received.	Early 2019	In progress
	Divisional Away Day will be held in Spring as a learning and development opportunity for all colleagues	Apr 19.	Planned
	Management verbally and electronically thank individual teams and colleagues for their work throughout the year.	Dec-18	In progress - Ongoing
	Weekly Huddle: Work priorities, budget and change processed and general updates are discussed as part of a weekly face-to-face meeting between all staff and the Head of Service. Topics discussed at huddle to include workstreams/projects during development stage and not just completed projects.	Ongoing	In progress
	Coffee and Learn style sessions with a programme of events for discussion. This will cover work in the team, but also work happening across the council and the city.	Ongoing	In progress
	Planned time out for 'lessons learned' sessions on areas/pieces of work that staff have found particularly difficult or frustrating. The aim is to identify actions we can take to improve those processes going forwards.	Ongoing	In progress

Place

Theme for improvement	Action	Date/Timescale	Progress
Communication and Engagement	A regular series of events for Senior Managers is planned annually within Place. These sessions offer the opportunity for Senior Managers to discuss Council priorities and issues. Senior Managers are expected to follow-up on actions from these events and to share information with colleagues.	Annually	In Progress

	Senior Managers briefing on survey results.	Nov 2018	Complete
	Heads of Service to formally share their team results with colleagues directly and to create local actions for each of their Divisions	From Dec 2018	In Progress
	Local improvement plans to be developed to include ensuring colleagues have the opportunity to provide regular feedback on their experiences at work.	From Dec 2018	In Progress
	A follow-up workshop is planned for 30 April 2019.	30 April 2019	In Progress
	A Place Business Plan is being developed to improve understanding of the directorate priorities and the vision for the directorate and the Council.	From April 2019	In Progress
Change Management	An improvement plan for Place will include key actions from service areas will be developed.	30 June 2019	In Progress
	Place Key Performance Indicators will include People indicators.	On-going	In Progress
Leadership	Senior Managers to develop plans to improve visibility within local teams.	From June 2019	In Progress
	Executive Director plans to attend meetings and events when invited.	On-going	On-going

Resources

Theme for improvement	Action	Date/Timescale	Progress
Communication	Stephen Moir to lead 5 briefing sessions for all Resources colleagues in December 2018 to cascade and share survey results and highlight key issues.	Dec-18	Complete
	All Heads of Service to communicate results for their service area and CEC to their teams.	Dec-18 onwards	Complete

	Develop channels for communicating with colleagues who are not office based and do not have regular access to IT and email. Ensure that all have access to survey results.	Dec-18 onwards	Ongoing
	Stephen Moir to review Resources News brief/general communication channels and consider opportunities to refresh these.	Sep-19 onwards	Being planned, aligned to Council Internal Communications Strategy development.
Engagement	Engagement with staff through an email, inviting feedback and suggestions via (i) generic mail box - Resources.Directorate@edinburgh.gov.uk, (ii) Executive Director, (iii) senior management team.	Dec-18 onwards	Feedback routes remain open and will be reiterated through Resources "Town Hall" events in May 2019
	Heads of Service to develop ways of engaging with their teams.	Dec-18 onwards	Ongoing
	Stephen Moir to raise profile through increased attendance at Divisional and Local Management and Team meetings, focussing on improving colleagues' awareness of the role of Resources as a Directorate.	Dec-18 onwards	Ongoing (examples of meetings attended include Customer Contact, ERP Project Team and Facilities Management)
	The Finance Division have shared their results with the fuller team and run staff feedback sessions during February. Feedback and suggestions have been collated.	Dec- 18 to Feb-19	Information shared and feedback sessions run
	The HR Division ran an off-site event with around 95% of all HR employees in attendance. The session was based around 4 key themes developed from the HR's teams' responses and involved a presentation from the Executive Director of Resources.	29-Jan	Completed
Change Management	Focus on developing understanding of change, referencing the change model with early engagement so that colleagues have a clearer understanding of what is happening and what impact this will have on them and across the council.	Dec-18 onwards	Ongoing

	Review of Cleaning Service to adopt an engagement approach to change, starting with the Cleaning Supervisors and then flowing through into the wider Cleaning Service.	Jan-19 onwards	Ongoing
	Review of management structures as currently felt to be 'top heavy'.	Dec-18 onwards	Organisational Review of Business Support Services underway and ICT Organisational Planned to commence.
Learning and Development	Develop opportunities for all staff to access training.	Dec-18 onwards	Ongoing
	Finance are to establish a staff group to identify and prioritise further learning and development opportunities.	Dec-18 onwards	In progress
	Resources Management Team members to provide mentoring to at least one person who is part of another Divisions within Resources during the coming 12 months.	May-19 onwards	Being discussed through Annual Performance Conversations
	Resources Management Team members to offer job shadowing opportunities to colleagues from across the Directorate.	May-19 onwards	Being discussed through Annual Performance Conversations
	Resources Management Team members to review local new starter welcome and induction arrangements for all staff.	Sep-19 onwards	To be planned in discussion with HR and Learning and Development colleagues.
	Commercial and Procurement Services are improving their staff induction and essential learning processes.	Jan-19 onwards	Ongoing
Leadership	Stephen Moir to lead 5 "Town Hall" events for Resources Directorate colleagues reviewing achievements and progress over the last 12 months and outlining priorities for the coming 12 months.	May-19	5 "Town Hall" events scheduled during May.

	Heads of Service have been tasked with creating Divisional Action Plans which are to feed into a Directorate Action Plan, ensuring a 'bottom-up' rather than 'top-down' approach.	Dec-18 onwards	Initial Divisional Actions Plans prepared and key themes and variations between teams explored at Resources Management Team. Local plans are now being implemented.
	Heads of Service to increase their visibility with their wider teams; attending team meetings, running away days etc	Dec-18 onwards	Ongoing with a range of team meetings attended by Heads of Service (e.g. Head of Legal and Risk undertaking quarterly team meetings with all legal teams, Head of P&FM holding wider leadership team meetings, etc.)

Edinburgh Health and Social Care Partnership

Theme for improvement	Action	Date/Timescale	Progress
Leadership	The Senior Leadership Team are undertaking regular 'walk rounds' and visits to sites and teams.	May-19	There has been a review of the open staff sessions, and it is recognised that these sessions need to be refreshed and the communication and engagement group are currently working on a plan for this that will include "Executive Team" walkarounds and increased visibility.
Change Management	The Edinburgh Health and Social Care Partnership (EHSCP) has rolled out the iMatter national survey across partnership staff, both NHS and CEC, and this will form the basis of surveys in future years as a tool for monitoring progress of actions and colleague experience.	May-19	The roll out of I-matter continues across the Partnership and there has been a range of engagement sessions on iMatter organised for staff across the Partnership.
Communication and Engagement	The Chief Officer has convened a working group to scope and plan communications and engagement with colleagues across the partnership throughout the coming year.	May-19	The communication and engagement group is now in place and is currently scoping out all the communications channels in place and developing a mechanism for ensuring these channels are being used effectively.

		However, there are regular weekly communications from the Chief Officer on a range of issues
Regular colleague engagement sessions have been held over the previous year. The future format of these will be scoped in the communications and engagement working group.	Dec-19	There has been a review of the open staff sessions, and it is recognised that these sessions need to be refreshed and the communication and engagement group are currently working on a plan for this that will include "Executive Team" walkarounds and increased visibility.
A joint forum has been put in place for colleagues/unions, from both NHS and CEC, which is providing a very useful forum in which to co-produce plans as well as address and resolve those challenging issues which can arise in the integration context. Continue to engage with colleagues through the joint forum to co-produce plans/actions	Mar-19	The Partnership Forum is now in place and includes a range of stakeholders across the Partnership. Work is being developed as part of the transformation team, to look at opportunities to further involve staff and third sector with service redesign.
The Chief Officer produces a weekly newsletter and the communications and engagement working group is also developing the format for a wider partnership newsletter.	May-19	The communication and engagement group is working on an options paper on what communication channels we use and how we can best utilise those channels to engage and communicate with our staff. One option being considered is refreshing the Chief Officer newsletter so it is more focussed on Partnership activity.
A new website for the Integrated Joint Board and EHSCP is in the process of being commissioned which will address some of the issues highlighted in the results.	May-19	The replacement Partnership website is in train and procurement for this has begun and the new website should be live by May 19. This will give the Partnership its own identify and support communication across the Partnership.

Communities and Families

Theme for improvement	Action	Date/Timescale	Progress
Leadership	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.	March 2019 - November 2019	9 School Visits planned up to June 2019 - Further ones will be booked in after the summer. 2 dates booked in for engagement with a cross section of C&F colleagues (6 September and 6 October)
	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.	October 2018 - December 2019	The Head of Service completed 17 school visits between Oct 18 and Feb 19. Future visits are currently being planned. The Head of Children's Service has 3 visits planned so far in April and May: Howden Hall Southhouse and Hospital Social Work Team
	Ensure a vision for Communities and Families is on the Council intranet.	2019	Still to be developed
	Increase awareness and accessibility of the senior management team to colleagues in all areas of Communities and Families;	Ongoing	
Communication and Engagement	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.	Ongoing	Monthly Wider SMT now scheduled, rather than a quarterly meeting. Feedback questionnaire has been circulated so we can collate more specific feedback on what would be appropriate
	Increase the range of multi-agency meetings and joint-events where the Communities and Families senior management team participates.	Ongoing	There has been recent activity in regard to multi agency activity for the Children's Inspection with the feedback from the Care Inspectorate being very positive. There is also an Integrated Services Board which is held quarterly which is a multi-agency

			meeting and is chaired by the Vice Convenor of Education.
	Develop better awareness of the role of line managers in requesting and actioning feedback;	Throughout 2019	Two staff engagement events planned
Learning and Development	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;	As above	As part of Alistair's school visits.
Change Management	Engage more colleagues in future budget planning and the development of service plans;	Throughout 2019	Budget discussions are part of the monthly Wider SMT meetings. Staff were involved in the recent budget activity and completed Impact Assessments for all of the savings proposals.

Safer and Stronger Communities

Theme for improvement	Action	Date/Timescale	Progress
Leadership	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.	March 2019 – December 2019	Scheduled visits for Jackie Irvine (JI) to all service areas locations and teams. These will include visits to all EHSCP social work teams and C&F social work teams and areas with Chief Social Work Officer (CSWO) governance. CSWO Blog and regular communication to all staff in SSC from JI. Updates on Newsbeat of events and information for social workers in Scotland.
	Increase awareness and accessibility of the senior management team to colleagues in all areas of Communities and Families;	Ongoing	Added to SMT agenda <i>SMT to provide ideas of how they will address increasing awareness and accessibility</i>
Communication and Engagement	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	Ongoing	Senior Manager attendance at monthly Wider SMT with discussions disseminated to their management team meetings. Action Planning document to be discussed at SMT to identify top three categories for discussion and completion at team meetings; findings will be discussed at SSC SMT meetings.

	areas for improvement identified by the colleague survey.		
Communication and Engagement	Increase the range of multi-agency meetings and joint-events where the Communities and Families senior management team participates.	Ongoing	HOS attending and providing opening address at events within SSC (and SW events). As part of the preparation for the Children's Inspection, multi-agency activity was prevalent and feedback from the CI was positive.