

Title of report	Staff survey
Public/confidential	Public
Action	For endorsement
Summary/purpose of report	This report sets out the results of our staff survey along with our actions. There is also the result of our staff well-being survey carried out in May 2020 and the high level results from our Investors in People Survey carried out in November 2020.
Recommendations	The Council is asked to endorse the steps we are taking in response to the staff survey.
Author and responsible officer	Lorraine Gray Chief Executive Tel: 01382 721945
Link to Strategic Plan	The information in this report links to: Outcome 1: People who use services are protected by ensuring the regulated workforce is fit to practise. Outcome 2: The SSSC supports and enhances the development of the registered workforce to deliver high standards of practice and drive improvement. Outcome 3: Our workforce planning activities support employers, commissioners and policy makers to deliver a sustainable, integrated and innovative workforce.
Link to the Risk Register	Risk 6: We fail to develop and support SSSC staff appropriately to ensure we have a motivated and skilled workforce to achieve our strategic outcomes.
Equality Impact Assessment (EIA)	An EIA was not developed
Documents attached	Appendix 1: Civil Service Staff Survey Results Appendix 2: EVOLVE Programme Appendix 2a: Actions on main issues

	Appendix 3: Wellbeing Survey Appendix 4: Investors in People Survey – high level results.
Background papers	Report 49/2020 – Chief Executive’s report

1. CIVIL SERVICE SURVEY

- 1.1 In November 2019, we carried out the Civil Service survey in partnership with Unison. This was the first time we had carried out this survey. We will carry it out again in 2021.
- 1.2 In December 2019, the acting Chief Executive and the Unison full-time official held two sessions with around 80 staff to share the high level results.
- 1.3 In March 2020, we agreed the key themes with the Partnership Forum and then shared them with staff.
- 1.4 The full results of the survey are attached at Appendix 1. When reading the results they are two figures we are ranked against. The overall results for Civil Service Survey and the results from the top quartile from the survey in 2018. The key findings from the survey are:
 - we equalled or outperformed the overall Civil Service result on seven of the nine themes
 - for six out of nine themes we had over 76% of respondents agree with the questions held within them
 - we performed well regarding 'My team' and 'Organisational objectives and purpose', however we performed less strongly in the themes 'Leadership and managing change' and 'Pay and benefits'
 - we have created an environment in which bullying, harassment and discrimination is very low, with 3% experiencing discrimination and 4% bullying and harassment compared to 12% and 11% across the Civil Service. However, we will work to reduce this to zero.
- 1.5 It is important to note that the driver for deciding the priorities to take forward are the areas with the highest negative responses and not necessarily the lowest overall figure.
- 1.6 Regarding individual questions the most positive aspects are:
 - 92% of staff understand how their work contributes to the SSSC's objectives
 - 90% of staff have the skills to do their job effectively
 - 90% of people feel they are trusted to carry out their job effectively
 - 90% are interested in their work at the SSSC.
- 1.7 The most negative aspects are:
 - 42% of people do not think their pay is reasonable when compared to other people doing a similar job
 - 41% of people feel that pay doesn't adequately reflect their performance

- 37% of people feel that change is not managed well in the SSSC.

1.8 Other points to note are:

- 61% of people are proud to tell others they work for the SSSC
- 60% of people would recommend the SSSC as a great place to work
- 84% of people are treated fairly at work
- in many questions we had significant numbers of staff who neither agreed nor disagreed – this of course brings down the percentage score. We want to work to increase the number of positive scores.

1.9 The results from the staff survey are different across the organisation in different Directorates and Departments. All Directors and Heads are aware of their results and the actions they need to take.

2. ADDRESSING THE ISSUES

2.1 In December 2019, we appointed an external Organisational Development Consultant to support us to take this work forward. This led to the development of the EVOLVE programme. The EVOLVE programme is chaired by the Chief Executive with Directors sponsoring different strands of work. Work started in April 2020.

2.2 The Partnership Forum in March 2020 and agreed the following six themes to address:

- training, learning and development
- managing change (informing and involving staff in decisions)
- workload
- line management and performance management
- culture
- pay and benefits.

2.3 The EVOLVE programme is how we are taking forward the themes that have come from the staff survey. The EVOLVE programme focuses on the employee life cycle:

- **Reach** focuses on talent acquisition. It is a comprehensive strategy on how we will attract great talent and demonstrate that the SSSC is a great place to work.
- **Onboard** will create a clear plan to give new employees an effective corporate induction, develop a standardised approach to department induction and a digital skills induction option for staff.

- **SSSC+me** will capture and convey the performance, capabilities, skills or competencies all our staff need and identify how we develop each of you to make sure we continue to have a sustainable, successful organisation.
 - **Aim** is about managing our talent and will provide a process that is embedded in our organisational culture that allows departments to examine and analyse their workforce and plan to meet changing workforce demands and succession planning.
 - **See** is about employee engagement. It will be a platform for all employees to access existing employee benefits, discover new ones and lead innovation at the SSSC.
 - **Moving on** focuses on what happens when our staff move on from the SSSC. Moving on will give us a clear process to capture leaver information with a focus on producing practical management information that influences our organisational culture.
- 2.4 In April 2020, we launched our new Strategic Plan which set out our organisational characteristics and our values. At our staff conference in February 2021 we will properly 'launch' our values and organisational characteristics.
- 2.5 We have created a Programme Management Office to ensure that we manage change across the organisation.
- 2.6 We have launched our new intranet. We know that staff find this the best way to find information.
- 2.7 In May 2020, we appointed the Head of Organisational Development and Employee Development Adviser and created an Organisation Development Department. The Head of OD has carried out our skills audit, a training needs analysis and has in the process of appointing an external to deliver leadership and management training. She is also developing a long term plan around learning and development and leadership and training. We have built on work and research already carried out by staff in our Development and Innovation Directorate.
- 2.8 At Appendix 2, you will find the different areas of work. Appendix 2a provides more detail of actions we are taking in relation to the most negative aspects of the survey. The internal staff website gives further detail and updates, along with video updates from senior staff.
<https://ssscdundee.sharepoint.com/sites/Intranet/SitePages/Evolve-with-SSSC.aspx>
- 2.9 We are making progress in all areas however the leadership and management strand of work was delayed as result of the pandemic. We are working to progress this but there are challenges to freeing up staff to attend training and development sessions because of workloads.

- 2.10 In March 2020, when the Partnership Forum met, the Chief Executive made a commitment to hold sessions for staff every six weeks. This was to provide an update on what was happening in the organisation and to answer any questions.
- 2.11 As a result of the pandemic, this is now virtual meetings with staff in groups of five. The Chief Executive also meets with every new member of staff to welcome them to the organisation and outline the values and expectations of all staff.

3. WELLBEING SURVEY

- 3.1 In May 2020, three months into the pandemic we carried out a wellbeing survey of staff to find out what we could do to further support them. This survey is attached at Appendix 3.
- 3.2 The main areas of concern were:
- keeping motivated
 - keeping active
 - mental health
 - balancing work and childcare/schooling
 - anxiety.
- 3.3 All of the areas of concern were about living through a pandemic. In response to this survey we developed resources and provided links to resources that could support them.
- 3.4 The positives from the survey were that staff felt well informed and supported and provided very positive comments about the leadership by senior managers.

4. INVESTORS IN PEOPLE

- 4.1 In November 2020, we carried out the Investor in People (IiP) survey. Attached at Appendix 4 is the high level report. Please treat this with a note of caution as we still need the analysis from staff comments. We will provide the full report to Council in February 2021.
- 4.2 The IiP survey puts the SSSC in the top quartile of similar organisations we are benchmarked against. We have seen improvement in almost every area.
- 4.3 There are nine indicators in the IiP framework, each consisting of three themes. For the purpose of benchmarking we compare ourselves to organisations with 250 - 4,999 employees categorised as public administration and defence.
- 4.4 There were two IiP indicators where we performed below the benchmark. These were 'building capability' and 'structuring work'. In the

area of building capability we were below industry average (the benchmark) in all three themes:

- understanding people's potential (-0.2 below benchmark and -0.1 compared to 2018)
- supporting learning and development (-0.3 below benchmark and -0.1 compared to 2018)
- deploying the right people at the right time (-0.1 below benchmark but improved by +0.2 compared to 2018, still a lot of negative responses)
- in the area of structuring work, we were only below industry average in one of the three themes – designing roles.

4.5 These are all areas that we are aware of and are taking action on.

5. RESOURCE IMPLICATIONS

5.1 We need to look at staffing levels throughout the organisation as workload continues to be an issue and it is preventing us taking forward our work in leadership and development.

6. LEGAL IMPLICATIONS

6.1 There are no legal implications.

7. STAKEHOLDER ENGAGEMENT

7.1 Directors and Heads have discussed the results with their staff and we have worked in partnership with Unison to carry out and respond to this survey.

8. IMPACT ON PEOPLE USING SOCIAL SERVICES AND CARERS

8.1 A high performing organisation is vital to ensuring that we meet our vision and strategic outcomes.

9. CONCLUSION

9.1 The staff survey in November 2019 gave us a clear focus on the areas we need to improve. Our EVOLVE programme is making progress in these areas. We have the high level results from the IiP survey that suggest we have made improvements. However, we are aware that there are big differences across the organisation. We will report to Council on the IiP results in February 2021.