

# Registers of Scotland

## RoS Board

12<sup>th</sup> December 2022

### CSPS and WIIW data review

#### Purpose

1. The purpose of this paper is to update the RoS Board on the Civil Service People Survey (CSPS) and We Invest in Wellbeing (WIIW) results. This data gives us insight on the experience of colleagues working at RoS, helping us to measure progress against our people and change initiatives and identify areas of improvement that we should focus on going forward. This paper outlines next steps for data analysis, interpretation, and action planning. The CSPS results and WIIW report are included as appendices for Board to review however, at the time of writing this paper the results aren't available so can't include analysis of the data at this point.

#### Recommendation

2. The Board are invited to review this paper and to provide feedback on the available results pertinent to considerations around organisational performance and RoS delivery priorities which can be incorporated into people-oriented action plans.

#### Background

3. Improving employee engagement is a Key Performance Indicator (KPI) in our corporate plan. As such we have run engagement activities throughout the year to track engagement and gain feedback including, We Invest in People (WIIP), Investors in Young People (IYYP) and the annual CSPS. This year we also carried out our 2<sup>nd</sup> year review of the WIIW assessment which gathers further insight into colleagues' wellbeing. Analysis of the data and findings will be used to inform business-focussed initiatives that drive performance and provide assurance that the work we are doing is continuing to improve engagement and wellbeing at RoS.

4. We have been recognised as an Investor in People (IIP) since 2000, achieving Gold accreditation in 2021. In 2022 we introduced new accreditations through the IIP framework including WIIW (launched in November 2022 and achieved Gold accreditation) and IYYP (launched in April 2023 and achieved Silver accreditation).

5. We have participated in the CSPS since it began in 2009. The most recent survey concluded last month with a response rate of 77%, which exceeds the 71% KPI set in the Corporate Plan but is lower than the 81% response rate achieved in 2022. It should be noted that the 2022 survey was open for 5 days longer than in 2023. A breakdown of response rates for each Directorate can be seen below:

Directorate	Headcount	Responded	Response rate
Corporate Services	159	149	94%
Business Development	213	194	91%
Registration & Policy and Finance	784	541	69%

6. Data shows the response rate for Registration decreased by 8% from 2022 to 2023. In contrast, the rates for non-Registration Directorates either saw no change or a slight increase in response rate this year. For awareness, the 2022 and 2023 Registration response rates were calculated based on the same teams i.e. the calculation didn't include Policy & Legal and Finance.

## **CSPS Overview**

7. A RoS-wide action plan was created based on the CSPS 2022 results and other data sets (wellbeing survey, We Invest in People report and We Invest in Wellbeing report). A summary of the CSPS 2022 results can be found in **appendix 1**. Action plan activities focussed on three specific themes identified, which were: "People-centred leadership and management", "Culture in a hybrid environment" and "Performance". These themes were identified after analysing different data sets to understand what areas needed specific action to support delivery of the corporate plan. A summary of the activities that we have undertaken in support of the action plan can be found at **appendix 2**.

8. The CSPS 2023 results will be analysed by the Colleague Experience team to review where progress has been made and where there are opportunities for continued or additional focus. The analysis will also seek to identify any emerging risks that may adversely impact on performance and organisational wellbeing.

9. The CSPS 2023 ran between 19 September and 23 October. The results were released to RoS (Survey Managers and Senior Leaders only) on 5<sup>th</sup> December. The results can be found in **appendix 3**.

10. Earlier this year a review of the CSPS was undertaken by the Public Administration and Constitutional Affairs Committee. The report has now been published, see **appendix 4** for a summary of the report's recommendations. The Cabinet Office team are reviewing the recommendations and will confirm any changes to approach so there are no actions for us to take now. We will inform EMT of any updates from Cabinet Office.

## **WIIW overview**

11. The WIIW assessment was held from the 14-16 November with 15 colleagues interviewed as part of this staged assessment along with 4 PCS representatives and the 5 members of EMT. This is the second year of our 3-year accreditation cycle.

12. The assessor provided some initial insights verbally following the review and more detailed feedback is outlined in an executive summary of the report which was issued on 1 December (**appendix 5**). The assessor noted managers are more pro-actively supporting their teams through more regular conversations around wellbeing and setting wellbeing objectives. The wellbeing offering was highlighted as holistic and valued, with all the colleagues interviewed aware of the wellbeing support available to them. Areas for development focussed on developing a greater sense of belonging through increasing social connection. The assessor found that some people only spoke to their manager and had little engagement with anyone else in RoS. Increasing social interactions within the office and looking at how to create a community for those who do go into the office, but do not work together, was called out as an opportunity to support wellbeing.

13. PCS are always invited to meet with our Investors in People assessor and will be given full access to the WIIW staged assessment feedback and the CSPS results

(including comments) with the aim of supporting effective partnership working and collaboration.

## **Next Steps**

14. Analysis of the CSPA results will commence on receipt of the results. The data will be reviewed in conjunction with other data sets including the WIIP and IIP report from earlier on in the year and the WIW report. Trends and themes will be identified through the analysis of the data collected in 2023 and by examining changes from previous years.

15. The analysis and insight will also help identify risks and opportunities associated with our people strategy and delivery of our strategic objectives and stretch goal. Our action plan will be reviewed and updated to ensure that people initiatives are designed and implemented to drive organisation health and capability to achieve the aims of the corporate plan.

16. We will meet with EMT and PCS in January 2024 to discuss the analysis and insight gained from the data and recommend themes to focus on in 2024. The themes will be communicated to colleagues in the People webinar currently scheduled for early February 2024.

17. A specific substantive agenda item on people will be a core part of the March 2024 board agenda. By March we will have much greater clarity on what we believe the proposed people plan for FY 24/25 under Strategic Objective 4 needs to focus on, drawing on the CSPA results, IIP assessment etc. This will therefore be the most appropriate point in time to seek Board input to ensure we are taking the right action in relation to our people to maximise their ability to contribute effectively to the delivery of year 3 of our corporate plan.

## **Conclusion**

18. The Board are invited to review this paper and to provide feedback on the available results pertinent to considerations around the future of RoS which can be incorporated into specific actions to support effective corporate plan delivery.

**Colleague Experience Manager**  
**People Directorate**  
**27 November 2023**