

Governance, Risk and Best Value Committee

10:00am, Tuesday 15 January 2019

Colleague Opinion Survey 2018 – referral from the Corporate Policy and Strategy Committee

Item number	7.13
Report number	
Wards	All

Executive summary

The Corporate Policy and Strategy Committee on 4 December 2018 considered the attached report by the Chief Executive summarising the results of the Colleague Opinion Survey 2018 and the next steps planned. The Committee approved the report's recommendations, and also to add a further recommendation: "Committee agrees that a 26% response rate is very low for an all staff survey and asks officers to bring back an update on works taking place to improve the rate of return among colleagues, as part of the update report in the New Year".

The report has been referred to the Governance, Risk and Best Value Committee for consideration.

Terms of Referral

Colleague Opinion Survey 2018 – referral from the Corporate Policy and Strategy Committee

Terms of referral

1.1 At its meeting on 4 December 2018 the Corporate Policy and Strategy Committee considered the attached report by the Chief Executive summarising the results of the Colleague Opinion Survey 2018 and the next steps planned.

1.2 Motion

- 1) To note the results of the Colleague Survey 2018.
 - 2) To note the commitment to engage with colleagues to develop a robust action plan to address the issues raised in the New Year.
 - 3) To refer the report to the Governance, Risk and Best Value Committee.
 - 4) To note that an update report would be provided to the Corporate Policy and Strategy Committee in the New Year on actions taken.
- moved by Councillor McVey, seconded by Councillor Day

1.3 Amendment 1

Delete the recommendations in the report and replace with:

- 1) Committee notes the results of the Colleague Opinion Survey 2018 and expresses concern that the number of staff engaging has dropped significantly and that:
 - a) Overall satisfaction in working for the Council has dropped
 - b) Colleagues feel they have a far less access to the information and skills they need to do their job than they did in 2012 or 2014
 - c) While Colleagues overwhelmingly recognise the need for change very few, and a falling proportion, feel they have a say in that change or that it is well managed
 - d) Senior management visibility and confidence in their decisions is lowest in Place and Health and Social Care Directorates where the Council is underperforming, where change is most needed and where recruitment can be a serious barrier to delivery.

- 2) Committee considers that these issues flow directly from the SNP/Labour Administration and its predecessor's implementation of past transformations programmes which have
 - a) changed staffing structures but have fundamentally failed to change working practices and deliver modernised ICT solutions to allow staff to deliver for the public
 - b) involved constraints on change, such as the "no compulsory redundancy policy", which work against resolving the Council's budgetary and operational issues efficiently or effectively
 - c) relied too heavily on an engagement programme with the Trade Unions, who have opposed change, when more meaningful direct engagement with staff could have developed better working practices, given staff direct involvement and used their collective knowledge of the service and worked to improve services based on customer need.
 - 3) Committee notes the commitment to engage with colleagues to develop a robust action plan to address the issues raised in the New Year and agrees that this report should develop proposals to address the barriers outlined at 1.2 above in order that these can be addressed in any the future strategic change programme.
 - 4) Committee agrees to refer the report to the Governance, Risk and Best Value Committee for further scrutiny.
 - 5) Committee further agrees that an update report will be provided to CP&S at its February 2019 meeting on the actions being developed and taken.
- moved by Councillor Whyte, seconded by Councillor Doggart

1.4 **Amendment 2**

In similar terms to the motion, with the addition of:

- 5) Committee agrees that a 26% response rate is very low for an all staff survey and asks officers to bring back an update on works taking place to improve the rate of return among colleagues, as part of the update report in the New Year.
- moved by Councillor Mary Campbell, seconded by Councillor Booth

In terms of Standing Order 21.11, Amendment 2 was accepted as an addendum to the motion.

1.5 Voting

For the motion (as adjusted)	-	8 votes
For the amendment	-	3 votes

(For the motion – Councillors Aldridge, Booth, Mary Campbell, Day, Macinnes, McVey, Perry and Rankin.

For the amendment – Councillors Jim Campbell, Doggart and Whyte.)

1.6 Decision

To approve the adjusted motion by Councillor McVey.

For Decision/Action

2.1 The Governance, Risk and Best Value is invited to consider the report.

Background reading / external references

[Webcast of Corporate Policy and Strategy Committee - 4 December 2018](#)

Laurence Rockey

Head of Strategy and Communications

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Links

Appendix 1

Colleague Opinion Survey 2018 - report by the Chief Executive

Corporate Policy and Strategy Committee

10am, Tuesday, 4 December 2018

Colleague Opinion Survey 2018

Item number
Report number
Executive/routine
Wards
Council Commitments

Executive Summary

This report summarises the results of the Colleague Opinion Survey 2018 and the next steps planned.

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.

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.

Senior Management Teams are receiving briefings on the findings and the Corporate Leadership Team has committed to engage with colleagues extensively over the development of a robust action plan to address the highlighted issues.

Colleague Opinion Survey 2018

1. Recommendations

- 1.1 Note the results of the Colleague Survey 2018.
- 1.2 Note the commitment to engage with colleagues to develop a robust action plan to address the issues raised in the New Year.
- 1.3 Refer the report to the Governance, Risk and Best Value Committee.
- 1.4 Note that an update report will be provided to CP&S in the New Year on actions taken.

2. Background

- 2.1 The Corporate Leadership Team committed to survey colleague opinions in order to proactively identify areas of strength and areas for improvement in respect of the internal workings and culture of the council.
- 2.2 Between 16 April and 29 June 2018, all colleagues were invited to take part in a survey about their experience of working for the Council and their satisfaction with various aspects of their job. Colleagues with email addresses who were believed to have regular access to email were contacted directly. Colleagues without email or regular access to email had forms sent to their place of work. Colleagues with no regular place of work had forms sent to their home address.
- 2.3 The survey was similar to that used in 2014 and 2012, and some indicators have been used in colleague surveys as far back as 2006.
- 2.4 The Council has submitted its colleague survey to competitive tender on each wave. In 2018 the successful bidder was Ipsos Mori. The Council retains the services of an independent research agency to assure colleagues of confidentiality when giving their views. Technical and ethical safeguards are in place to ensure no individual member of staff can ever be identified from any results which are seen by any employee or elected member of the City of Edinburgh Council.
- 2.5 Prior to committee receiving these results, briefings were conducted with the Corporate Leadership Team and the Senior Management Teams for all Directorates.

3. Main report

Response rates

- 3.1 Ipsos Mori received a total of 4,788 responses from colleagues in electronic and paper form. This is a significant number of people and yields results that can be effectively used as an evidence base for analysis and action within the council. However, it is a reduction in terms of overall percentages from 39% in 2014 to 26% in 2018.
- 3.2 It is likely that a number of factors have contributed to this reduction in the overall response rate. As with other public sector organisations dealing with significant reductions in public spending over the last 10 years but particularly since 2014, the City of Edinburgh Council has experienced a previously unprecedented level of organisational change. The council has also seen significant change in its management and leadership, including the centralisation and restructuring of corporate services, and significant changes in both its political and managerial leadership. This is also likely to have impacted colleagues work experience, the willingness to respond to the survey and the attitudes expressed by those who were able to complete it.
- 3.3 The Council also has a significant number of employees who work across the city in schools, depots and in the community directly. Many of these do not have access to IT, in part because it's not necessary for their role, and don't always have a primary identity as a Council worker, which does impact on return rates. Colleagues in the Health and Social Care Partnership were also being simultaneously surveyed by the Care Inspectorate, which may have impacted on willingness to participate in the colleague survey. In combination, these factors will all have contributed to the return rates but nearly 5,000 responses remains a credible number to inform a robust action plan.

Results

- 3.4 Colleagues reported broadly similar levels of good personal morale (55% agreed), and interesting work (85%) that allows them to use their skills (69%) and which they find rewarding (73%) as they did in 2014. Most colleagues also feel they achieve a good work-life balance (59% in 2018 and 2014). Perceptions of overall workload are similar between 2014 and 2018, with 49% agreeing their workload is acceptable, while 38% disagree.
- 3.5 The Council's investment in leadership development over the last several years appears to have delivered positive results in relation to line management. In the Council as a whole, colleagues are now 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%).
- 3.6 However, despite this, there are notable areas for improvement highlighted by the survey. Satisfaction with the working for the Council was 55% in 2018, compared to

62% in 2014 and 58% in 2012 and colleagues were less likely to recommend the Council as a great place to work in 2018 (39% agreed) than in 2014 (48%) or 2012 (44%). Colleagues were also less likely than in previous years to say that they had the tools, information and training needed to do their jobs.

- 3.7 For the first time in 2018, colleagues were asked to rate aspects of the perceived performance of their Executive Directors and Heads of Service. Colleagues felt that the visibility of these senior leaders was generally low and, perhaps as a result, confidence in senior management decision-making was also low compared to the high ratings in respect of line management.
- 3.8 While colleagues still reported understanding the need for change (75% agreed in 2018 and 2014), 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).
- 3.9 Colleagues generally found communications to be more useful when the source was closer to their own area of work, with conversations with colleagues being the most valuable source, then line manager and team briefings. Electronic and paper communications were generally less valued than face-to-face contact.
- 3.10 There were significant and clear patterns in colleague opinion based on various demographics. In most cases the differences between groups were less than 10%:
 - 3.10.1 Bearing in mind that the council employs more women than it does men, the survey showed that women were generally more positive and more satisfied with all aspects of working for the Council than men;
 - 3.10.2 While there was no clear pattern linked to age, those in their first year of service with the Council were usually more positive about all aspects of work than those with longer service. Those who had served between five and ten years were least positive;
 - 3.10.3 Those who reported themselves as having a long-term condition or who considered themselves to have a disability were generally less satisfied with all aspects of work than those who did not self-classify in this manner; and
 - 3.10.4 Those with caring responsibilities for children were generally more positive than those without any caring responsibilities, though the difference was usually around 5%. There was insufficient data to make a similar judgement about those with caring responsibilities for adults.

Next Steps

- 3.11 The Corporate Leadership Team has considered the findings of the survey and has committed to a comprehensive and robust action plan that is developed in consultation with colleagues.

- 3.12 Directorate Senior Management Teams are receiving detailed briefings and have been tasked, in the first instance, with identifying quick changes that can be locally implemented and which will demonstrate immediate improvements based upon colleague input.
- 3.13 Building on this, each Directorate will engage and consult with its own colleagues in order to support the development of further actions that may require more detailed development or need to be addressed corporately across the council. This work will be supported and coordinated by Strategy and Communications and the Human Resources Divisions as appropriate.
- 3.14 A council wide action plan will be developed and approved by CLT by the New Year and Corporate Policy and Strategy Committee will be kept updated as appropriate alongside communications direct to council colleagues.

4. Measures of success

- 4.1 An action plan communicated to colleagues in the new year with success measures identified

5. Financial impact

- 5.1 Engagement activity will take place with staff from quarter four of 2018/19 onwards. 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 While this report does not in itself enhance or impact on any rights or protected characteristics, it highlights that men and those with long-term illnesses or disabilities may have an overall more negative experience of working for the Council. Subsequent engagement work will recognise these results and attempt to better understand and address any issues.

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 None.

Andrew Kerr

Chief Executive

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11. Appendices

Council-wide results from the Colleague Opinion Survey 2018



The City of Edinburgh Council Colleague Survey 2018

Results Briefing Report

Method and response rates

- 7th wave of survey conducted by Ipsos MORI since 2000
- All employees invited to participate - online or paper questionnaire
- Fieldwork: 16 April – 29 June 2018
- 4,788 employees participated
- Response rate of 26%, down from 39% in 2014

Service Area	Headcount	Response Rate
Chief Executive's Office	151	75%
Resources	2,991	34%
Edinburgh Health and Social Care Partnership (CEC)	2,622	31%
Place	2,803	31%
Communities and Families	10,121	21%

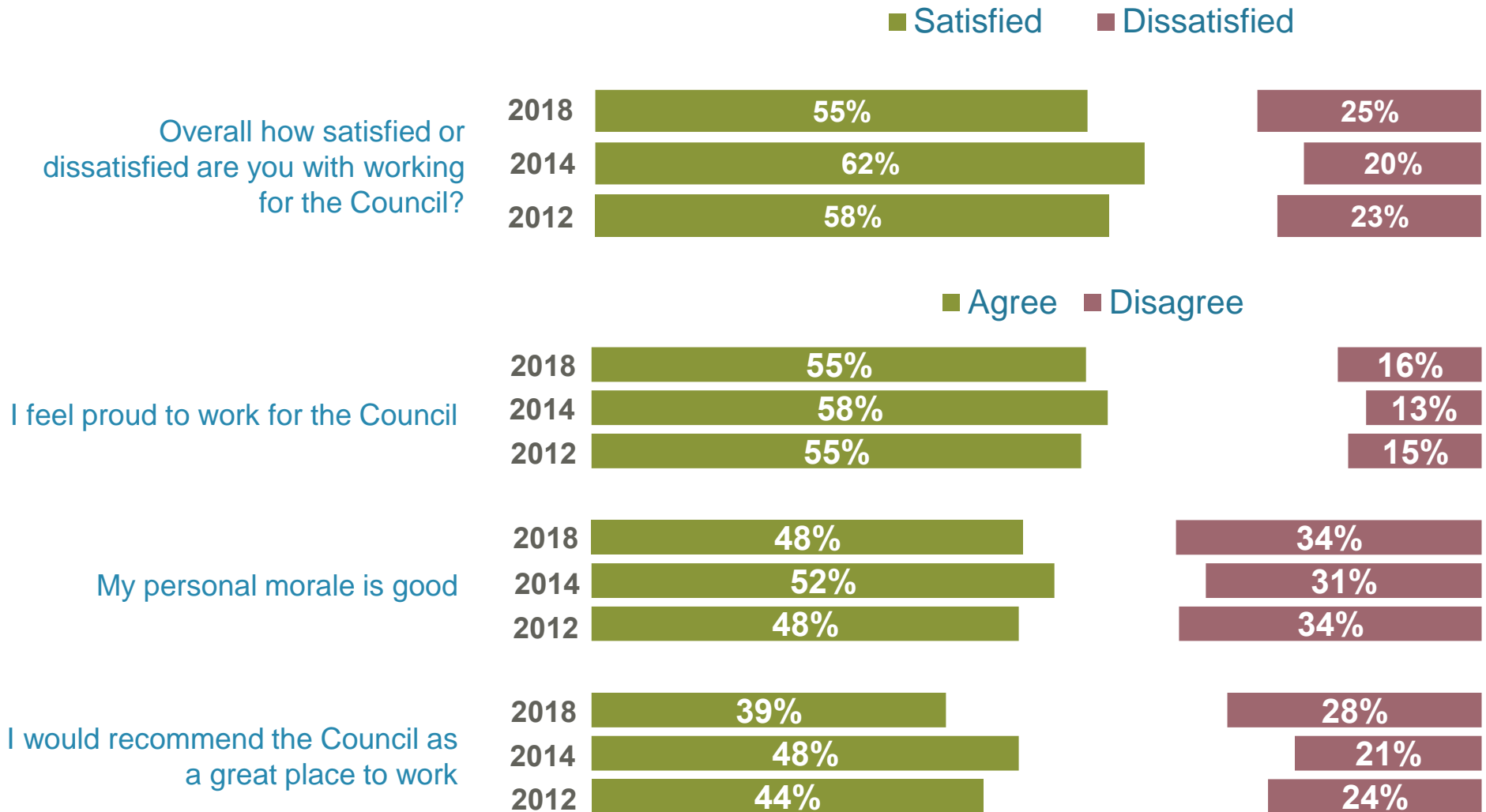
Key findings

- Colleagues feel their work is interesting, rewarding and allows them to make best use of their skills.
 - Most colleagues have a good work-life balance.
 - Colleagues are more positive about most aspects of line management than in previous surveys. Line managers more likely to be rated as approachable, open and honest, and listening to feedback.
 - However, overall job satisfaction and likelihood of recommending the Council as a great place to work are down.
 - Colleagues are less likely to feel they have resources needed to do their jobs well or right level of learning and development support.
 - While colleague awareness of the need for change within the council and its services is high, feeling engaged in the change process is low.
-

Overall Attitudes

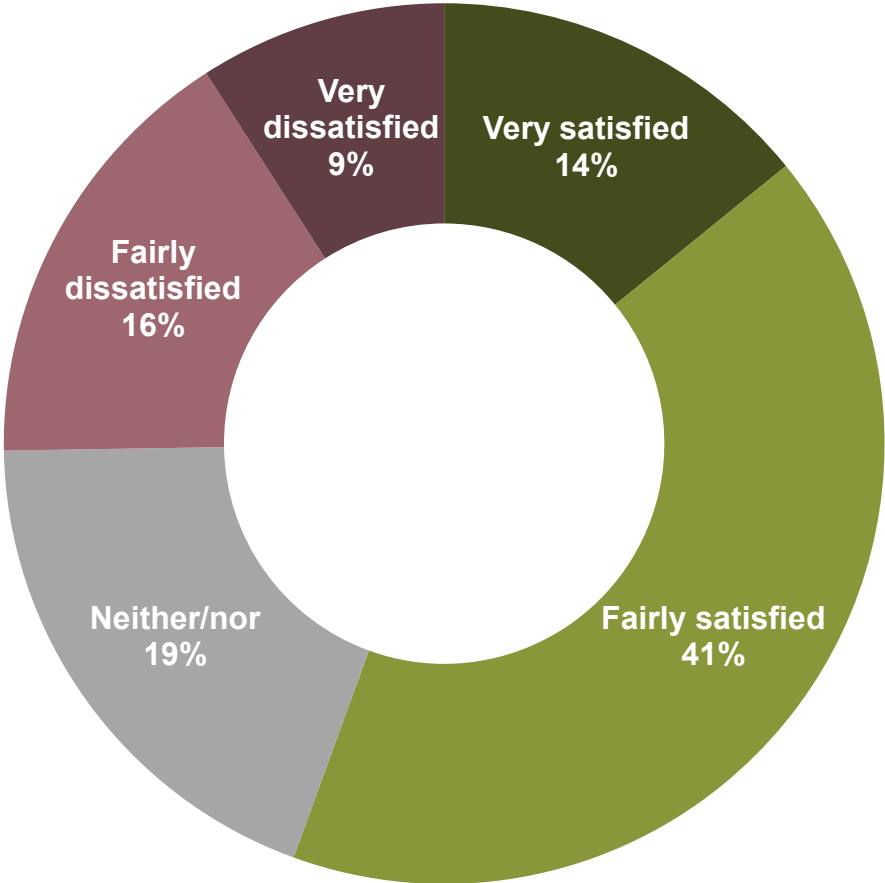


Overall attitudes

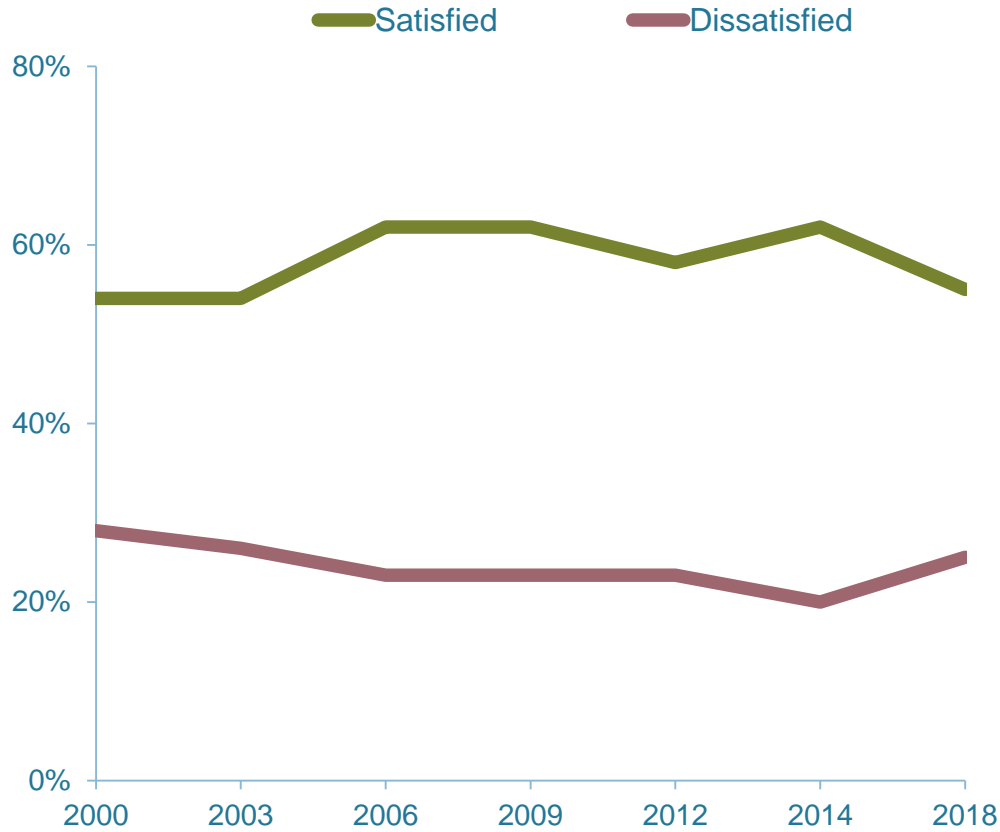


Job satisfaction

Overall how satisfied or dissatisfied are you with working for the Council?



Job satisfaction

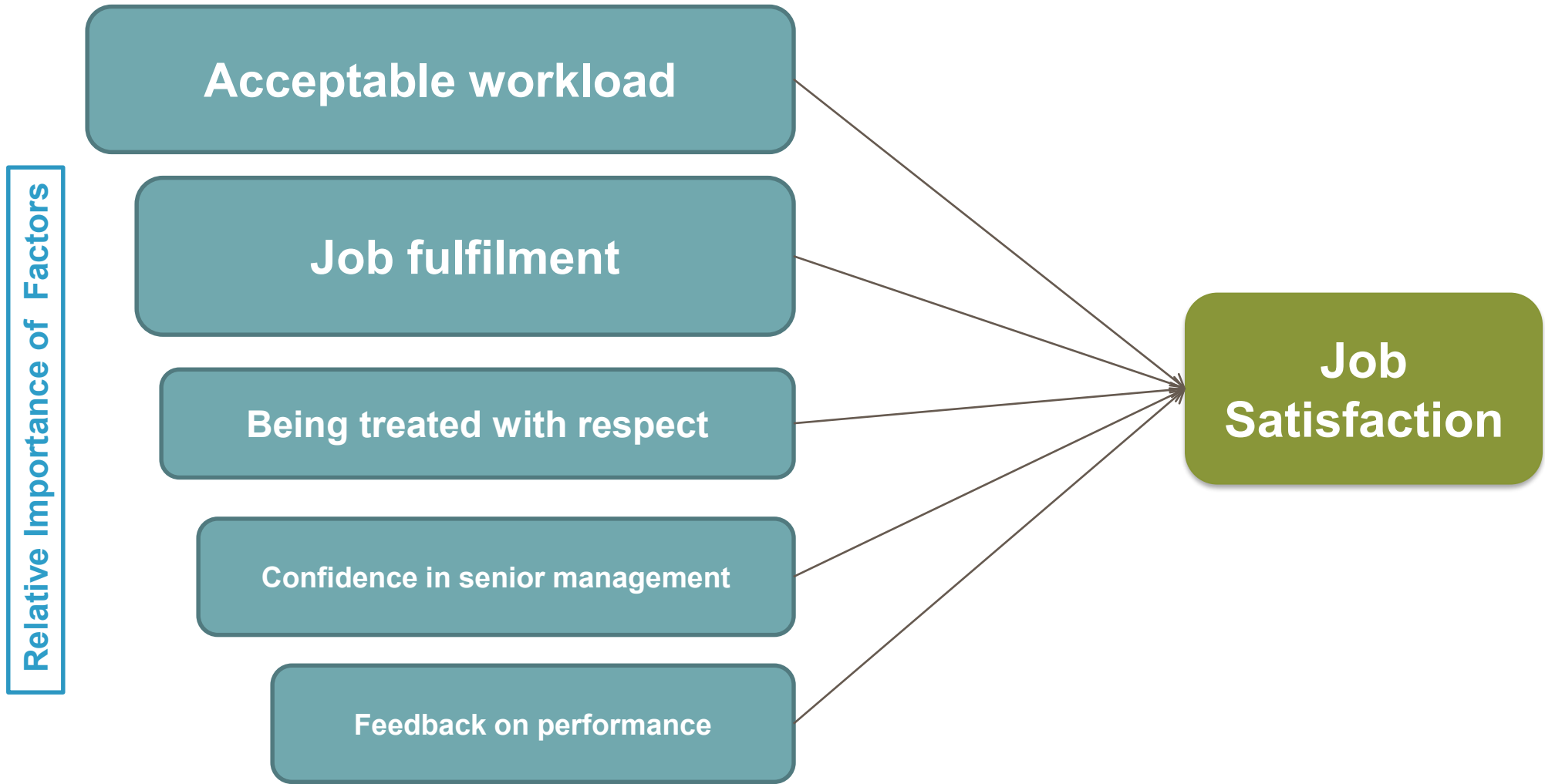


	CEC Employee Survey	UK Public Sector Norms
2018 (CEC) 2016 (UK)	55%	63%
2014 (CEC) 2013 (UK)	62%	60%
2012 (CEC) 2011 (UK)	58%	62%
2009	62%	61%
2006	62%	61%

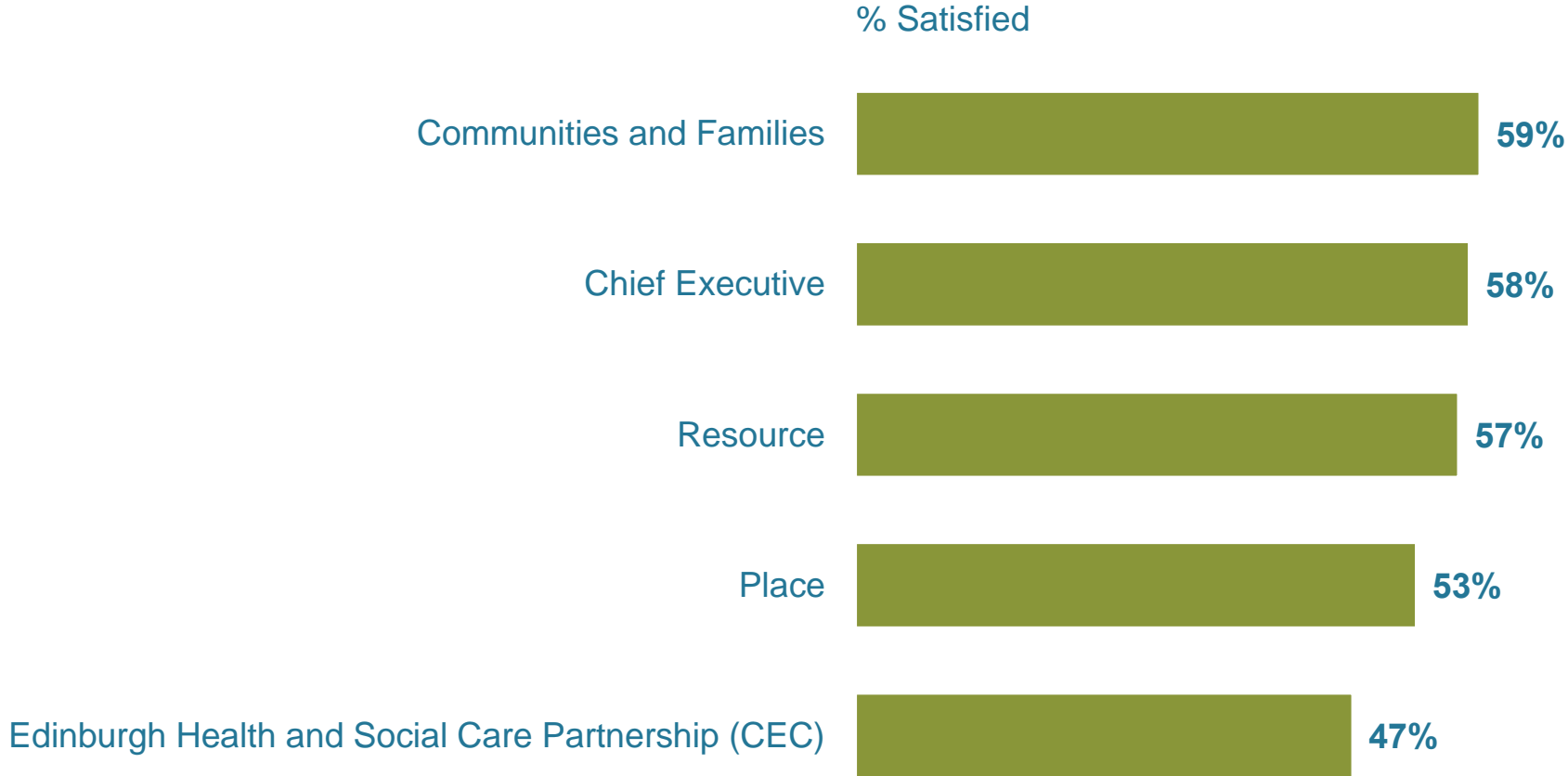
Base: All respondents 2018 (4788)

Source: Ipsos MORI

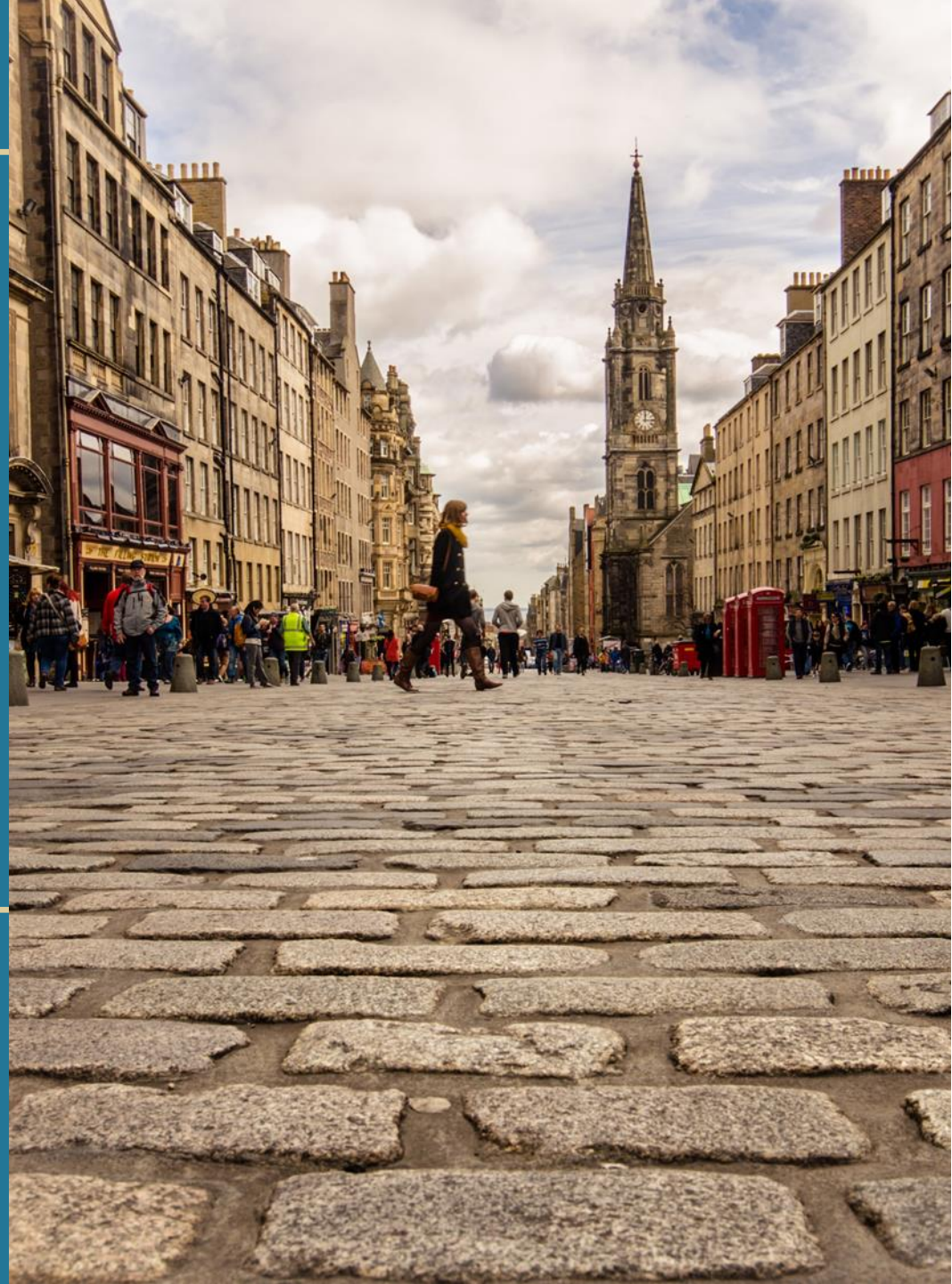
Key drivers of job satisfaction



Job satisfaction - by Division

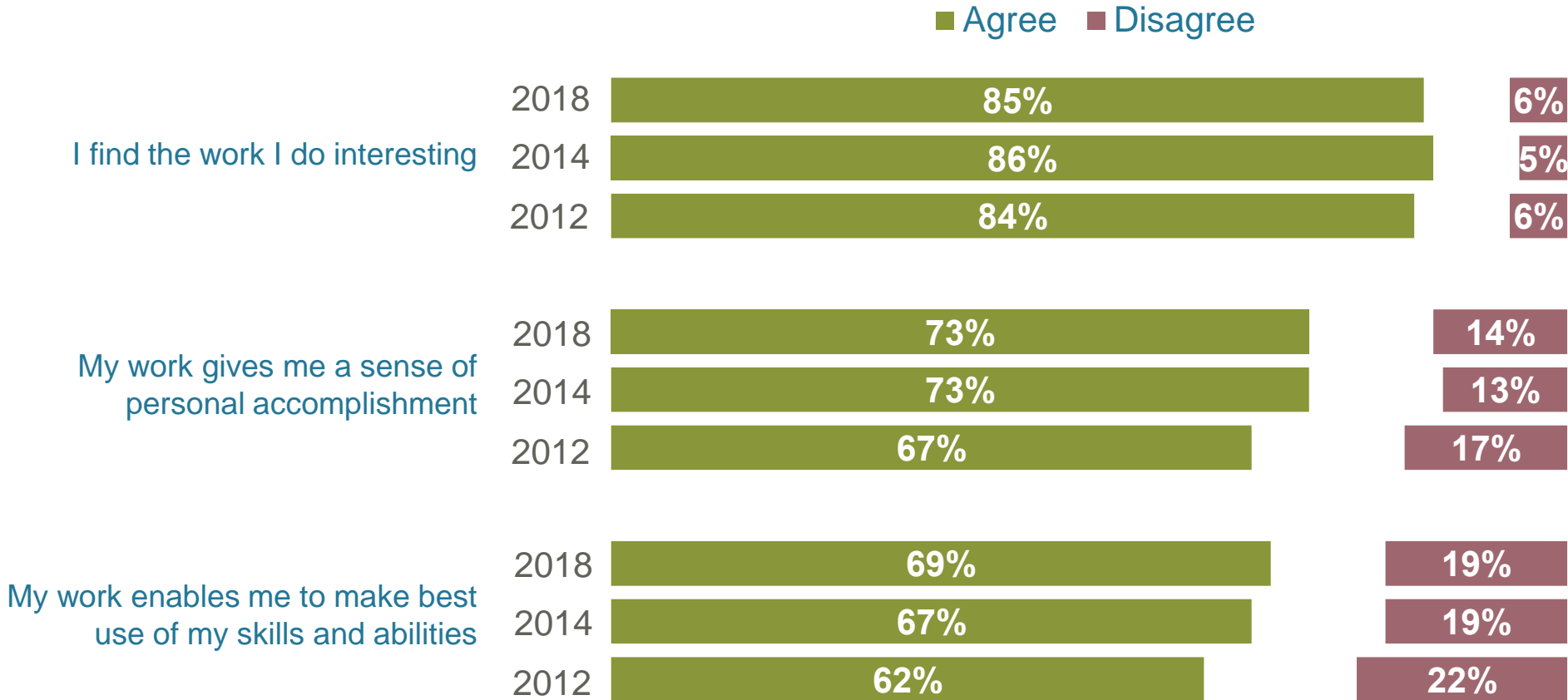


Working environment



Sense of fulfilment

How far do you agree or disagree with each of the following statements?



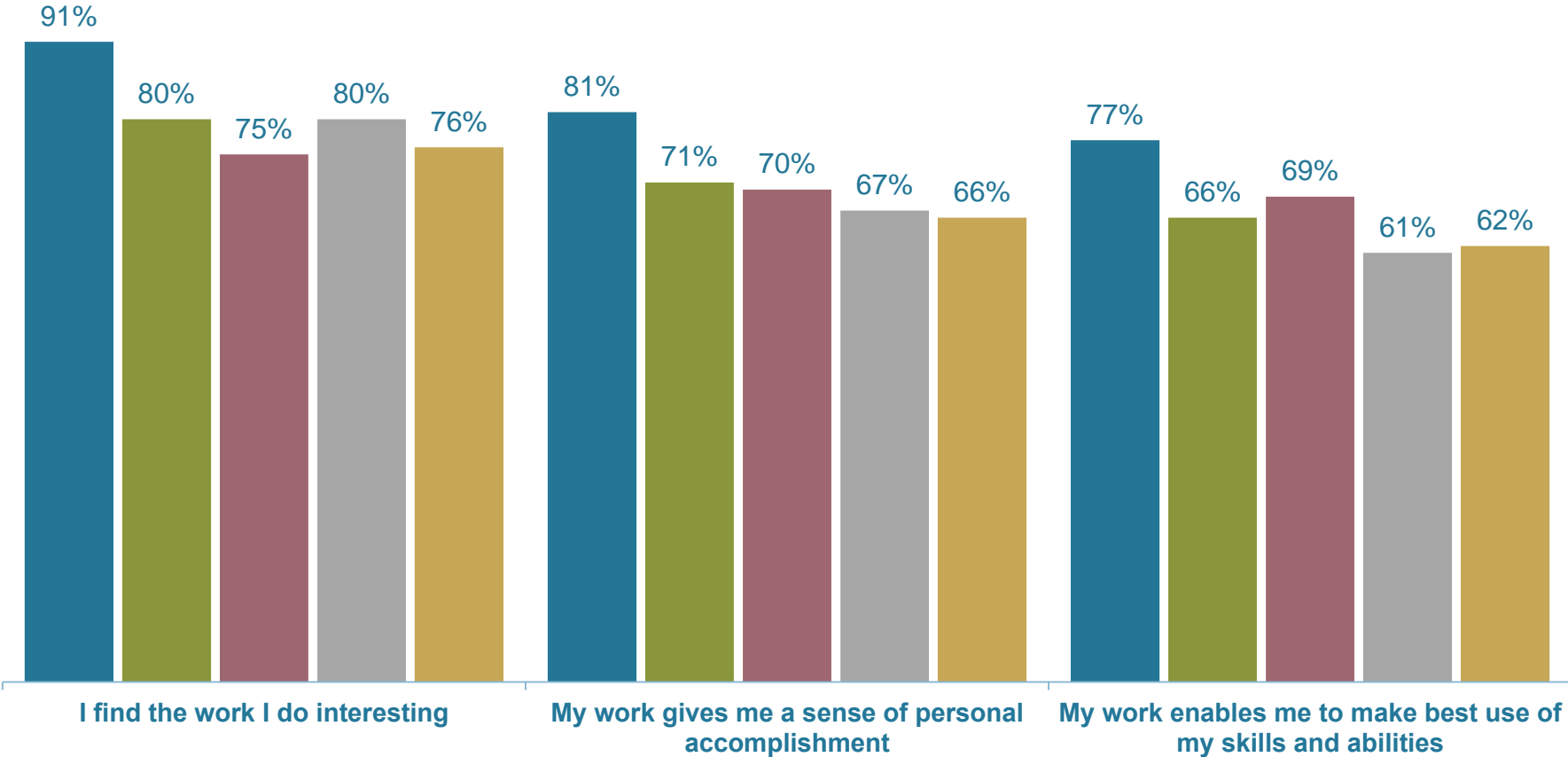
Base: All respondents 2018 (4788) , 2014 (7336), 2012 (6710)

Source: Ipsos MORI

Sense of fulfilment - by Division

How far do you agree or disagree with each of the following statements?

■ Communities and Families ■ Edinburgh Health and Social Care Partnership (CEC) ■ Chief Executive ■ Place ■ Resources

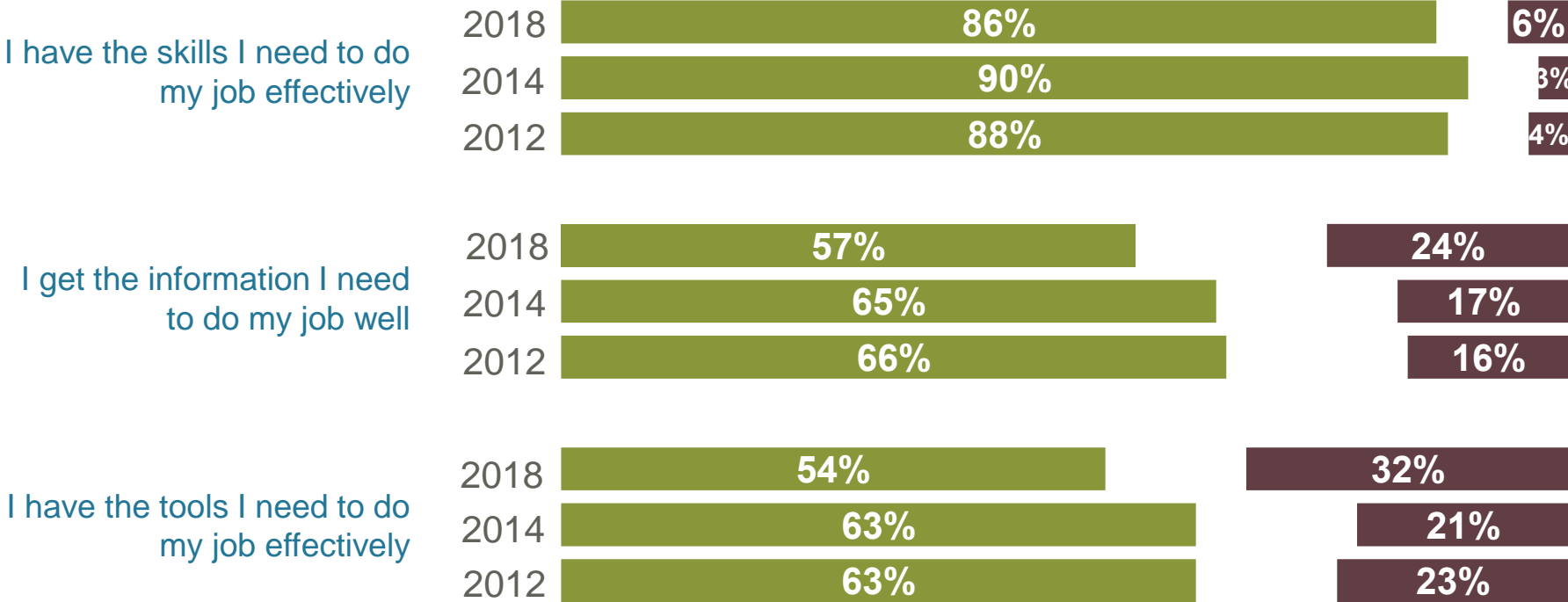


Base: All respondents 2018 (4788)

Tools and skills

How far do you agree or disagree with each of the following statements?

■ Agree ■ Disagree

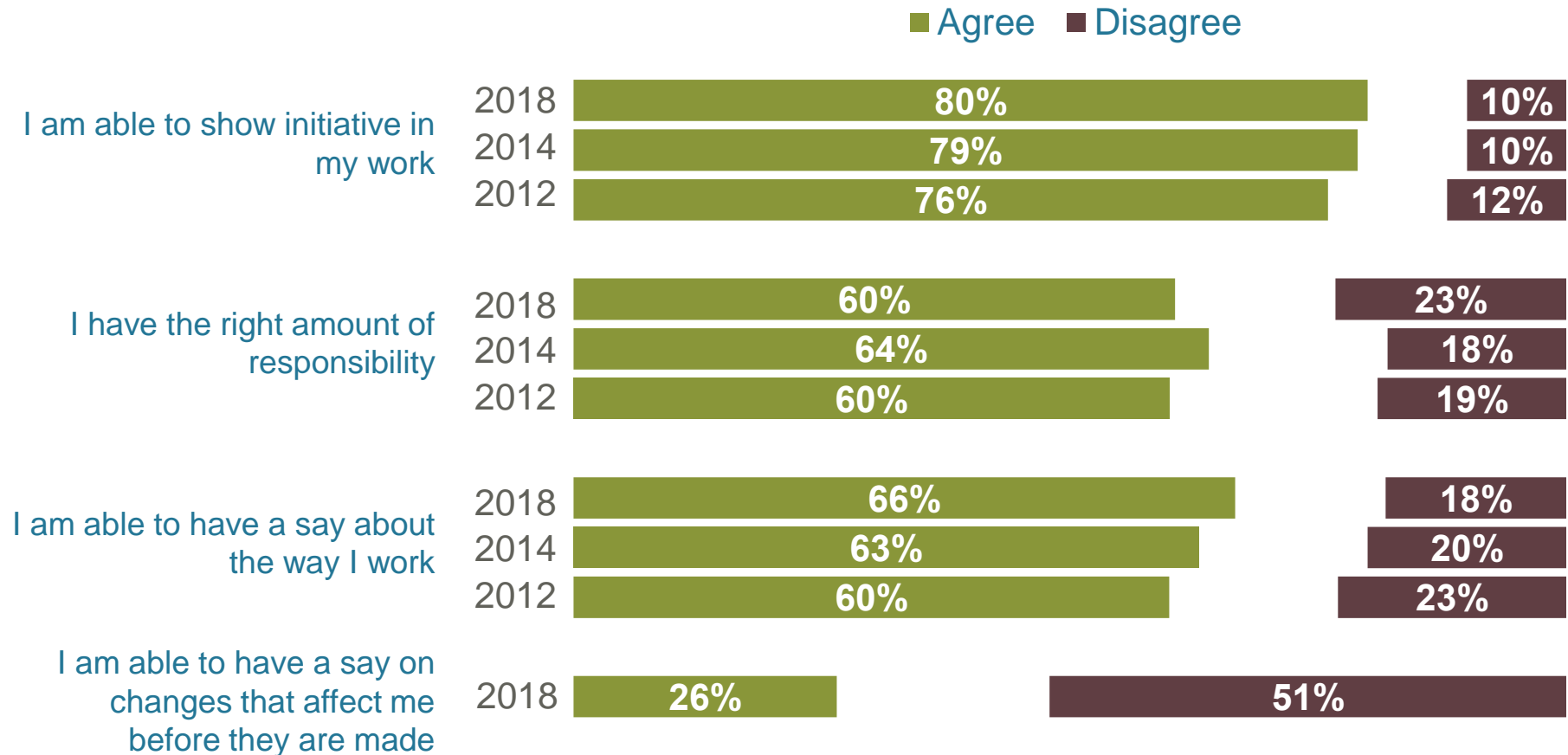


Base: All respondents 2018 (4788) , 2014 (7336), 2012 (6710)

Source: Ipsos MORI

Having a say

How far do you agree or disagree with each of the following statements?

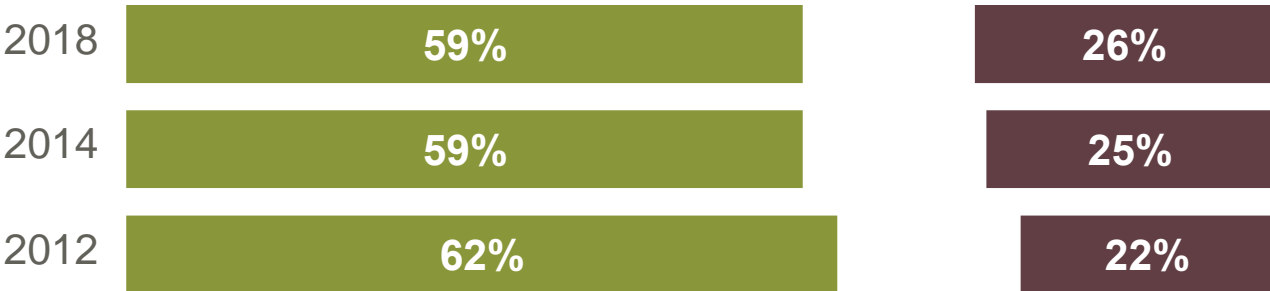


Workload and work-life balance

How far do you agree or disagree with each of the following statements?

■ Agree ■ Disagree

I achieve a good balance between my work life and my private life



I have an acceptable workload



Base: All respondents 2018 (4788) , 2014 (7336), 2012 (6710)

Source: Ipsos MORI

Working environment

Comparison with UK Local Authority Norms

	CEC Colleague Survey 2018		UK Local Authority Norms	
	Agree	Disagree	Satisfied	Dissatisfied
I am able to show initiative in my work	80%	10%	60%	19%
My work gives me a sense of accomplishment	73%	14%	64%	17%
	Agree	Disagree	Agree	Disagree
My work enables me to make best use of my skills and abilities	69%	19%	60%	23%
I have an acceptable workload	49%	38%	52%	28%

■ CEC Employee Survey 2018 Question

■ UK Local Authority Norms Question

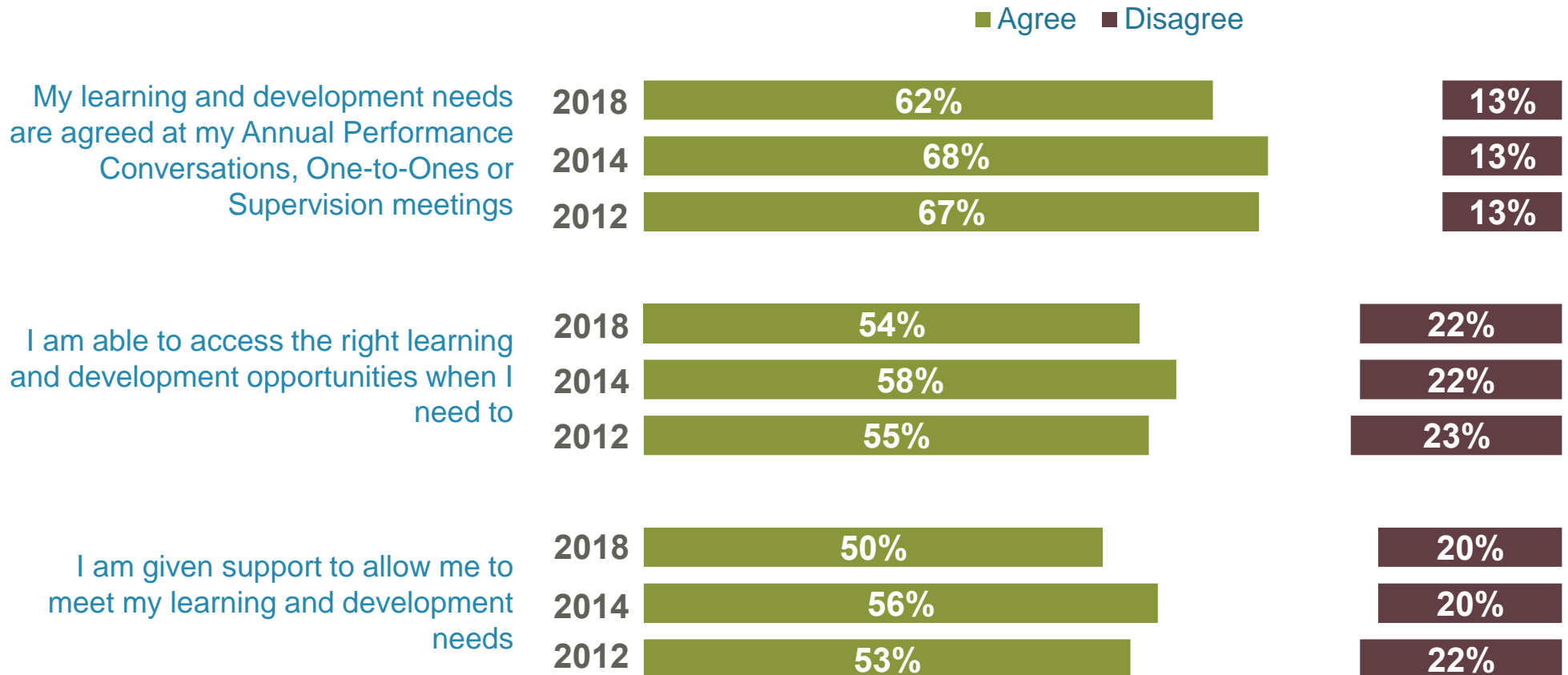
Base: CEC Employee Survey 2018 (4788)

Learning & Development



Learning and development

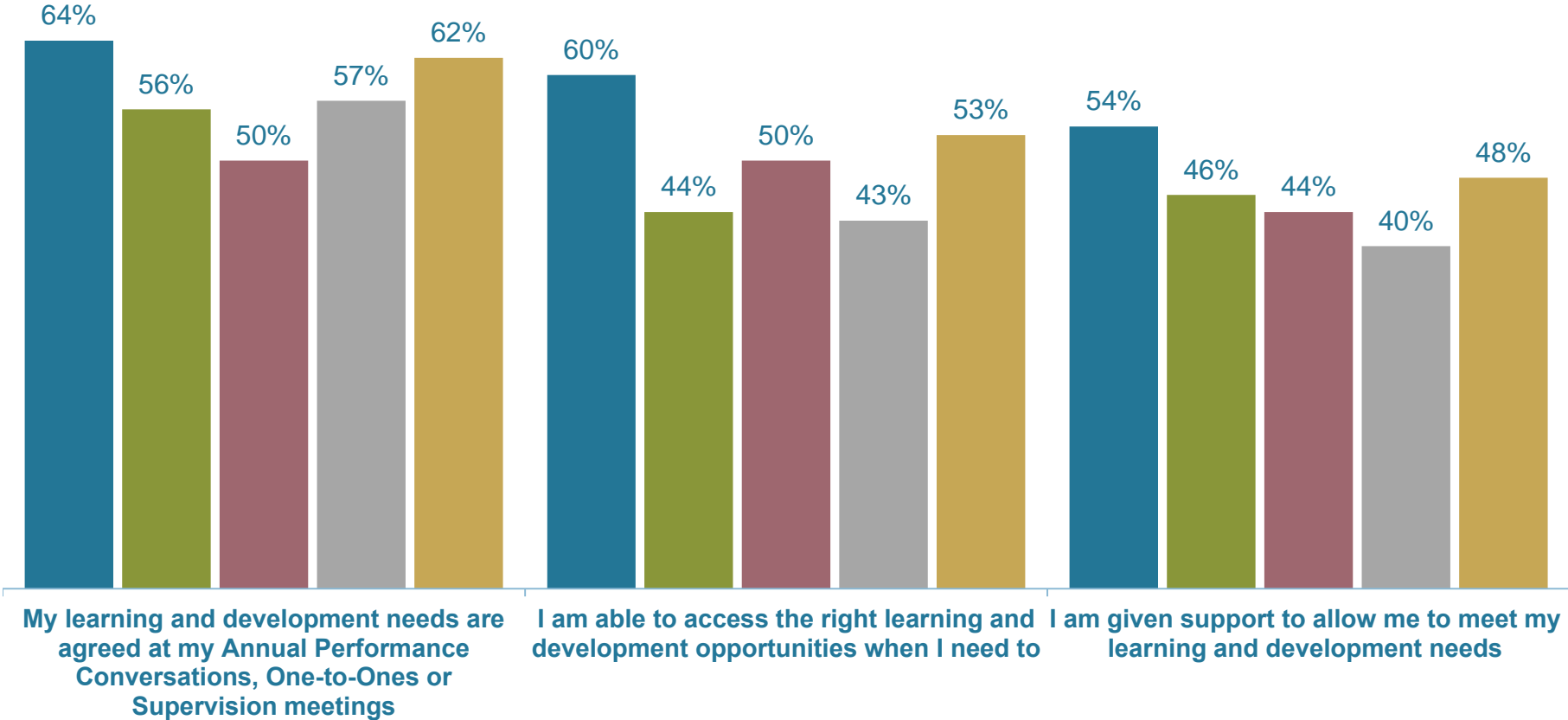
How far do you agree or disagree with each of the following statements?



Learning and development - by Division

How far do you agree or disagree with each of the following statements?

■ Communities and Families ■ Edinburgh Health and Social Care Partnership (CEC) ■ Chief Executive ■ Place ■ Resources



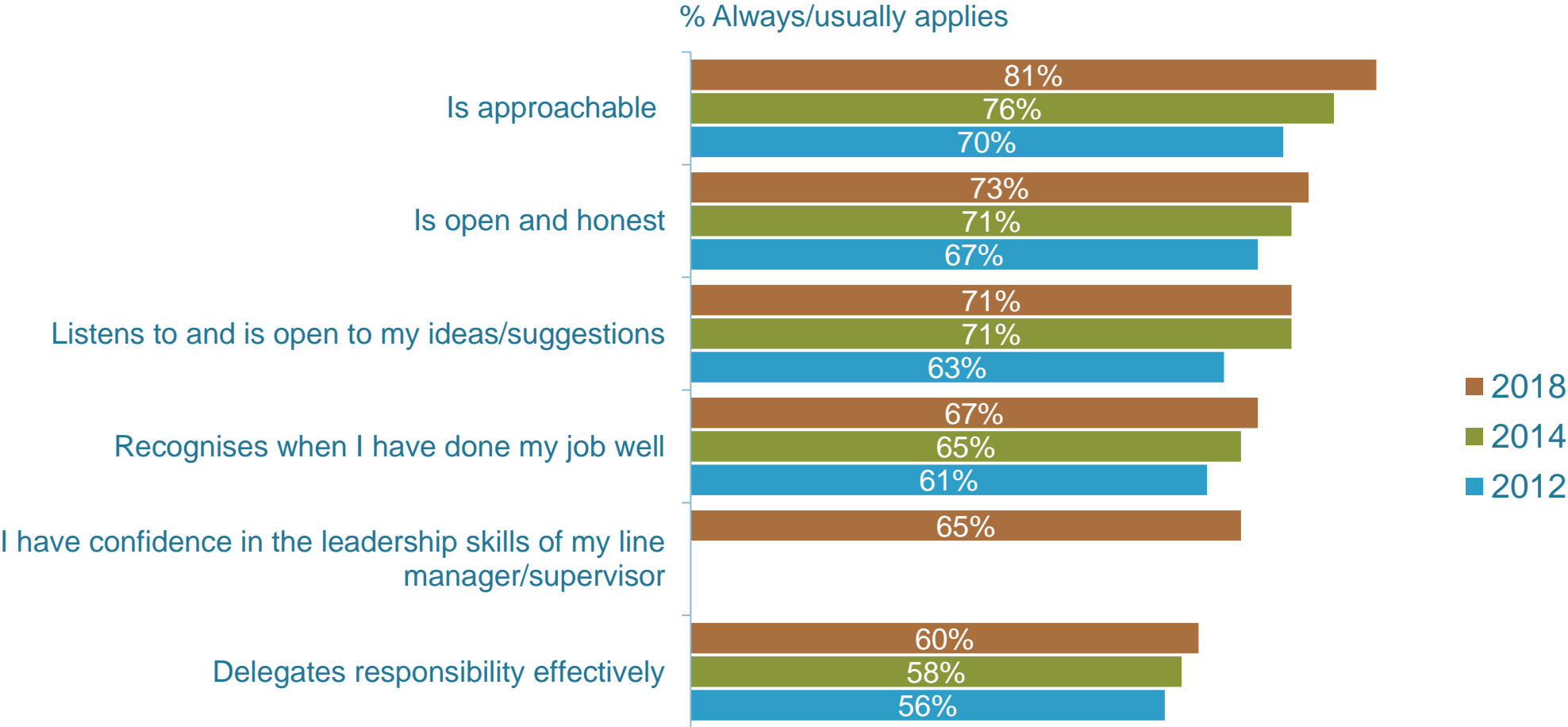
Base: All respondents 2018 (4788)

Managing performance



View of line managers/supervisors

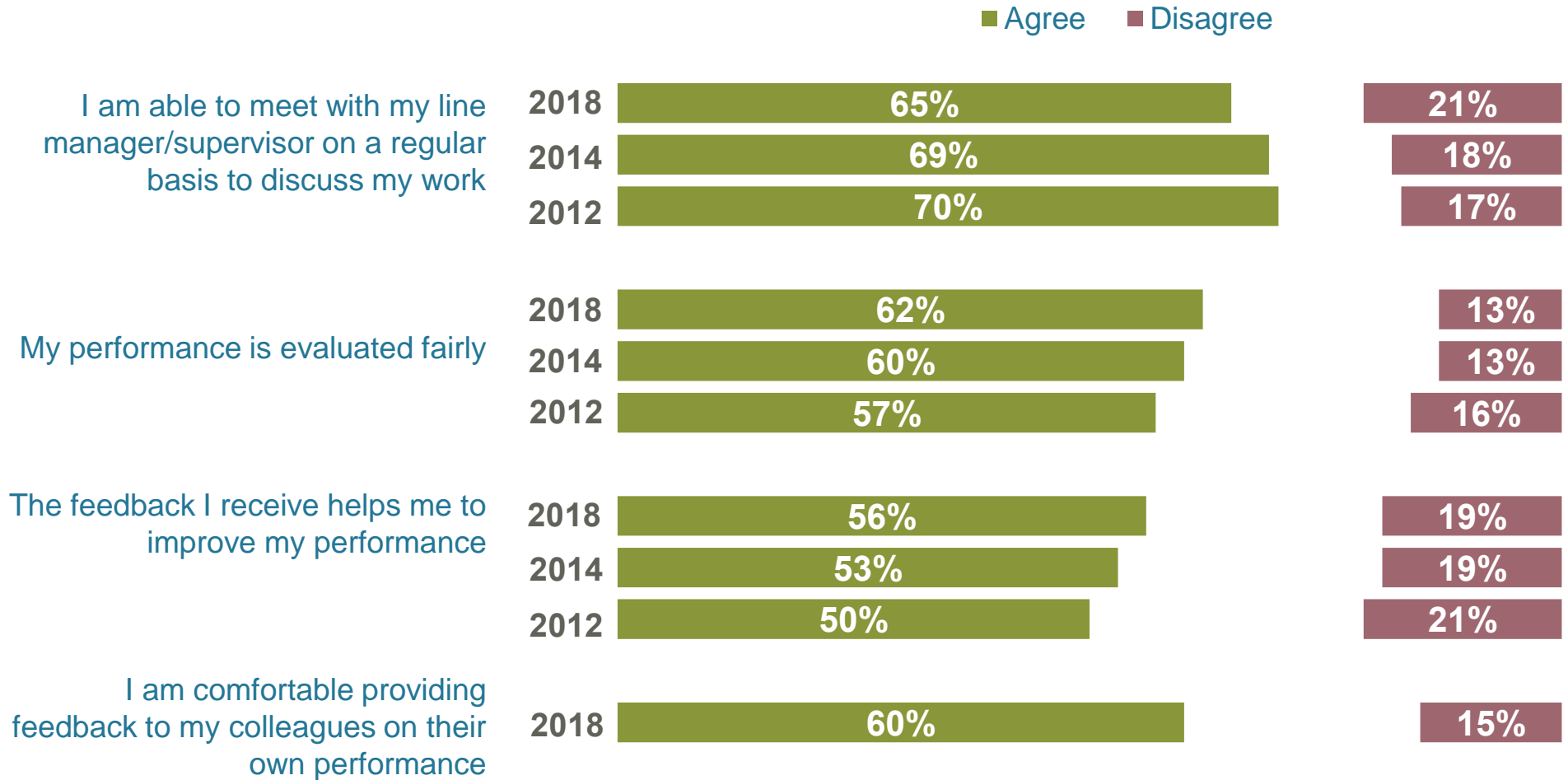
How far do you agree or disagree with each of the following statements? My line manager/supervisor...



Base: All respondents: 2018 (4788); 2014 (7,336); 2012 (6,710)

Feedback & performance evaluation

How far do you agree or disagree with each of the following statements?



Feedback

Comparison with UK Local Authority Norms

	CEC Employee Survey 2018		UK Local Authority Norms	
	Agree	Disagree	Satisfied	Dissatisfied
The feedback I receive helps me improve my performance	56	19	57	20

■ CEC Employee Survey 2018 Question

■ UK Local Authority Norms Question

Leadership



Leadership

How far do you agree or disagree with each of the following statements?



Leadership

Key Drivers of Confidence in Heads of Service



Leadership

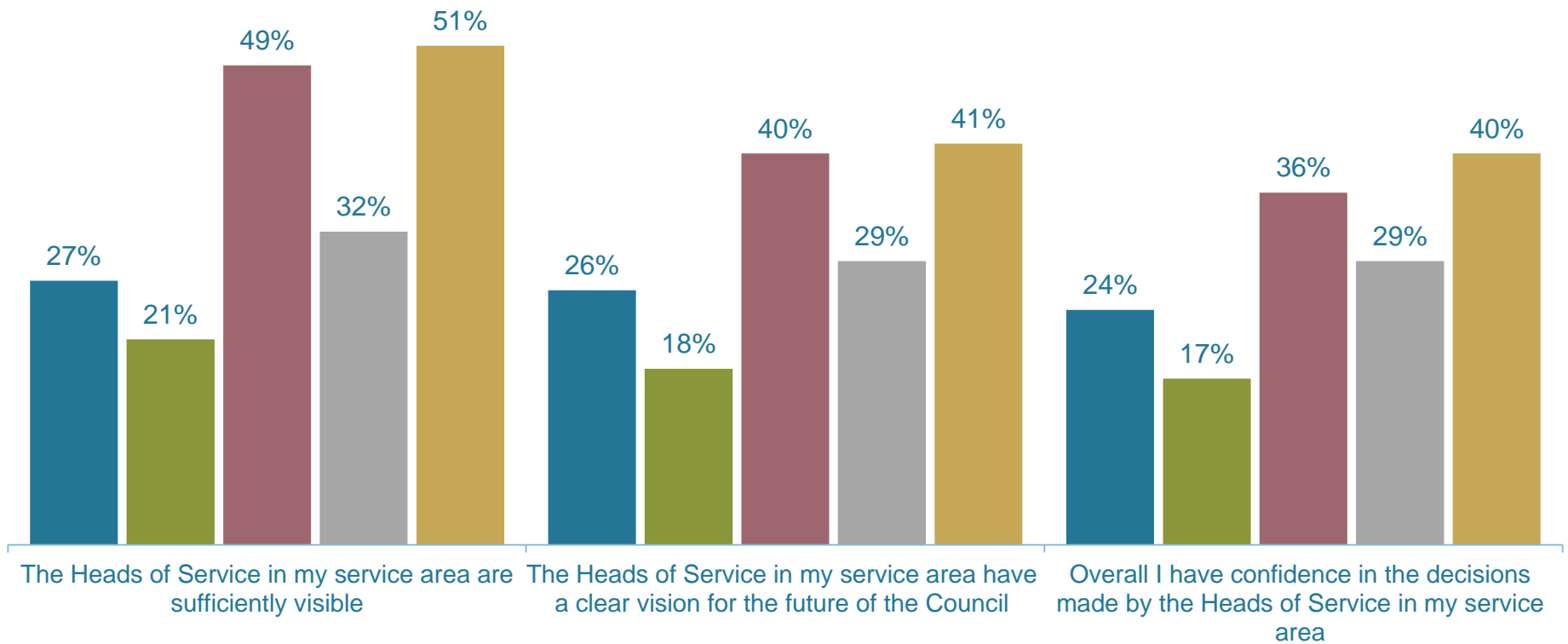
Key Drivers of Confidence in Executive Directors



Leadership – Heads of Service

How far do you agree or disagree with each of the following statements?

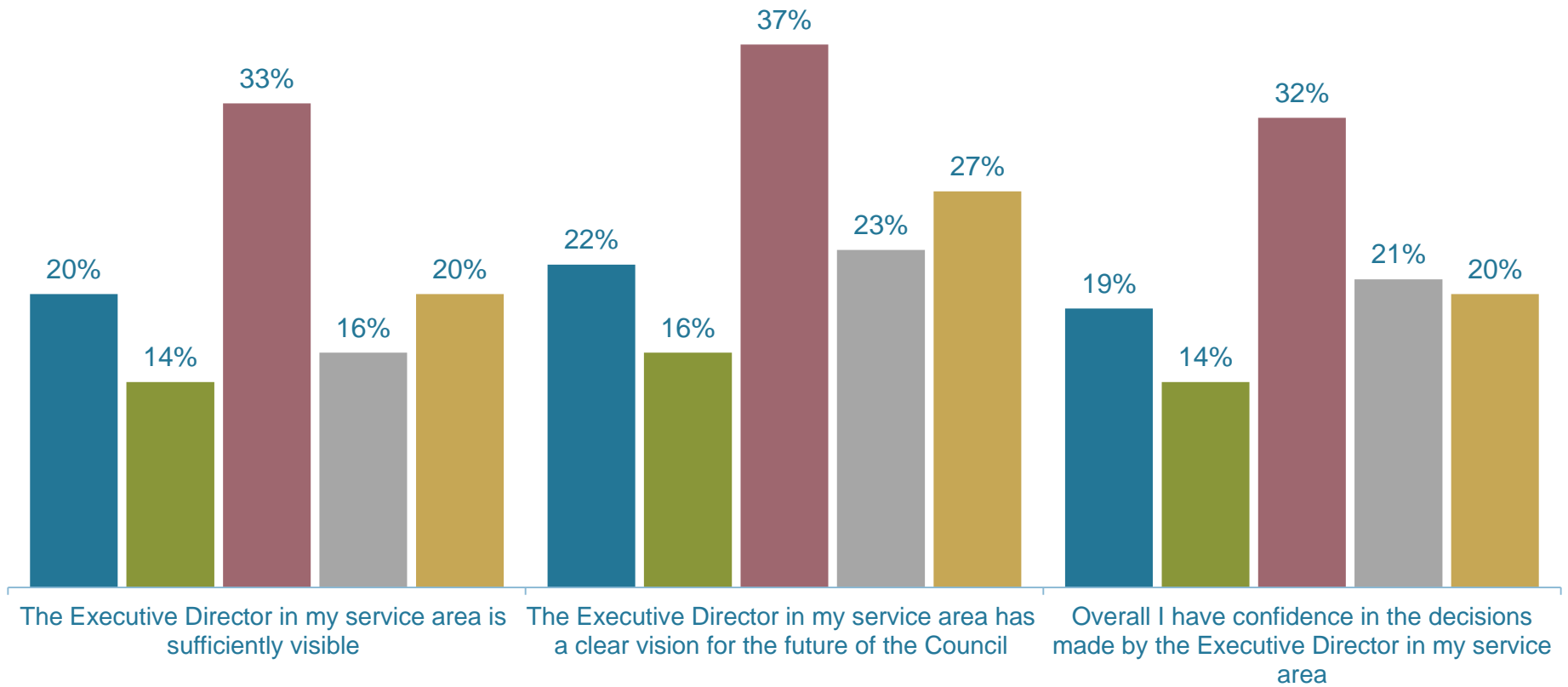
■ Communities and Families ■ Edinburgh Health and Social Care Partnership (CEC) ■ Chief Executive ■ Place ■ Resources



Leadership – Executive Directors

How far do you agree or disagree with each of the following statements?

■ Communities and Families ■ Edinburgh Health and Social Care Partnership (CEC) ■ Chief Executive ■ Place ■ Resources

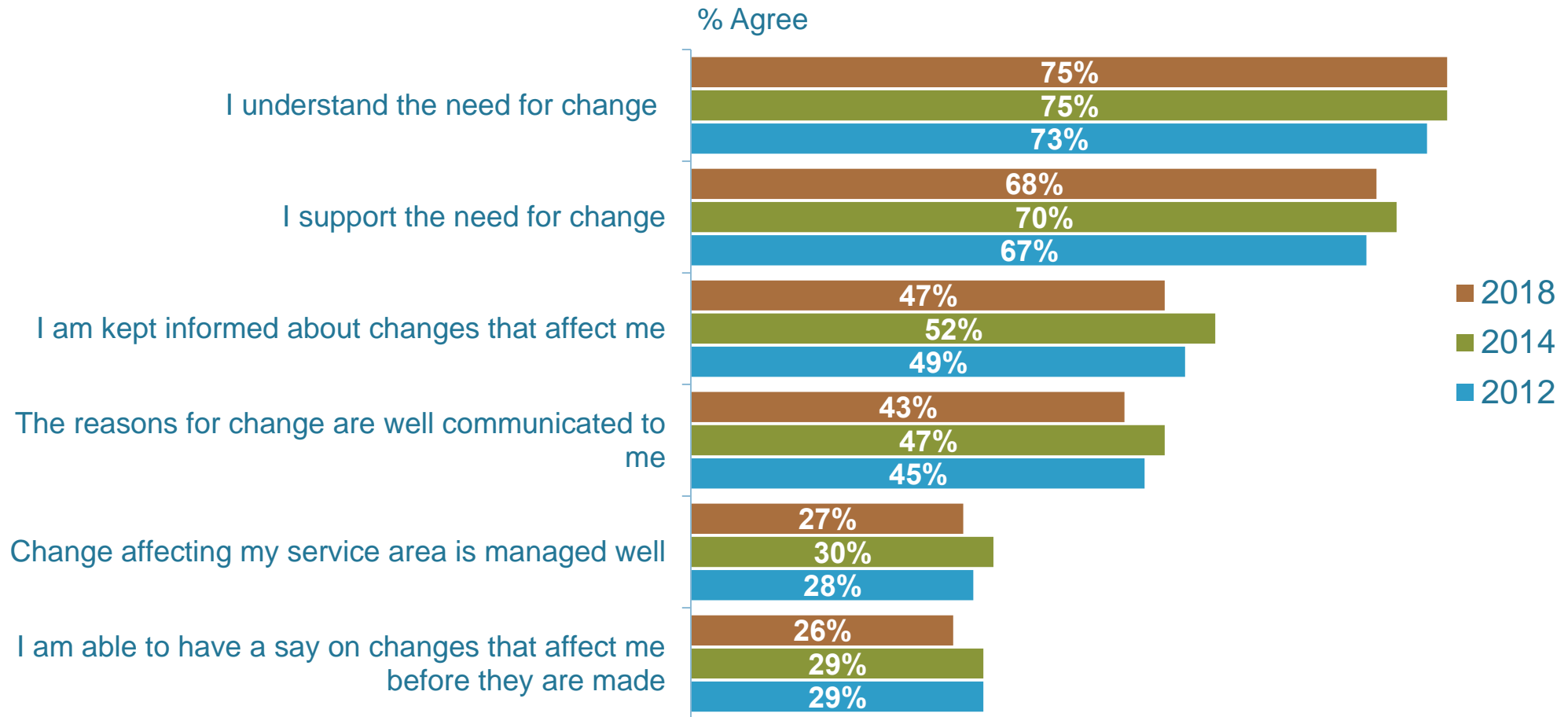


Change



Change

How far do you agree or disagree with each of the following statements?



Base: All respondents: 2018 (4788); 2014 (7,336); 2012 (6,710)

Change

Comparison with UK Local Authority Norms

	CEC Employee Survey 2018		UK Local Authority Norms	
	Agree	Disagree	Agree	Disagree
Change affecting my service area is managed well	27%	45%	26%	42%
I understand the need for change	75%	10%	83%	5%
I support the need for change	68%	11%	69%	7%

■ CEC Employee Survey 2018 Question

■ UK Local Authority Norms Question

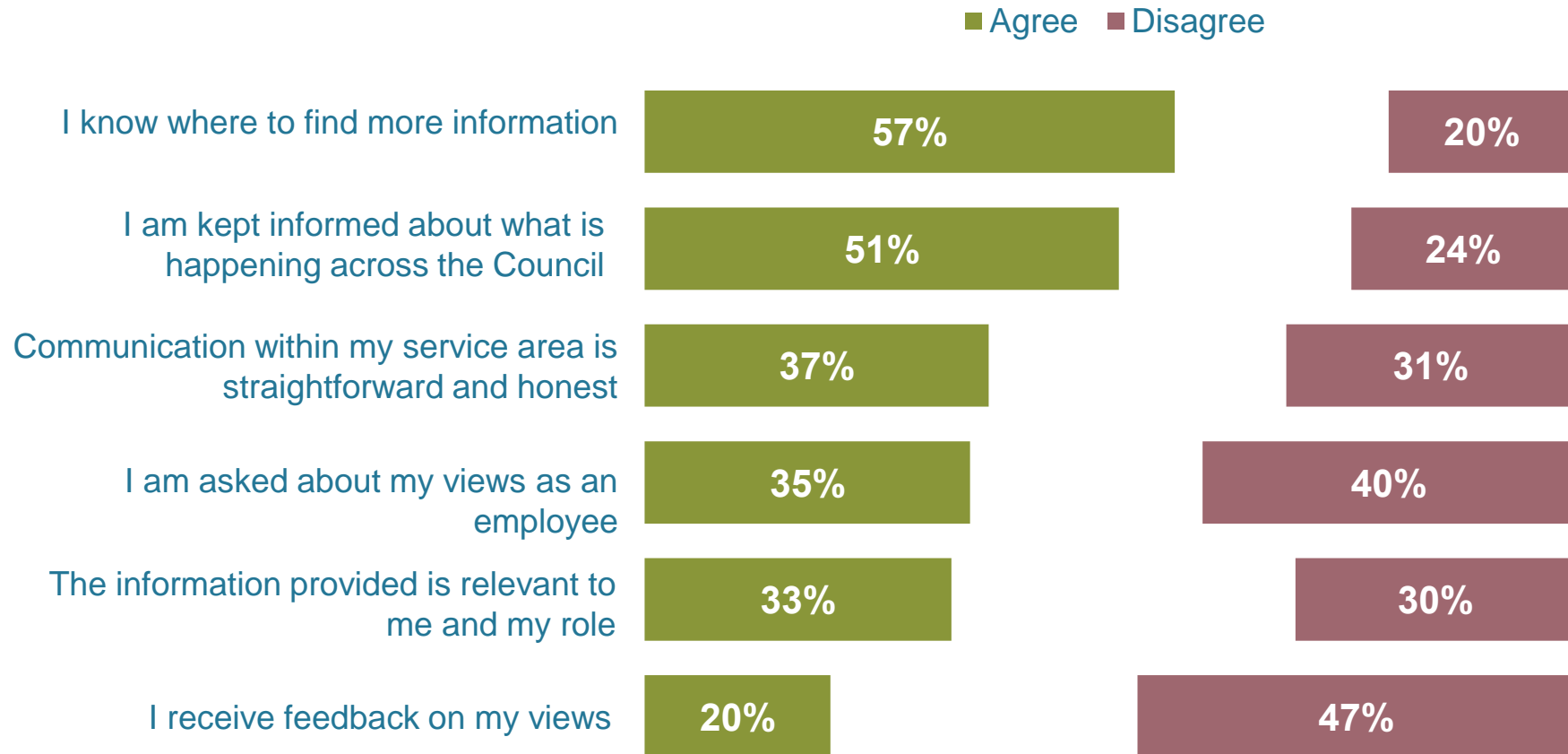
Base: CEC Employee Survey 2018 (4788) UK Local Authority Norms (600)

Communication & Survey Feedback



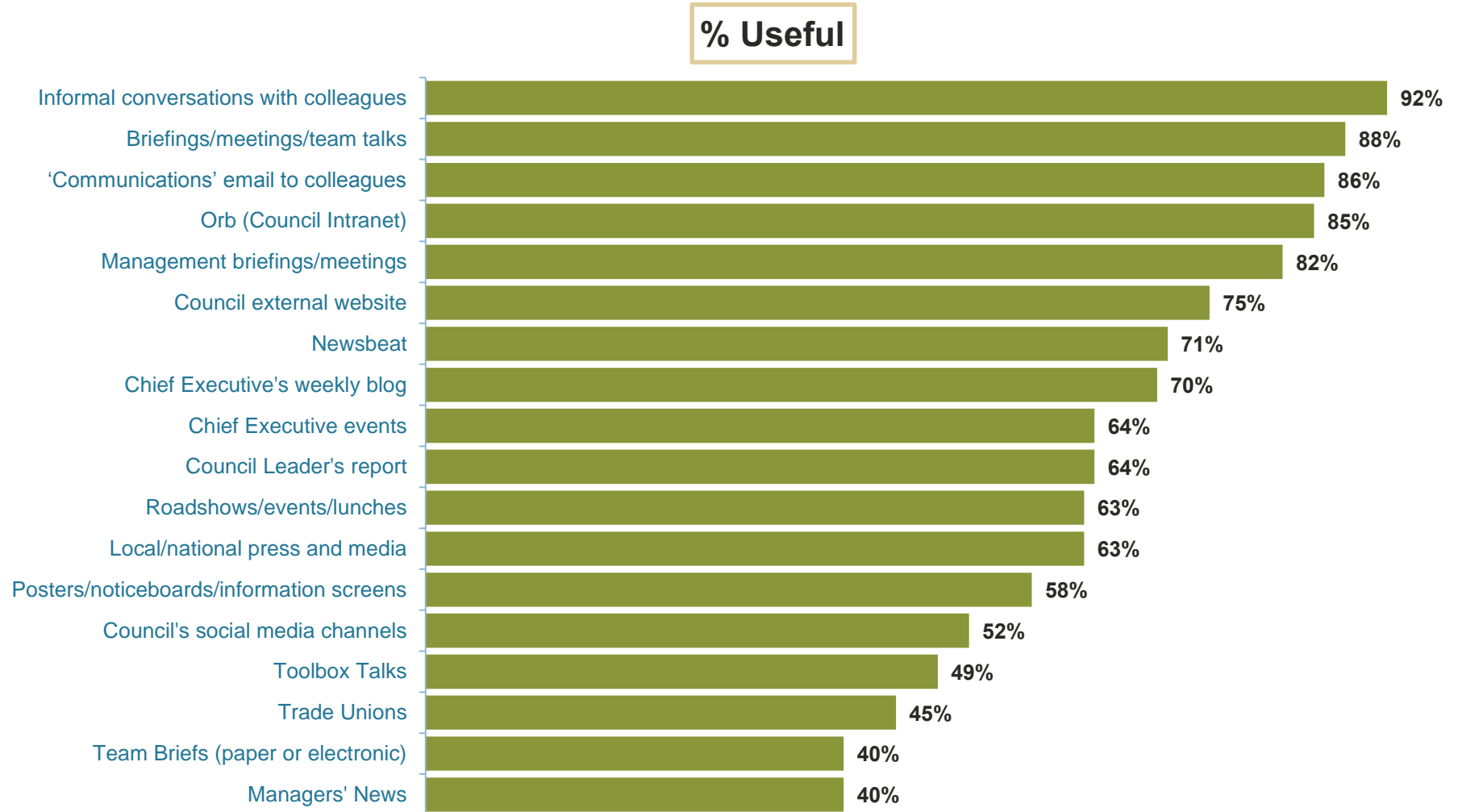
Communication

How far do you agree or disagree with each of the following statements?



Communication channels

How useful do you find these channels of information?

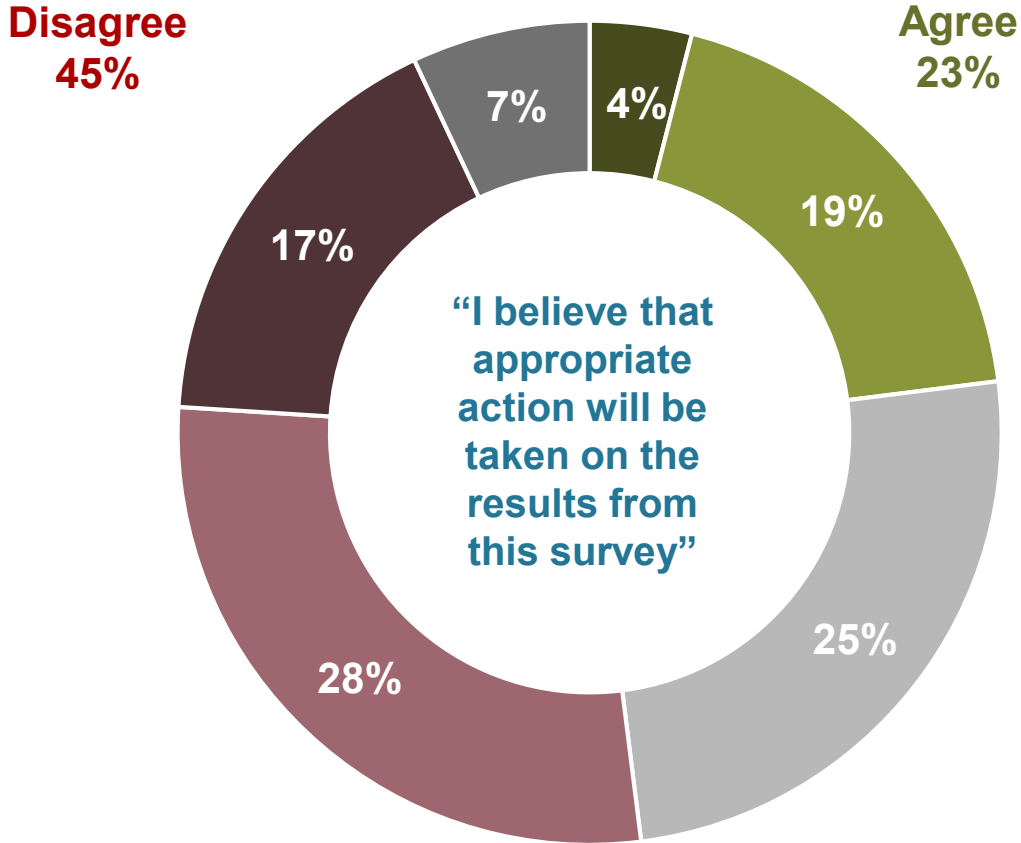


Base: Respondents with access to each channel and excluding those said "don't know"

Source: Ipsos MORI

Survey feedback

How far do you agree or disagree that appropriate action will be taken from the results of this survey?



Base: All respondents 2018 (4778)

Source: Ipsos MORI

Suggestions for improvement



Suggestions for improvement

What do we need to do to make the Council a great place to work?



Base: All respondents 2018 (4778); 2014 (7336)

Source: Ipsos MORI



Thank you