



Agency Board Meeting 29 September 2020

Board Report Number: SEPA 33/20

People Survey Action Plan

Summary:	This paper sets out the action plan agreed by the Agency Management Team in response to the 2020 People Survey.
Risks:	<p>This action plan was developed in consultation with a range of Strategic Leaders, senior managers, and with Unison.</p> <p>The key risks include that there is insufficient or ineffective communication on the action taken as a result of the survey, leading to a decrease in engagement levels, and a drop in confidence that management value staff feedback, and a reduced response rate to future staff surveys.</p>
Resource and Staffing Implications:	AOP Project Leads and Senior Leadership Team members will be expected to spend time understanding what the People Survey results mean to their projects and areas of work, and to take appropriate actions to address these in the delivery of their current AOP targets. The further analysis of the people survey data to support this work and to help the organisation identify the right priorities for the AOP 2021/2022 is conducted by the Senior Business Consultant and Graduate Trainee assigned to this project.
Equalities:	The analysis of People Survey results will take into account Equalities perspectives and any actions taken on the back of the people survey should consider Equalities implications.
Environmental and Carbon Impact:	There are no direct environmental or carbon implications of the action plan. Direct environmental or carbon emissions arising from current or future AOP projects will be captured in those individual projects.
Purpose and audience of the report:	<p>For discussion with the Board.</p> <p>Agency Board, Scottish Government and Public</p>
Report Author:	Fiona Martin Chief Officer People and Property
Appendices:	Appendix 1 People Survey Action Plan

People Survey Action Plan

1. Introduction

- 1.1 SEPA's People Survey was conducted between 29 May 2020 and 26 June 2020. The response rate from staff was the highest received in SEPA to date with 84% of staff responding. AMT have approved a plan for acting on the survey results, which is attached as appendix 1.

2. Progress to date

- 2.1 The full report by BMG (Contractor that carried out the survey) as well as the headline dataset have been shared with all staff alongside a further 15 reports covering Portfolios and workforce demographics. These have all been published on the Intranet.

A presentation for the Senior Leadership Team (SLT) and UNISON representatives has been given by BMG and a follow-up workshop session held to allow an opportunity for senior leaders to share reflections and understandings of themes emerging in the survey.

A session was held at Board to present the high level results and to create the opportunity for questions and reflections from Board members. A session was also held at the Change Committee to provide an update on progress and to consider staff feedback on the management of change in SEPA. A further Change Committee Session is planned in October.

- 2.2 An initial analysis has been carried out matching the emerging themes as identified by the Senior Leadership Team and UNISON, with the priorities set for delivery in this year's AOP. There is significant correlation in a number of areas but there are also important areas for improvement that are not covered by current AOP projects. These areas will benefit from further analysis to gain a more in-depth understanding of the feedback and how it may differ across geographical regions, Functions, or demographic markers.

3. Next Steps

- 3.1 It is important to take the time to understand what the survey results are telling us and to analyse the key areas in depth before identifying the right actions to address them. That is why we propose to use the available data to better deliver on the areas we have already committed to in this year's AOP, i.e. to use the results to inform our current AOP projects.
- 3.2 We have also identified a number of areas not covered by our current AOP where we want to run further analysis so that key themes and root causes are understood, and will be used in identifying the priorities for next year's AOP. This work includes analysing the free text comments in the survey feedback, as well as a detailed look at how different demographics, or geographical locations, or Functions differ in their responses.
- 3.3 We will also ask the Senior Leadership Team to use the available reports to identify areas for improvement in their Functions and Portfolios, and will hold an SLT workshop on that in early November to follow up on progress.

- 3.4 The communication of both the organisational as well as the Portfolio and Function responses to the survey results is very important, so that staff know that we listen to feedback and want to act on it. We want to be transparent with our action plan and the progress against it, and want to encourage AOP project leads and the Senior Leadership Team to also communicate regularly and openly about how we're using the survey results.
- 3.5 A successful response to the survey results would demonstrate to staff that we have taken the time to understand what staff are telling us, that we have taken steps to act on that feedback to help improve the delivery of our current AOP projects, and in setting our priorities for next year, and that Portfolios and Functions have reviewed the results to make improvements in their respective areas. Success also includes regular and effective communication to staff so that there is full transparency in how we use the survey results to make organisational improvements.

4. Recommendations

- 4.1 Please note the Action Plan (Appendix 1) which has been approved by AMT.

Fiona Martin, Chief Officer People & Property
14 September 2020

People Survey Action Plan 2020-21

AOP Project 16 People Survey

AOP Priority Area

Making it easier to get things done.

In five years' time

SEPA has achieved becoming an organisation people clamour to work for.

Background

For some time, we have carried out a staff survey every two years. Our "People Survey 2020" had an exceptionally high response rate of 84% and the results help us understand staff views at the time the survey was conducted. We will use the survey to better deliver against current AOP priorities and to identify actions that management, teams and staff can take to improve the running of the organisation and the work experiences of all staff.

The staff survey is only one of a variety of ways of getting feedback from staff. We will continue to use other mechanisms including staff ideas groups, short life working groups, portfolio events, shadowing, broader participation at AMT sub-committees and team talks so that there are different opportunities to hear staff views. Effective communication with UNISON provides a further opportunity to understand staff views.

STRATEGY – People Survey priorities this year

We have achieved a very high response rate to the survey from our staff members which provides us with confidence in the feedback emerging. Now our priorities are to:

1. Use the People Survey results to help inform current AOP projects that have been established for delivery this year.
2. Undertake additional analysis of the feedback to help inform the development of next year's Annual Operating Plan.
3. Ensure that the Senior Leadership Team (SLT) are equipped to use the feedback from the People Survey to make improvements at a functional and Portfolio level and contribute to wider organisational themes.
4. Communicate to staff how the People Survey results are used to improve the running of the organisation and the work experiences of staff

WHY have we chosen these priorities

These priorities have been chosen so that we use the survey results to help with the delivery of our current AOP priorities, to make improvements at a function and Portfolio level, and to drive further analysis that will help us set the right priorities for action in the AOP 2021-22, so that underlying issues in areas of concern can be addressed with the appropriate level of resource and organisational focus.

The ongoing communication of our action plan and progress is essential so that the organisational response to the survey results is transparent to all staff and the impact of the actions taken can be further evaluated.

TACTICS – How we will deliver the priorities

<p>Use the People Survey results to help inform current AOP projects that have been established for delivery this year.</p>	<p>The project leads for the projects below will be asked to consider feedback from the People Survey and how it impacts on the work currently underway. They will be offered support with further analysis wherever feasible. The monthly performance reports submitted by project leads will be expected to provide information on how they have used the survey results, which can then be used by the group leading work on internal communications in SEPA.</p> <table border="1" data-bbox="604 1855 1822 2418"> <thead> <tr> <th data-bbox="604 1855 1138 1923">People Survey</th> <th data-bbox="1138 1855 1822 1923">Current AOP Projects</th> </tr> </thead> <tbody> <tr> <td data-bbox="604 1923 1138 2169">Change</td> <td data-bbox="1138 1923 1822 2169"> <ul style="list-style-type: none"> • Phase 2 EPA Book • Regulatory roles & responsibilities guidance • Simplification • The 'New' Workspace • Job Evaluation • Maximising the value of our administrative work </td> </tr> <tr> <td data-bbox="604 2169 1138 2347">Staff Development</td> <td data-bbox="1138 2169 1822 2347"> <ul style="list-style-type: none"> • Phase 2 EPA Capacity Building programme • leadership • Safe SEPA including health and safety • technical training L&D programmes. </td> </tr> <tr> <td data-bbox="604 2347 1138 2418">Stress and Well being</td> <td data-bbox="1138 2347 1822 2418"> <ul style="list-style-type: none"> • Supporting Mental Wellbeing </td> </tr> </tbody> </table>	People Survey	Current AOP Projects	Change	<ul style="list-style-type: none"> • Phase 2 EPA Book • Regulatory roles & responsibilities guidance • Simplification • The 'New' Workspace • Job Evaluation • Maximising the value of our administrative work 	Staff Development	<ul style="list-style-type: none"> • Phase 2 EPA Capacity Building programme • leadership • Safe SEPA including health and safety • technical training L&D programmes. 	Stress and Well being	<ul style="list-style-type: none"> • Supporting Mental Wellbeing
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<p>Undertake additional analysis of the feedback to help inform the development of next year's Annual Operating plan.</p>	<p>The key areas identified for undertaking additional analysis are;</p> <ul style="list-style-type: none"> • Leadership and management • Managing poor performance and behaviour • Tackling bullying and harassment, discrimination, and violence and aggression • Staff development • Improving internal communications • Implementing change • Identifying areas of good practice to support organisational learning 								

	<p>When analysing the results on these areas, we will take into account any meaningful differences between geographical regions, Portfolios and Functions, as well as demographic criteria such as grade, age, gender etc.</p> <p>This work will be completed by 31 December so that it is available to help in shaping the AOP for 2021-22.</p>
Ensure that the Senior Leadership Team (SLT) are equipped to use the feedback from the People Survey to make improvements at a Functional and Portfolio level (and contribute to wider organisational themes)	<p>A session with the SLT is planned for early November so all SLT members can share feedback about how they have used the People Survey results to identify areas for improvements in their Functions and Portfolios, what progress has been made and what the impact of these actions has been. The key messages from this session will be fed into the work stream on internal communications.</p>
Strengthening our internal communications.	<p>It is very important to us to show staff that we value the feedback they have given us and that we are acting on it. We want to be transparent about our action plan and progress against that, so we are keen to communicate regularly and clearly to all staff.</p> <p>An internal communications group has been established by the CEO to develop SEPA's approach on internal communications. This group will lead on communicating the information that staff need, and this includes the actions that project leads, and the SLT are taking to respond to People Survey feedback.</p>

EXECUTION – A roadmap of actions

Number	Action	Who is involved	Due by
		Top entry is the lead for each piece of work	
1	Communicate with AOP project team leads for projects identified above what's expected of them, how they should report their progress and what additional support may be available to help.	Setareh Stephen / Fiona Martin	18/09/2020
2	Communicate with SLT to ensure broad awareness of the range of information available, what's expected of SLT, and to establish a date for the SLT workshop.	Setareh Stephen / Fiona Martin	18/09/2020
3	Provide an update for all staff on how staff survey feedback is being used including providing a link to the agreed action plan.	Setareh Stephen / Rosaleen Kelly	22/09/2020
4	People survey action plan presented to Agency Board for discussion.	Setareh Stephen / Fiona Martin	29/09/2020
5	Change Committee session held to explore the issues emerging from people survey feedback on implementing change in SEPA.	Setareh Stephen / Fiona Martin	31/10/2020
6	Undertake portfolio and functional activity to identify key priorities, how these should be progressed and ensure these are communicated.	Portfolio leads	31/10/2020
7	SLT workshop – which will look at progress to date, learnings and how success can be evaluated e.g. use of pulse surveys in some areas.	Setareh Stephen / Fiona Martin / Rosaleen Kelly	6/11/2020
8	Internal communication sharing key messages from SLT workshop with all staff.	Rosaleen Kelly	17/ 11/ 2020
9	Additional analysis of priority areas and key findings shared with Corporate Committee and with those leading development of projects for 2021/2022 AOP.	Setareh Stephen / Graduate trainee	30/11/2020
10	Priorities for AOP 2021-22 identified that link to areas highlighted by people survey feedback and informed by further analysis.	AMT	31/03/2021
11	Regular performance reporting by AOP project leads advising on how people survey feedback has been used and the actions taken.	Project Leads	31/03/2021
12	Regular internal communication updating all staff on how SEPA have acted on people survey feedback.	Rosaleen Kelly	31/03/2021