

COLLEAGUE SURVEY 2024 - Report by Chief Executive

Summary

The report summarises the results from the High Life Highland (HLH) Colleague Survey (2024). The Colleague Survey provided HLH employees with the opportunity to give feedback on their thoughts, feelings and experiences of working in the organisation. Drawing on survey insights, HLH can now make improvements and the report provides an overview of the actions being taken.

It is recommended that Directors:

- i. note the Colleague Survey Report in **Appendix A**;
- ii. note that the overall findings from the survey were positive; and
- iii. comment on the action plan in **Appendix B**.

1. Business Plan Contribution

1.1 High Life Highland's (HLH) purpose is Making Life Better. The HLH Business Plan contains eleven Business Outcomes which support the delivery of this purpose, and this report supports the following highlighted outcomes from the Business Plan:

1. Seek to continuously improve standards of health and safety.
2. Commit to the Scottish Government's zero carbon targets and maintain the highest standards in environmental compliance.
3. Use research and market analysis to develop and improve services to meet customer needs.
4. **Increase employee satisfaction, engagement and development to improve staff recruitment and retention.**
5. Improve the financial sustainability of the company.
6. Value and strengthen the relationship with THC.
7. Develop and deliver the HLH Corporate Programme and seek to attract capital investment.
8. Use research and market analysis to develop and deliver proactive marketing and promotion of HLH and its services.
9. Initiate and implement an ICT digital transformation strategy across the charity.
10. Develop and strengthen relationships with customers, key stakeholders and partners.
11. Deliver targeted programmes which support and enhance the physical and mental health and wellbeing of the population, and which contribute to the prevention agenda.

2. Background

- 2.1 During December 2023 and January 2024, HLH undertook a survey asking for colleague views on the organisation and their job. Prior to 2019 a survey was undertaken every 2 years. The most recent survey analysis and report can be viewed at **Appendix A**.
- 2.2 Seeking formal colleague feedback has enabled an assessment of views from colleagues on the organisation and their job. This report summarises the feedback and recommendations resulting from the feedback.

3. Overview of data collected

- 3.1 349 HLH colleagues completed the survey, this represents 33% of a total contracted workforce of 1056 people. This is a good sample size of the HLH workforce (statistically speaking a small margin of error of +/- 4% should be applied with the sample size).
- 3.2 Responses were received from all HLH services and the sample size from each service represents a proportionate balance of the number of colleagues within each.
- 3.3 A mix of qualitative and quantitative responses has provided HLH with information to help understand what is most important to colleagues.

4. Common themes

- 4.1 A significant number of colleagues gave positive responses and free text comments, a notable number of colleagues expressed both positive and negative responses and free text comments. More detail and sample comments can be found in **Appendix A**.
- 4.2 Five common themes emerged from the qualitative data, these are:
- organisational culture and climate;
 - employment terms and conditions;
 - resources (including funding; budgets; tools for job);
 - information and communication;
 - management

5. Job Factors (compared to 2019 data)

- 5.1 Colleagues were asked, how satisfied or dissatisfied they are with various factors in their job. The results in Table 1 below reflect the percentage of colleagues who said they were either very or fairly satisfied, the percentages have been compared to the data collected in the 2019 survey (which had a higher sample size of 420 respondents).
- 5.2 For most job factors a positive variation is observed and the percentage variations which are statistically significant have been highlighted in either green (where a significant positive variation has occurred since the 2019 survey) or red (where a significant negative variation has occurred since the 2019 survey).

5.3 The most notable variations are the positive increases of 9.2% for receiving praise for good work; 9% for career development; 8.1% for receiving guidance and support and 8% for feedback on performance. It is important to also note the negative decreases of -11.1% regarding working for a successful organisation and -7.6% regarding job security.

5.4

Factor in the job	2024	2019	+/- variation
Interesting work	85.9%	81.1%	4.80%
Working hours	82.8%	79.2%	3.60%
Enjoyment in the work I do	82.3%	76.9%	5.40%
Supportive colleagues	81.4%	77.6%	3.80%
Personal safety at work	81.1%	79.2%	1.90%
Accomplished something worthwhile at work	79.4%	72.9%	6.50%
Working as part of a team	74.5%	70.3%	4.20%
Working environment (e.g. health & safety, security)	71.4%	69.8%	1.60%
Good employment benefits	67.6%	66.8%	0.80%
Opportunity to show initiative	67.4%	67.7%	-0.30%
Making the best use of their skills and ability	66.2%	60.9%	5.30%
Receiving guidance and support	65.9%	57.8%	8.10%
Receiving praise for good work	65.1%	55.9%	9.20%
Pay	63.9%	59.5%	4.40%
Sufficient training to do the job well	63.1%	55.9%	7.20%
Working for a successful organisation	58.7%	69.8%	-11.10%
Morale in the workplace	57.6%	53.3%	4.30%
Feedback on performance	57%	49%	8.00%
Job security	54.4%	62%	-7.60%
Career development	42.7%	33.7%	9.00%
Sufficient resources (finance, equipment, people etc) to do the job	39.5%	42.5%	-3.00%

(Table 1)

6. Additional positive feedback

6.1 The survey highlighted additional positive feedback, including the bullet points listed below:

- 77.1% of respondents gave a high score (4 or 5 out of 5) that they feel their immediate line manager cares for them as a person.
- 71% of respondents gave a high score (score 4 or 5 out of 5) for work/life balance.
- 68.2% of respondents gave a high score (score 4 or 5 out of 5) regarding how they usually feel about coming to work.
- 24% of respondents wrote positive, free text comments which related to enjoyment at work.

7. Priority areas for improvement

7.1 The survey has highlighted a number of potential areas for improvement:

- There has been a decrease (-11.1%) in the number of colleagues who feel that they are working for a successful organisation (compared 2019 survey).
- Less than half (48.4%) of respondents said they feel recognised when they contribute to the successes of the organisation.
- 17% of the respondents made negative, free text comments relating to the culture and climate of the organisation.
- 17% made negative comments relating to employment terms and conditions.

7.2 It is proposed that these areas for improvement are further investigated in order that targeted action can be taken as appropriate to address the issues raised.

8. Conclusion and Recommendations for next steps

8.1 The responses from the survey show a predominantly positive picture, an overall improvement compared with the previous survey and highlight areas for improvement. Colleague focus groups will be an important step to help explore some of the feedback in more detail to ensure there is a fuller understanding of what the areas for improvement are and that colleagues have an opportunity to inform solutions.

8.2 The CIPD (Chartered Institute of Personnel and Development) recommends several steps organisations can take in relation to colleague voice including ensuring methods are wide ranging and regular. ([CIPD](#))

8.3 An action plan has been drafted to ensure the priority areas for improvement are progressed, aligned to CIPD recommendations. The action plan can be viewed in **Appendix B** and is summarised below:

- Provide feedback to the HLH Board
- Provide feedback to all HLH colleagues
- Provide feedback to the Joint Consultative Forum (JCF) with the Trade Unions
- Set up focus groups to explore the issues priority areas for improvement further and add to the action plan as appropriate
- Issue additional/more regular survey(s) and benchmark to current data set
- Continue to roll out the iCare values
- Continue to offer resources and support to colleagues including:
 - Mental Health Reps
 - Togetherall (confidential mental health support)
 - Team challenges (social events)
 - Monthly colleague bulletin
- Support participation in *Viva Engage* (new Microsoft colleague communication tool)

- Pilot the use of the “inclusive meeting” survey template Community Leisure UK (CLUK) to get feedback.
- Ensure training for managers is available and promoted. e.g.:
 - Managing teams
 - Effective feedback
- Review organisational policies, procedures and practices to scope potential for improvements relating to:
 - organisational culture and climate
 - employment terms and conditions;
 - resources (including funding; budgets; tools for job);
 - information and communication;
 - management

9. Implications

- 9.1 Resource Implications – there are no additional resource implications arising from this report.
- 9.2 Legal Implications - there are no new legal implications arising from this report.
- 9.3 Equality Implications – there are no new equality implications arising from this report.
- 9.4 Risk Implications – there are no new risk implications arising from this report.

Recommendation

It is recommended that Directors:

- note the Colleague Survey Report in **Appendix A**;
- note that the overall findings from the survey were positive; and
- comment on the action plan in **Appendix B**.

Designation: Chief Executive

Date: 17 May 2024

Author: Lynn Bauermeister, Head of Health and Wellbeing

High Life Highland

Colleague Survey Report 2024



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Executive Summary

During December 2023 and January 2024 High Life Highland (HLH) undertook a survey asking for colleague views on the organisation and their job. This report details the feedback and recommendations resulting from the feedback.

Overview of data collected

- Sample size = 349 respondents (33% of a total workforce of 1056 people)
This is a good sample size of the HLH workforce (statistically speaking a small [margin of error](#) of +/- 4% should be applied with the sample size).
- Responses were received from all HLH services and the sample size from each service represents a proportionate balance of the number of colleagues within each service.
- A mix of qualitative and quantitative responses has provided HLH with information to help understand what is most important to colleagues currently.

Common themes

A significant number of colleagues gave positive responses and comments, a notable number of colleagues expressed both positive and negative responses and comments.

Five common themes emerged from the qualitative data:

- organisational culture and climate;
- employment terms and conditions;
- resources (including funding; budgets; tools for job);
- information and communication;
- management

Positive feedback

A summary of the positive feedback received is given below.

1. Colleagues were asked how satisfied or dissatisfied they are with a range of factors relating to their job. The results, for most job factors, demonstrate positive improvements (when the data is compared to the last HLH survey undertaken in 2019), including:
 - a. colleagues receiving praise for good work
 - b. career development opportunities
 - c. receiving guidance and support
 - d. feedback on performance
2. 77.1% of respondents gave a high score (4 or 5 out of 5) that they feel their immediate line manager cares for them as a person
3. 71% of respondents gave a high score (score 4 or 5 out of 5) for work/life balance
4. 68.2% of respondents gave a high score (score 4 or 5 out of 5) regarding how they usually feel about coming to work
5. 24% of respondents wrote free text comments which related to enjoyment at work

Priority Areas for improvement

The survey has highlighted that a number of potential areas for improvement could be investigated further in order for HLH to determine clear, actionable goals. The following priority areas are being proposed for further investigation based on the trends and information arising from the data.

1. There has been a decrease (-11.1%) in the number of colleagues who feel that they are working for a successful organisation (compared 2019 survey).
2. There has been a decrease (-7.6%) regarding job security (compared to 2019 survey).
3. Less than half (48.4%) of respondents said they feel recognised when they contribute to the successes of the organisation.
4. 17% of the respondents made negative, free text comments relating to the culture and climate of the organisation.
5. 17% made negative comments relating to employment terms and conditions.

Recommendations for next steps

It is important that HLH first: discusses the survey results; second: fully understands and agrees the specific issues to target for overall improvement; third: creates an action plan to enact necessary changes. It is important to drill into the feedback in more detail to ensure the issues are fully understood and reflective of colleagues needs, especially in regard the areas for improvement.

Therefore, the steps below are proposed for consideration (full details are given in the Conclusions and Recommendations section of this report):

1. Provide feedback to colleagues and HLH Board on the survey findings
2. Implement CIPD recommendations, including designing an improved colleague feedback process and an effective, holistic strategy
3. Take appropriate and proportionate actions to address what comes through from the continuous improvement/feedback loop approach
4. Review and consider if organisational policies, procedures and practices can be improved
5. Continue to offer the existing resources and ascertain if others are required

Value of next steps

By taking the steps outlined above HLH will create an improved feedback and consultation process with its people. It is vital for HLH to acknowledge and sustain actions relative to the positive feedback and it is also crucial for the organisation to take proportionate and necessary action to address negative feedback.

Taking action in response to the Colleague Survey will demonstrate to colleagues that the results are being used to make improvements – it sends a clear message that the organisation is listening and is prepared to take action.

Background

High Life Highland (HLH) undertook a survey during December 2023 and January 2024 asking for colleague views on the organisation and their job.

The survey followed a similar format to previous years, with additional questions reflecting societal changes and taking account of feedback which has emerged through webinars and trends observed by the human resources team.

The survey presented an important opportunity for all HLH colleagues to influence how the organisation operates and was designed to obtain insights into how colleagues feel about their work to enable action to be taken to improve job satisfaction and performance.

Having a voice at work can make a fundamental difference to colleagues and can help HLH build better relationships with its people. It is well understood that wellbeing, commitment, productivity, and innovation are negatively impacted if colleagues feel they are without voice in their organisation, hence HLH's commitment to enable colleagues to express themselves on matters that are important to them in their work.

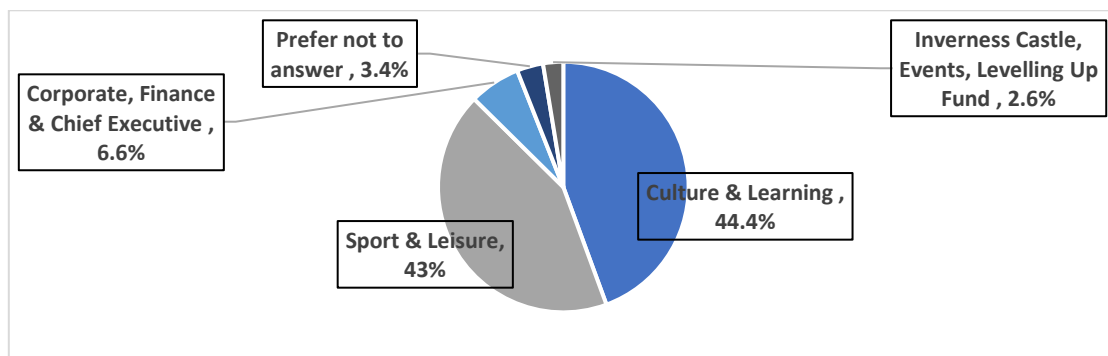
Some comparisons in the survey findings have been drawn from results from earlier surveys but because many of the questions in the survey are new therefore no comparisons were possible for those questions. The analysis of the responses has highlighted some common themes, trends and issues which have informed the recommendations for improvements.

Overview of data collection

- Sample size = 349 respondents
This is a good sample size of the HLH workforce (statistically speaking a small [margin of error](#) of +/- 4% should be applied with the sample size).
- Responses were received from all HLH services and the sample size from each service represents a proportionate balance of the number of colleagues within each service.
- A mix of qualitative and quantitative feedback from the survey has provided HLH with rich information and a clear sense of what is most important to colleagues at this time.

Quantitative data

Responses were received from the following parts of HLH representing a proportionate balance from across the organisation.



How satisfied or dissatisfied are colleagues with various job factors

Colleagues were asked, how satisfied or dissatisfied they are with each of these factors in their job. The results below reflect the % of colleagues who said they were either very or fairly satisfied, the percentages have been compared to the data collected in the 2019 survey (which had a higher sample size of 420 respondents).

For most job factors a positive variation is observed and the percentage variations which are statistically significant have been highlighted in either green (where a significant positive variation has occurred since the 2019 survey) or red (where a significant negative variation has occurred since the 2019 survey).

The most notable variations are the positive increases of 9.2% for receiving praise for good work; 9% for career development; 8.1% for receiving guidance and support and 8% for feedback on performance. It is important to also note the negative decreases of -11.1% regarding working for a successful organisation and -7.6% regarding job security.

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Good employment benefits	67.6%	66.8%	0.80%
Opportunity to show initiative	67.4%	67.7%	-0.30%
Making the best use of their skills and ability	66.2%	60.9%	5.30%
Receiving guidance and support	65.9%	57.8%	8.10%
Receiving praise for good work	65.1%	55.9%	9.20%
Pay	63.9%	59.5%	4.40%
Sufficient training to do the job well	63.1%	55.9%	7.20%
Working for a successful organisation	58.7%	69.8%	-11.10%
Morale in the workplace	57.6%	53.3%	4.30%
Feedback on performance	57%	49%	8.00%
Job security	54.4%	62%	-7.60%
Career development	42.7%	33.7%	9.00%
Sufficient resources (finance, equipment, people etc) to do the job	39.5%	42.5%	-3.00%

Most important job factors

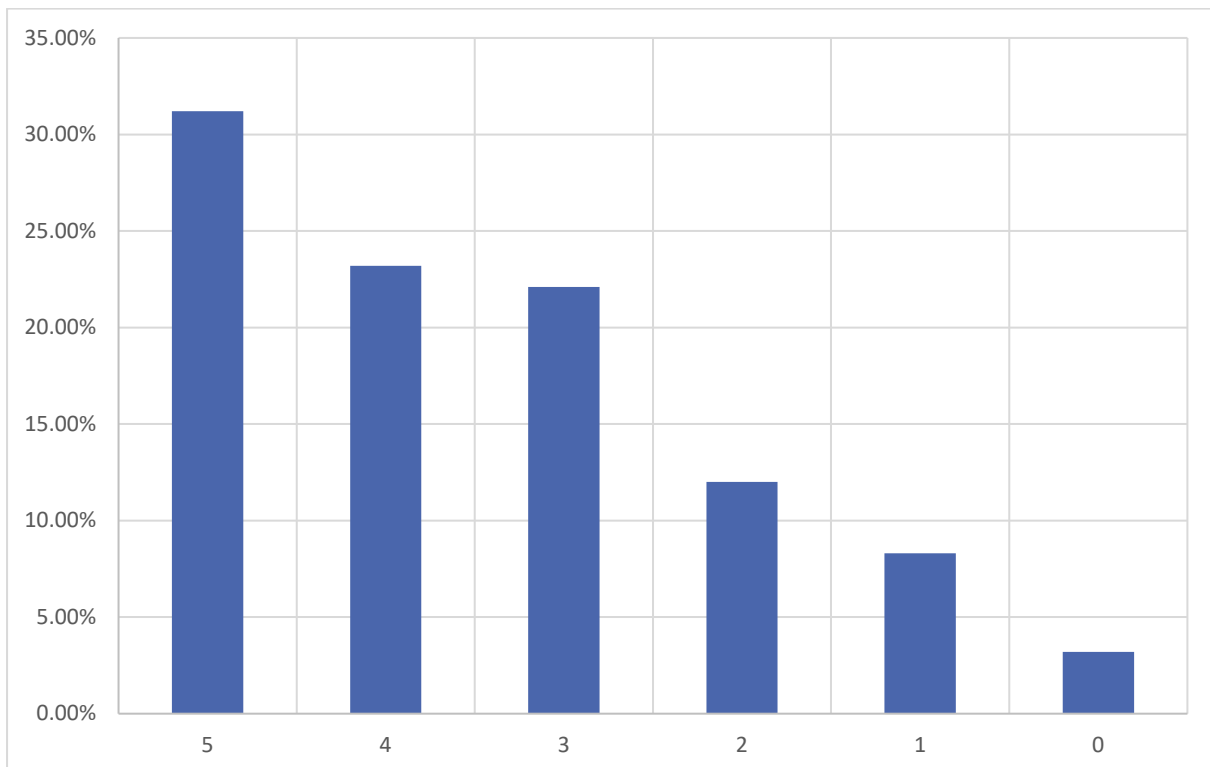
Colleagues were asked to rank in order (1-6) things that their job may offer, which are the most important to them – the top 6 selected are listed below and compared to the responses given in 2019.

2024	2019
1. Enjoyment in the work I do	1. Enjoyment in the work I do
2. Pay	2. Pay
3. Interesting work	3. Interesting work
4. Feeling you have accomplished something worthwhile at work	4. Job security
5. Job security	5. Feeling you have accomplished something worthwhile at work
6. Working hours	6. Supportive colleagues

There is not much variation between the 2019 and 2024 rankings – “job security” and “feeling you have accomplished something worthwhile at work” have switched places in ranks 4 and 5 and “working hours” is a new addition to the rankings taking place of “supportive colleagues”.

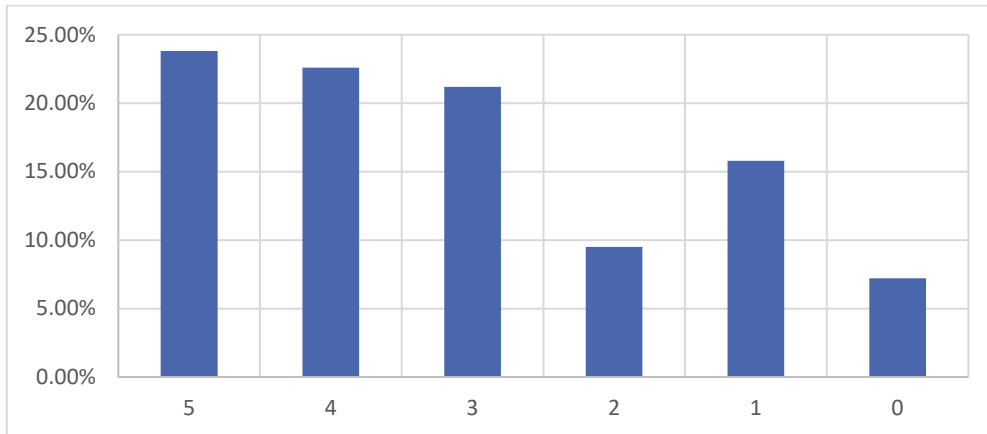
Does HLH provide sufficient support for your own health and wellbeing?

Score 5 – 0 (5 = high, 0 = low,). (this question was not asked in previous colleague surveys.)



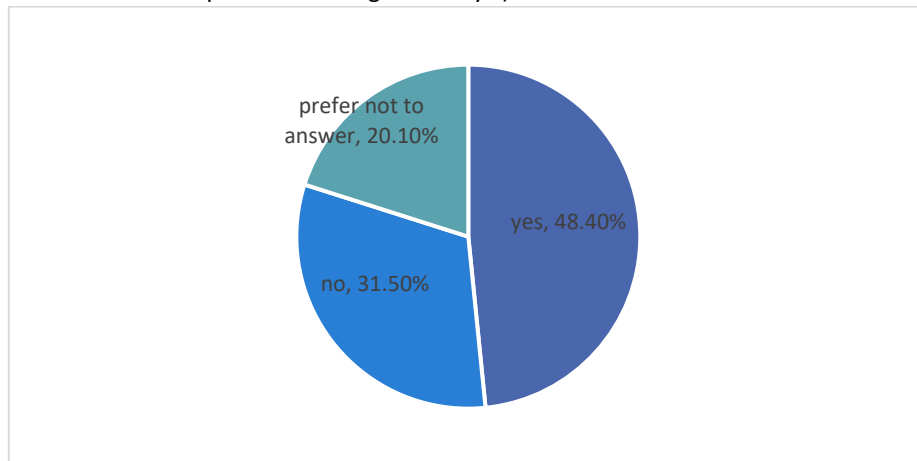
Does your opinion matter at work?

Score 5 – 0 (5 = high, 0 = low). (this question was not asked in previous colleague surveys.)



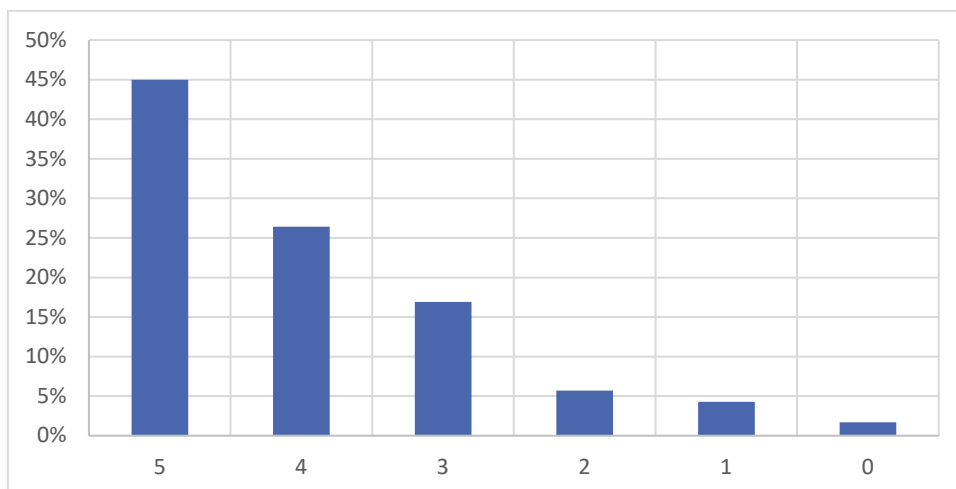
When you contribute to the successes of the organisation, do you feel recognised?

(this question was not asked in previous colleague surveys.)



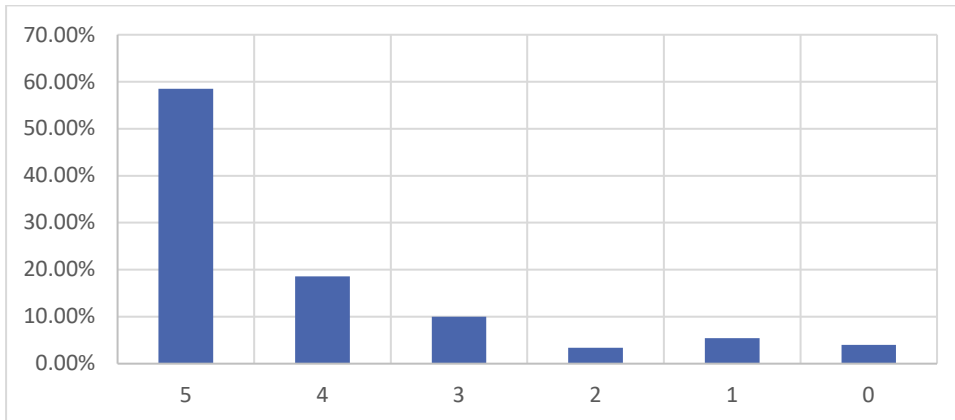
Work/life balance

Score 5 – 0 (5 = high, 0 = low). (this question was not asked in previous colleague surveys.)



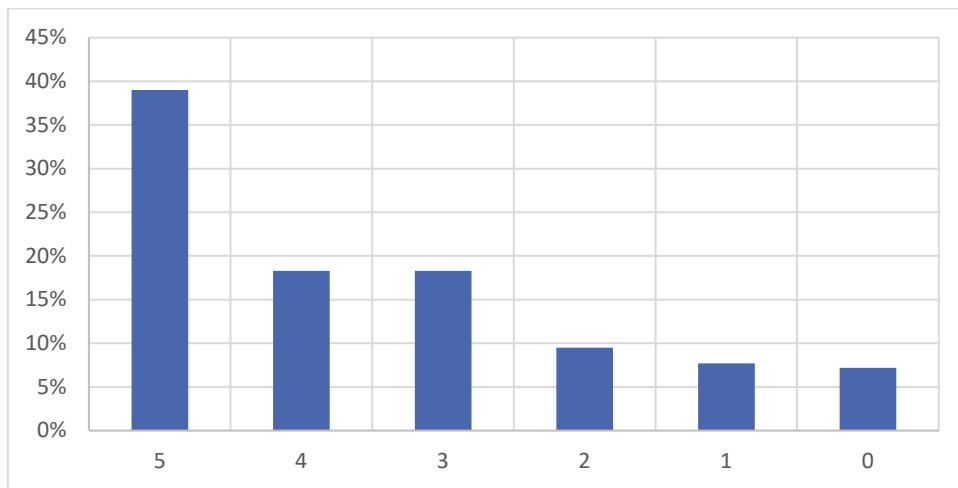
Do you feel your immediate line manager cares for you as a person?

Score 5 – 0 (5 = high, 0 = low,). (this question was not asked in previous colleague surveys.)



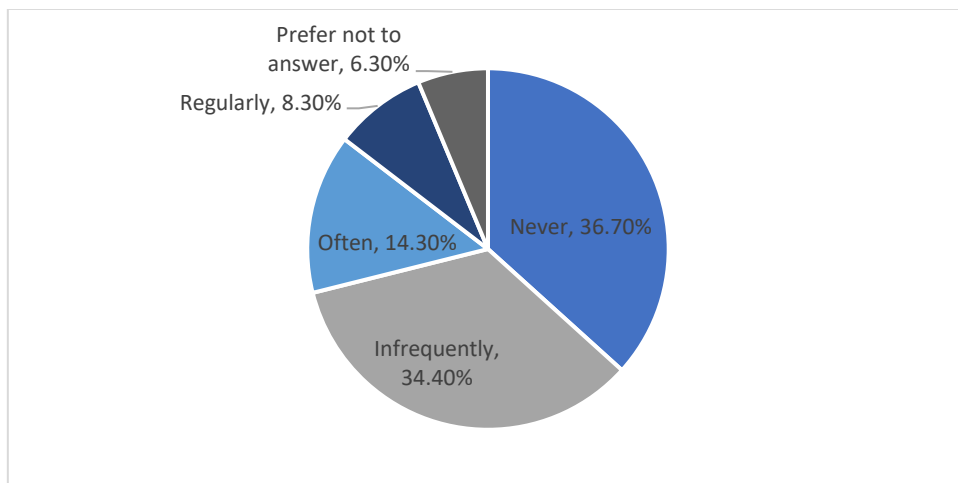
Do you feel your immediate line manager cares about your career development?

Score 5 – 0 (5 = high, 0 = low,). (this question was not asked in previous colleague surveys.)



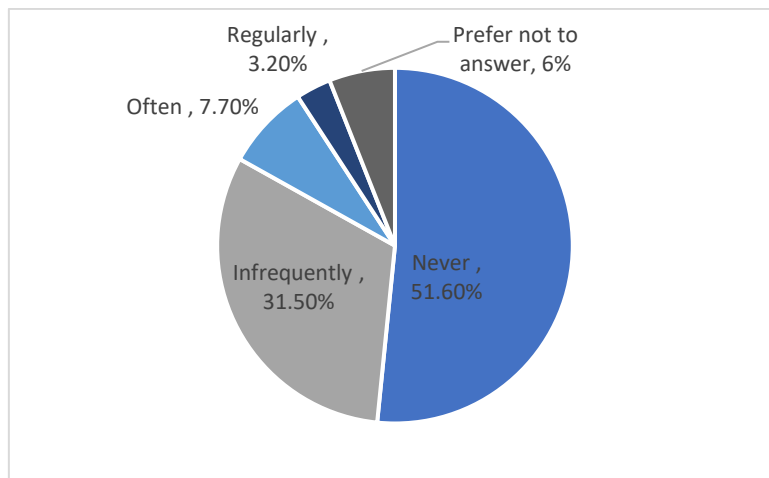
Do you find yourself presenting for work when you should be off due to illness?

(this question was not asked in previous colleague surveys.)



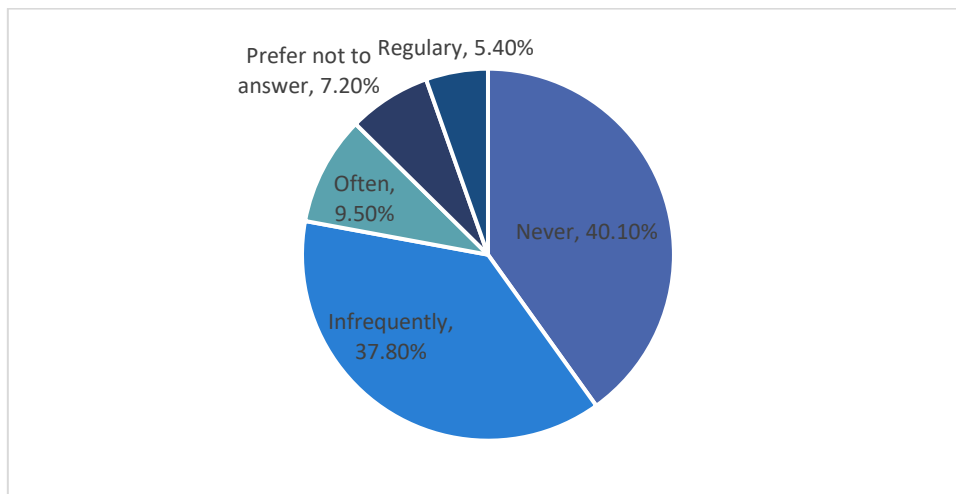
Do you find yourself choosing to do work when on annual leave?

(this question was not asked in previous colleague surveys.)



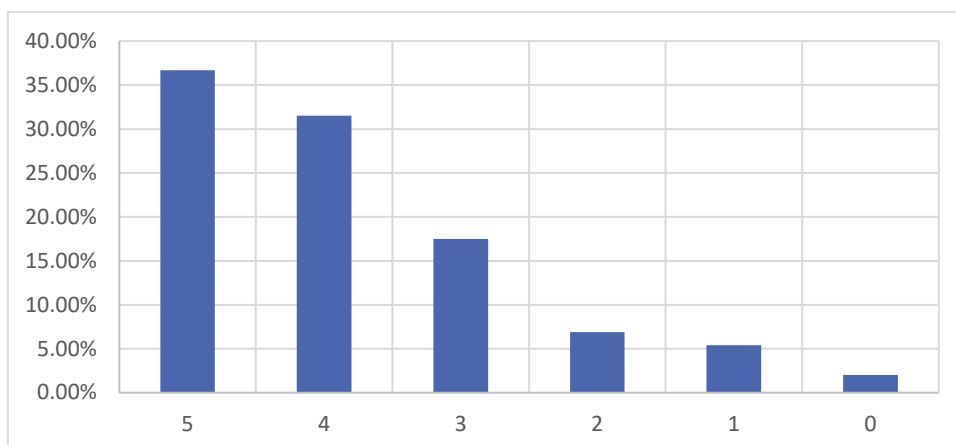
Do you find yourself having to do work on your usual days off? (e.g. weekends)

(this question was not asked in previous colleague surveys.)



How do you usually feel about coming to work?

Score 5 – 0 (5 = high, 0 = low). (this question was not asked in previous colleague surveys.)



Free text/qualitative data analysis

- 130 respondents (37% of respondents) inputted free text/qualitative data
- 83 respondents included free text submissions which related to enjoyment at work
- Respondents gave a mix of both positive and negative comments – as detailed in the sections below
- 5 themes emerged from the qualitative data, of which further analysis is given below:
 - organisational culture and climate;
 - employment terms and conditions;
 - resources (including funding; budgets; tools for job);
 - information and communication;
 - management

Organisational culture and climate

Organisational culture and climate can be defined as follows:

“Workplace norms, values and behaviours, traditions, perspectives and beliefs of individuals are crucial. It’s these shared characteristics among people within the same organisation that create its culture...organisational climate is the atmosphere people have in an organisation, either day-to-day or more generally.” (CIPD, 2023)

- 104 survey respondents (30% of the total number of respondents) commented on the culture and climate of the organisation.
- 61 (17% of the total number of respondents) made negative comments
- 27 (8% of the total number of respondents) made positive comments
- 16 (5% of the total number of respondents) made both positive and negative comments.

Sample comments:

“I appreciate being trusted to make decisions and deal with 'issues' knowing that HLH colleagues can support when necessary. HLH is a fair and inclusive employer”

“I love the job I do and feel I make a difference to the organisation as part of a team of very conscientious staff.”

“It has been the positive approach to flexible working and home working since COVID which has made the biggest difference to health and wellbeing. Being able to have that flexibility makes work life balance so much easier to achieve.”

“I like the ethos of HLH, particularly the ability for staff to be flexible for my family when possible. It feels like a very positive organisation, supporting people in health and wellbeing.”

“There is a constant pressure, and colleagues are feeling overwhelmed around me.”

“The culture of the wider charity is worse currently than in previous years”

“Culture around staff to support, encourage and develop needs to change - or no improvement will stay closed shop and people discouraged from saying anything”

Employment, terms and conditions

- 83 survey respondents (23%) commented on employment terms and conditions (including pay; job security; workload; development opportunities and career prospects)
- 20 (6% of the total number of respondents) respondents made positive comments
- 61 (17% of the total number of respondents) made negative comments
- 2 people made both positive and negative comments

Sample comments:

"I feel very fortunate to have secured a part-time job with HLH that gives me a certain level of financial security that I did not have when I was fully self-employed. This has had a big impact on my life and particularly my mental health."

"They give staff good additional training opportunities"

"We get paid well, we have good holidays and we all get on really well."

"No staff. Everyday is a battle."

"We get more and more work to do, new systems implemented, changes to working practices all at very short notice with staff expected to do online training with trying to fit it around your working day. Pay isn't great for what we are expected to do and knowledge we need to have."

"The amount of unpaid hours that some staff have to do in order to cover their workload is unsustainable, and impacts on family life. There seems to be little or no financial/career development benefits to this unrecognised free labour"

Resources

- 62 survey respondents (18%) commented on resources (including work environment; funding; budgets; tools to do the job)
- 48 (14%) made negative comments
- 13 (4%) respondents made positive comments
- 1 person made both positive and negative comments.

Sample comments:

"Yes lots of resources available to me"

"I really like my colleagues and my work environment"

"Team I work with are a great bunch and working environment is lovely"

"Working environment can be difficult"

"It's the lack of resources and continual cutbacks/changes that make the work stressful and at times make work overwhelming."

"It feels like there is a looming presence of cuts and subsequent pressure on reporting to justify the service. This is just the current economic climate."

Management

- 56 survey respondents (16%) commented on management and managers
- 40 (11%) respondents made negative comments
- 16 (5%) made positive comments.

Sample comments:

"I have been very supported by management through a period of grief"

"I have a good relationship with my line manager, with whom I collaborate closely, and am left to carry out tasks with out interference"

"The service I work in is very positive and I don't have high enough praise for the support and encouragement I have been given by my line manager and other colleagues."

"I don't feel supported by my line manager, I often feel overwhelmed by the amount of work being piled on me especially given that a lot of it shouldn't be being completed by someone of my pay grade, and I don't feel respected as an employee or a person."

"We have opinions on many issues but management have agendas and while they pretend to listen, they never act on or implement our ideas."

"We may get asked our opinions but at the end of the day management will follow their ideas."

Information and communications

- 25 survey respondents (7%) commented on information and communication .
- 24 (6.8%) made negative comments
- 4 (1%) respondents made positive comments

Sample comments:

"Good team co-operation and communication"

"Its so important that information is there as you never know when you or a colleague may need it"

"More information on budgeting, funds, fund allocations for services, fund raising etc. would help me understand how I can influence or make the best decisions for my work place around resources"

"Clearer communication throughout the company should be a priority."

Conclusion and recommendations

The responses from the survey show a predominantly positive picture with some potential areas for improvement and action emerging. A summary of the positive feedback and potential priority areas to focus on for improvement are given below. It is important that HLH drills into the feedback in more detail to ensure it fully understands what the areas for improvement truly are and ascertains from colleagues what the solutions could be.

Positive feedback summary

- Colleagues were asked how satisfied or dissatisfied they are with a range of factors relating to their job. The results, for the majority of job factors, demonstrate positive improvements (when the data is compared to the last HLH survey undertaken in 2019), including:
 - colleagues receiving praise for good work;
 - career development opportunities;
 - receiving guidance and support;
 - feedback on performance
- 77.1% of respondents gave a high score (4 or 5 out of 5) that they feel their immediate line manager cares for them as a person
- 71% of respondents gave a high score (score 4 or 5 out of 5) for work/life balance
- 68.2% of respondents gave a high score (score 4 or 5 out of 5) regarding how they usually feel about coming to work
- 24% of respondents wrote free text comments which related to enjoyment at work

Priority Areas for improvement to consider:

Key areas for improvement are emerging following the data analysis. Further investigation, which can be achieved through implementing an improved colleague feedback process, is required to confirm if these are the key areas for improvement.

1. There has been a decrease (-11.1%) in the number of colleagues who feel that they are working for a successful organisation (compared 2019 survey).
2. There has been a decrease (-7.6%) regarding job security (compared to 2019 survey).
3. Less than half (48.4%) of respondents said they feel recognised when they contribute to the successes of the organisation.
4. 17% of the respondents made negative, free text comments relating to the culture and climate of the organisation.
5. 17% made negative comments regarding employment terms and conditions.

CIPD perspective

The CIPD (Chartered Institute of Personnel and Development) recommends several steps organisations can take in relation to employee voice:

- **Develop an effective, holistic strategy** to encourage collective and individual forms of employee voice.
- **Ensure your organisation informs and consults employees** in line with their statutory rights, for example on health and safety issues.
- **Establish effective information and consultation** structures and practices for employee representation.

- **Implement a range of two-way communication** and consultation methods to encourage employee voice.
- **Ensure voice methods are used regularly**, such as weekly meetings and annual surveys for individual voice and a staff forum and/or joint consultative forum for collective voice. Employers should provide clear and transparent follow up information to demonstrate how employee voice is influencing change.
- **Demonstrate senior leaders support for inclusive employee voice** to encourage participation from a diverse group of employees.
- **Foster an organisational climate and culture** in which employees feel psychologically safe and confident to use their voice and speak up.
- **Train and develop line managers** to facilitate employee voice in their people management behaviours and work relationships and make these part of their performance objectives. (CIPD, 2024)

Recommendations for next steps:

It is important that HLH first: discusses the survey results; second: fully understands and agrees the specific issues to target for overall improvement; third: creates an action plan to enact necessary changes.

It is important to drill into the feedback in more detail to ensure the issues are fully understood and reflective of colleagues needs, especially in regard the areas for improvement, it is vital HLH understands what they truly are and colleagues are consulted on potential solutions too.

Therefore, the steps below are proposed for consideration:

1. Provide feedback to colleagues and HLH Board on the survey findings
 - a. Discuss findings at Weekly Business Meeting
 - b. Discuss findings at HLH Full Management Team Meeting
 - c. HLH Board report (June 2024 meeting)
 - d. Communications are issued to all colleagues on the findings of the survey and which outline proposed next steps
2. Implement CIPD recommendations, including:
 - a. Design an effective, holistic strategy to encourage collective and individual forms of colleague voice
 - b. Design an improved colleague feedback process which takes a continuous improvement/feedback loop approach to enable a richer set of insights than what is possible from a single survey

- c. Ensure a range of methods are used in consulting colleagues (e.g. focus groups, team meetings and surveys)
3. Take appropriate and proportionate actions to address what comes through from the continuous improvement/feedback loop approach and feedback to colleagues on the action taken – include action plan in HLH Board report.
4. Review and consider if organisational policies, procedures and practices can be improved in response to the findings including:
 - a. roll out of “Making Life Better” and “iCare values”
 - b. review how to improve colleagues’ sense of being recognised when they contribute to the successes of the organisation.
5. Continue to offer the existing resources for colleagues and consult, through the new continuous improvement/feedback loop approach, what (if any) additional supports are required.
6. Create an action plan to ensure appropriate action is taken in response to the survey results.

Value of next steps:

By taking the steps outlined above HLH will create an improved feedback and consultation process with its people which will enable the organisation to acknowledge and sustain actions relative to the positive feedback and to take proportionate and necessary action to address areas for improvement.

Taking action in response to the Colleague Survey will demonstrate to colleagues that the results are being used to make improvements – it sends a clear message that the organisation is listening and is prepared to take action.

High Life Highland

Colleague Survey Report – Action Plan 2024

Summary

The 2024 High Life Highland (HLH) colleague survey asked for colleague views on the organisation and their job. This action plan details the specific actions HLH will take in response to the feedback collected in the colleague survey.

Proposed actions

RAG Key: At risk, Requires action, On Track, Complete

Action	Action Comments/Updates	Lead Person	RAG Status	Due By
Provide feedback to Full Management Team	To take place at next f2f meeting (April 2024)	LB	Complete	April
Provide feedback to HLH Board	Board report and presentation	LB	On Track	June
Provide feedback to all HLH colleagues	Key findings and action plan highlighted <ul style="list-style-type: none"> All user email HLHinfo homepage 	LB & MW	On Track	June
Provide feedback to unions through JCF	MM to invite LB to attend meeting share findings and action plan	MM	Requires action	May
Set up focus groups to explore the issues priority areas for improvement further	Invite all colleagues to volunteer to take part. If insufficient volunteers ask HoS to help identify groups/individuals	LB with MM	On Track	May
Consider issuing additional survey(s) (e.g. THC “wellbeing” survey which followed their “staff survey”)	Dependant on what comes out of the focus groups	LB	On Track	June
Roll out of iCare values	To help embed values into organisational culture	DW	On Track	June
Continue to offer resources and support to HLH colleagues inc: <ul style="list-style-type: none"> Mental Health Reps Togetherall Team challenges Monthly bulletin 	Explore if other/different support is needed in focus groups	LB	On track	Ongoing

Appendix B Colleague Survey Action Plan

Action	Action Comments/Updates	Lead Person	RAG Status	Due By
Support participation in viva engage	This may help to foster a feeling of working in a positive organisation	MW	On track	Ongoing
Pilot the use of “inclusive meeting” survey template (CLUK) to get feedback.	This may help foster a feeling of working in a positive organisation	LB	Requires action	July
Ensure training for managers is available and promoted. E.g.: <ul style="list-style-type: none"> • Managing teams • Effective feedback 	Access through iHASCO/TrainEasy – link to Training Project Team workstreams	LB and all HoS	On Track	Ongoing
Review organisational policies, procedures and practices to scope potential for improvements relating to: <ul style="list-style-type: none"> • organisational culture and climate; • employment terms and conditions; • resources (including funding; budgets; tools for job); • information and communication; • management 	Changes/additions may/not be possible and this can be ascertained as part of the review	MM, JM, LB	On Track	After focus groups etc