

Registers of Scotland

RoS Board

14th March 2023

We Invest in Wellbeing/Wellbeing Survey

Purpose

1. The purpose of this paper is to update RoS Board on the results and findings from the We Invest in Wellbeing (WIIW) assessment and wellbeing survey that took place in November 2023.

Recommendation

2. The Board are invited to review this paper and note the findings of the assessment and survey.

Background

3. Supporting colleague wellbeing is identified in both the Corporate Plan and People Strategy as a foundational enabler to support effective performance. To assess the effectiveness of our wellbeing strategy and identify opportunities for improvement, as well as establish a baseline against which to track progress, the WIIW assessment and wellbeing survey were commissioned.

4. The WIIW accreditation ran for the first time in November 2022 with the external assessor interviewing 39 colleagues as well as meeting with EMT and PCS. The assessor reviewed documents such as the initial wellbeing survey results, our Corporate Plan, People Strategy and wellbeing evidence as part of the assessment.

5. To complement the WIIW assessment we invited colleagues to take part in a wellbeing survey which achieved a 49% participation rate. This survey was intended to better understand the status of a range of wellbeing drivers with particular focus on any impacts due to hybrid working especially given the last wellbeing survey took place in 2019. The survey was facilitated by Hive who combine provision of their cloud-based employee feedback platform with access to a People Science team. The intention being to support us to develop an approach rooted in and validated by occupational psychology while aligning with our own organisational context.

6. PCS are actively involved in all these initiatives and have been given full access to the WIIW assessment feedback and the Wellbeing survey results with the aim of supporting effective partnership working and collaboration.

We Invest in Wellbeing (WIIW)

7. Upon completion of the assessment, we achieved Gold WIIW accreditation. This accreditation is valid for three years and the assessment framework focuses on

three key areas: social, physical and psychological wellbeing. An executive summary of the report is at **appendix 1**.

8. A summary of the WIIW progress against the nine themes can be found at **appendix 2**. We met the Gold standard across all three areas and were assessed at the platinum level in four out of the twelve goals.

9. In the report the assessor outlines what we should be proud of and what we should work on, see **appendix 3**. The assessor outlined key strengths including our commitment to colleagues' wellbeing and, the response to hybrid especially the physical support given to colleagues. Development areas highlighted include a hybrid working policy, encouraging colleagues to have their camera on in meetings and looking at the physical barriers to occasional office attendance.

Wellbeing survey (supported by Hive)

10. The wellbeing survey achieved a 49% response rate which is lower than the 70% minimum response that Hive recommend. The results were analysed by Hive's business psychologists who produced a report.

11. The wellbeing survey highlights three key action areas:

- a. Sense of Belonging - Sense of belonging is the greatest driver of engagement at RoS.
- b. Resources & Environment to Thrive Job satisfaction and achievement at work depend upon employees having the right tools and environment to succeed.
- c. Wellbeing & Balance - crucial for employee engagement and productivity.

12. **Appendix 4** shows a summary of the survey report which highlights the top and bottom 3 scores as well as the drivers of engagement. Overall, RoS achieved a survey average of 7.3 and an Engagement Index of 7.2, which indicates that employees are engaged and having a good experience at work. A score above 7 is categorised as a 'positive' score.

13. The eNPS (Employer Net Promoter Score), score of +12 is within the typical range for levels of advocacy, with a score of -10 to +20 being classed as a 'typical score' under Hive's benchmarking analysis which compares across all organisations utilising the Hive platform. It's calculated by assessing the % promoters v % detractors which in RoS showed 39% promoters with 27% detractors. There's opportunity for the 35% passives to move into the promoter category which could see the eNPS score become 'very good' or 'outstanding'.

Next steps

14. The analysis and insight received will help us gauge the wellbeing of our colleagues as well as measure progress against our people initiatives. The analysis and insight will also help identify risks and opportunities associated with our people strategy and delivery of our strategic objectives. RoS wide themes were identified through analysing the wellbeing data, as well as the Civil Service People Survey data

and We Invest in People report, by reviewing common threads of positive progress and opportunities to improve. As a result, there are three RoS wide themes proposed:

- a. Performance
- b. Culture in a hybrid environment
- c. People centred leadership & management

15. The overall RoS themes have been tested with colleagues at an all-colleague webinar in February and 87% of colleagues agreed these are the correct themes. An action plan will be created to support progress under these three themes and ensure that people initiatives are designed and implemented to drive organisational health and capability to achieve the aims of the Corporate Plan.

Conclusion

16. The Board are invited to review the high-level findings of the WIIW assessment and Wellbeing survey.

Colleague Experience Manager
Corporate Directorate
20 February 2023

Appendix 1: WIIW executive summary (from full report)

Following the 2020 lockdown and enforced remote working, which continued into 2021, the organisation has implemented a system of hybrid working. In the summer of 2022 all staff took part in office induction days in Meadowbank House (MBH) and St Vincent Plaza (SVP), and now have the option to choose where (MBH, SVP, home, or another location), and largely when, to work. The mantra is that:

Work is what you do and not where you go

As will be seen in this report, this freedom to work where and when people want is having profound positive (and some negative) effects on their wellbeing - primarily social wellbeing, but also physical and psychological wellbeing.

Hybrid working is intrinsic to your wellbeing goals as you aim to allow people to be as productive as possible by giving them the maximum amount of choice about how and where they work:

We want to support colleagues to have as many good days at work as possible

To do this, you aim to support people through your five Pillars of Wellbeing:



Social



Physical



Mental



Nutritional



Financial

These mirror the framework's areas of physical, social, and psychological wellbeing, with nutritional fitting into physical, and financial into psychological.

Recent changes to the performance management system are seeing the introduction of regular check ins and collaborative objective setting. This now includes at least one wellbeing objective. Wellbeing objectives can be defined at the team and individual level.

As will be seen there is a wealth of tools available to people, and their existence is mostly well-communicated and promoted, creating good engagement levels and widespread participation, although there are people who do not feel the need for them.

Participation levels are recorded for many initiatives and activities, but there is an opportunity to do more to understand what is valued by people, where effort is being wasted, and to understand how investment in wellbeing is providing a return on an ongoing basis, through trending or longitudinal studies.

However, already the focus is on the future with Project Evolution, and its people and buildings workstreams, creating an environment where wellbeing change is monitored and influenced.

Appendix 2: WIIW summary table

		Not Met <i>Needs improvement</i>	Silver <i>Engaging and activating</i>	Gold <i>Creating positive outcomes</i>	Platinum <i>Embedded and always improving</i>
All areas	Goals				
Physical Wellbeing	Tools				
	Implementation				
	Engagement				
	Data				
Social Wellbeing	Tools				
	Implementation				
	Engagement				
	Data				
Psychological Wellbeing	Tools				
	Implementation				
	Engagement				
	Data				

Appendix 3: WIIW summary of areas to be proud of and areas to develop

What to be proud of

- The organisation is committed to supporting people's wellbeing
- People enjoy having choice about where and when they work, with hybrid working and flexitime
- Physical support for people working at home has been exemplary and demonstrated cooperation and commitment to keeping people healthy and safe
- You have found ways to promote social and team cohesion when people are working remotely
- Leaders and managers are actively promoting a social element when teams meet face to face
- People really value the Colleague Passport
- Increased frequency of check-ins is popular, and wellbeing objectives are seen as a good thing
- The pandemic has increased the visibility and importance of wellbeing
- It is good that new start induction is done face to face in the office
- Elements of a psychologically safe working environment are in place, with sustainable workloads, mutual respect, inclusivity and trust

A summary of what to work on

- Develop a Wellbeing Plan and reference it in the Corporate Plan and People Strategy
- Develop a Hybrid Working Policy
- Further review Management Essentials training, and specifically the content on wellbeing and dealing with sensitive situations, such as bereavement
- Continue to encourage people to have the camera on when in Teams meetings
- Look at physical barriers to occasional office attendance
- Focus on cost of living, including use of Edenred, and ensure that people working at home understand the physical and performance implications of insufficient heating
- Consider 360 review for all people managers
- Continue to refine how data is used, particularly in a longitudinal way

Appendix 4: Wellbeing survey one pager

