Governance, Risk and Best Value Committee

2.00pm, Monday, 19 October 2015

Pride in our People and key engagement activity update 2015

Item number	7.1
Report number	
Executive/routine	
Wards	

Executive summary

A range of employee engagement activities have been undertaken in the past twelve months with a focus on increasing opportunities for our people to engage on key issues, leadership visibility and supporting our managers to lead their teams through change.

A leadership summit was held in April for the top 40 leaders to ensure they are equipped to lead the organisation through the change and transformation.

The Pride in our People (PIOP) programme's theme for 2015 has been *leading through change*. Feedback from the 2014 Employee Survey and early indications from the *Pulse Tracker Survey* which was conducted in April/May show that staff want more involvement and clearer direction. To address this, regular *Talk with Andrew* sessions were introduced in September to allow a cross section of staff, in both large and small venues to engage with the Chief Executive on the big issues facing the organisation and the journey through transformation. Also order to widen leadership visibility further and allow employees to have the opportunity to discuss the transformation programme with senior leaders, a series of sessions led by directors will be introduced in the autumn.

Links

Coalition pledges
Council outcomes
Single Outcome Agreement

Report

Pride in our People and key engagement activity update 2015

Recommendations

1.1   The Governance, Risk and Best Value Committee is invited to note the progress made over the past 12 months.

Background

2.1   Pride in our People is the Council's employee engagement programme and has developed in three phases since its launch in 2013. The second phase saw the introduction of the Council's values to staff and the focus for 2015 – the third phase - has been on increasing leadership visibility and supporting managers to lead through change.

2.2   It was agreed at the Governance, Risk and Best Value Committee in October 2014 that an annual progress report should be submitted to Committee for consideration.

Main report

Pride in our People employee engagement programme

3.1   Pride in our People employee engagement events have been run since 2013 and a summary of the three year programme is attached as Appendix 1.

3.2   Since the previous report the focus of the programme has been on transformation and equipping leaders and managers to lead through change.

Budget engagement

3.3   In November 2014 and as part of budget engagement, the first employee engagement event using webcast technology was held at the City Chambers which enabled interaction with employees in four other council locations. 129 employees attended the event which generated 450 comments. In total, employee feedback accounted for approximately 25% of feedback on the budget consultation exercise for 2014.

Leading through change

3.4   The Pride in our People theme for 2015 is *Leading through change* and aims to support the Council's transformation programme by supporting managers to engage with their teams. A series of leaders' events were held in March and attended by approximately 650 managers and supervisors to give managers a better understanding of the Council's vision and roadmap for change.

3.5   Each event looked at the Council's vision and transformation journey. The importance of strong leadership during change was a focus and this was reinforced by a short film made for the Leading through change programme available on You Tube
https://youtu.be/Tapu_GewrmI?list=UUgzwB7R_ie4S0J8hwX33t-g

3.6   To enable managers to talk to their teams information packs and facilitation guides have been developed in March, June and September, for managers to talk to their teams about the transformation programme and what it means in the broadest sense, as well as helping them to discuss with their teams the key decisions made in relation to the programme at Council meetings.

Activity Analysis

3.7   An activity analysis was undertaken during April and May 2015. Over 100 workshops were held and 12,000 employees were involved in exercises to gather information about how employees carry out their roles and to identify opportunities to make efficiencies. In total 800 ideas and suggestions were generated.

3.8   Key findings included:

- Employees support a move towards more localised working and there is a strong desire to focus on frontline service delivery.
- Employees highlighting the number of ICT systems which require work duplication. A range of more streamlined solutions are being pursued as part of the Council's ICT transformation.
- There are opportunities to bring teams together and better integrate the work they do.

3.9   The findings have influenced the structures for the Council's new operating model, removing areas of fragmentation, duplication and improving efficiency. Opportunities have also been identified to move services into the Customer Services centre which would allow the teams to focus more on service delivery and the customer.

3.10   A summary of the findings is attached as Appendix 2.

Employee Feedback

3.11   The Council's 2014 Employee Survey was issued to all employees and fieldwork was carried out by Ipsos MORI between 28 April and 13 June 2014. In total,

7336 employees completed the survey, giving an overall response rate of 39%.

3.12 The survey findings identified areas of strength and others for development:

- Employees' views of their line managers showed improvement from the 2012 survey, particularly perceptions of approachability (76%, 6% increase) and willingness to listen (71%, 8% increase).
- In addition 80% (2% increase) of employees agreed they have clear work objectives and 70% (3% increase) support the need for change.
- There was also a small increase in the proportion of employees who are proud to work for the Council (48%, 4% increase) and those who felt that the Council is a great place to work (52%, 4% increase).
- The survey identified that more work needs to be done on communicating the Council's vision with less than 40% of employees thinking that senior managers were adequately communicating a clear vision for the future of the Council.

3.13 While employees generally understand (75%) and support (70%) the need for change, they also remain sceptical about their ability to influence change with less than a third of respondents (29%) feeling that they could have a say on changes that affect them before they are made.

3.14 To supplement the data gathered through the Employee Survey, a series of Pulse Tracker surveys were launched in May 2015. This survey targets a cross section of employees on a four month cycle and is being used as a tool to take the pulse of the organisation as it moves through its transformational journey.

3.15 Early indications are that it will provide useful management information over time. Wave two of the survey was launched in September.

Talk with Andrew

3.16 As part of the Pride in our People engagement programme, a series of engagement sessions have been developed for the Chief Executive to engage with employees across the organisation on the transformation programme and what it means for the organisation going ahead.

3.17 The first of these events was held on 11 September at the Portobello Town Hall, with the format being a mix of presentation, facilitated discussions and questions and answers.

3.18 The Chief Executive gave an overview of the transformation agenda and responded to questions from the floor. Feedback from delegates indicated they welcomed the opportunity to share ideas with colleagues from different services and to have the opportunity to put questions directly to the Chief Executive.

Leadership development

3.19 There is a strong desire from our senior leaders to show strong and aligned leadership for the transformation programme that is about ensuring the transformation is effective and delivers for the city while also ensuring our people

feel supported.

3.20   Results from both the Employee Survey 2014 and the first phase of the Pulse Tracker survey show that our employees' experience of leadership is not where we want it to be. In response to this, a leadership summit was held in April for the top 40 leaders to ensure they have an aligned vision for the transformation and the culture they want to build, and a shared commitment to how to deliver the change. To ensure this group is equipped to make this a reality and lead the organisation through the transformation, leadership sets and 360 degree feedback have been introduced to run from September to November 2015.

Measures of success

4.1   The success of each activity will continue to be measured through:

- Service specific activities and opportunities to feedback directly to senior managers.
- Improvements in employee engagement measured quarterly through the Insight Engagement Tracker.

Financial impact

5.1   There are no financial implications arising from this report.

Risk, policy, compliance and governance impact

6.1   There are no risk, policy compliance and governance implications arising from this report.

Equalities impact

7.1   There are no significant equalities implications arising from this report.

Sustainability impact

8.1   There are no adverse environmental impacts arising from this report.

Consultation and engagement

9.1   A range of consultation and engagement tools are being used with key stakeholders throughout the transformation.

Background reading/external references

Pride in our People and key engagement activity update 2014

Alastair D Maclean

Deputy Chief Executive

Contact: Lesley McPherson, Chief Communications Officer

E-mail: lesley.mcpherson@edinburgh.gov.uk | Tel: 0131 529 4030

Links

Coalition pledges	
Council outcomes	CO24 – The Council communicates effectively internally and externally and has an excellent reputation for customer care
	CO25 – The Council has efficient and effective services that deliver on objectives
	CO26 – The Council engages with stakeholders and works in partnership to improve services and deliver on agreed objectives
	CO27 – The Council supports, invests in and develops our people
Single Outcome Agreement	
Appendices	Appendix 1: Pride in our People engagement programme
	Appendix 2: Activity analysis

Appendix 1

Pride in our People

Introduction

The results of our 2012 employee survey highlighted three key areas where action was required:

1. Leadership – visibility and communicating strategic direction
2. Change management – involving employees more in decision making and taking action
3. Line management and performance

These themes suggested that we needed to launch an employee engagement programme that would increase the visibility of senior leaders and help our colleagues to be more involved in shaping our services. The result was 'Pride in our People' which has been running since 2013 and is now in its third phase:

Phase 1 (May 2013 – January 2014) aimed to inform and involve employees in the big ticket issues the Council is facing and use it as a vehicle to generate ideas around how to improve efficiency within services at a local level.

Phase 2 (April 2014 – November 2015) introduced four new Council values to the workforce and highlighted colleagues living the values in their daily working lives. A key message was about *making a difference and shaping the change.*

Phase 3 (March 2014 -) focuses on leading through change and ensuring all our leaders understand the transformation journey and their role in that journey as well as supporting them to fulfil their leadership role.

Phase 1

The priority was to achieve support and buy-in from our managers so that they could then cascade the programme to their teams.

We held five events attended by 1,200 leaders from across the Council .

Leaders were given a briefing pack that helped them to communicate the strategy to their teams. Exhibition materials and a short film were also produced to support them.

The leaders were given three key actions to take away to implement and commit to:

1. What they would do additionally to involve colleagues more in service improvement
2. What they would do differently
3. Engage people in change locally

We additionally held six local events in different Council locations across Edinburgh giving colleagues the opportunity to meet the Chief Executive and the senior leadership

team. Employees had the opportunity to share ideas and give feedback on areas they felt required change or development, to improve customer outcomes.

Phase 2

The second phase of the programme aimed to make our employees feel involved, and empower them to live our values, identify and makes changes to how they work so that they could shape improvements to the services we provide for Edinburgh residents.

This delivered a new high impact visual campaign and introducing new values:

1. **Customer First:** Being customer focused and taking ownership and responsibility.

2. **Work Together:** Working effectively with others and communicating effectively.

3. **Honest and Transparent:** Political sensitivity, leading others and managing change.

4. **Forward Thinking:** Managing performance and developing others. Planning and decision making.

To promote the visual and values, a brand identity was created. In developing the creative, research was carried out to understand the audience demographics and attitudes. The research showed that the average age of our colleagues was 49. So, with this in mind, the imagery was based on the rebellious age of the late 1970s punk movement and early 80s when many of our target audience were in their youth.

Using the edgy punk influenced graphics and colours we created a unique visual identity that was guaranteed to cut through all the other corporate noise. The brief was to make colleagues notice the Pride in our People programme and to engage with it. The idea was to create a highly visual campaign that would, as one colleague put it, 'awake a sleeping giant'.

The campaign focused on employees living the values. To bring this to life, we used "icons" to illustrate the values. The icons were created to help embed the values and were intentionally made to be easily hand drawn by anyone wanting to use them to illustrate one of the values.

Film

- We created a short film that shows colleagues living the values in their daily working lives and sharing what they mean to them. The film uses the edgy graphics throughout and has an original soundtrack that was created by the internal communications team in partnership with a local musician and can be viewed at https://www.youtube.com/watch?v=HaN7kbodH4Q

Have your say boards

In addition, to generate interaction and to find out what colleagues really think, we introduced **'Have your say'** boards in key sites. The boards have prompted a significant amount of engagement with employees using them to share ideas on what they like as well as the changes they would like to introduce.

This high response demonstrates the impact visuals have prompted a good level of engagement from employees and demonstrated their desire to be part of the change process. The boards have also created a 'water cooler affect' with many colleagues stopping off to discuss the points written on them and so helping to improve team relationships and encourage cross team working.

Engagement events

Leadership events were held between April and June 2014 re-engaging our leaders in the second phase of the programme.

Events took place within services, led by management teams. We've also run a number of cross-service events aimed at frontline employees and also ran an event that was branded Pride in our Young People and targeted apprentices and graduate trainees in the Council.

The first interactive webcast Pride in our People event was held in November 2014 as part of the budget consultation.

Pride in our People Awards 2014

Our internal awards scheme was reviewed to align it directly with our Council values and rebranded so that it was clearly recognised as part of the Pride in our People

employee engagement programme. Ten categories were created, four of which were aligned to the Council values – customer first, work together, honest and transparent and forward thinking. Awards entries had to demonstrate how they were living the values in their working lives.

Phase 3

The third phase of the programme was launched in March 2015 with a focus on managers *leading through change*.

The branding was refreshed to a more contemporary style to indicate a new phase of the programme. However the brand and style of graphics has been maintained, with a clear focus on our people to ensure all employees can see the continuity of the programme. This is not a new initiative – it is a journey we are continuing with our people.

Six leadership events were held on 25 and 26 March with event content comprising:

- **The Council's vision** – led by Sue Bruce this section recognised the excellent work being carried out in services with a focus on achievements. It also highlighted how the feedback received through the programme and BOLD initiative has helped to shape the transformation programme for the Council and gave the audience an understanding of the vision.
- **The journey** – led by Alastair Maclean, this section gave leaders more clarity as well as reassurance about the road ahead and the fact that there is opportunity to get involved and participate in the change journey.
- **Leading through change** – led by Greg Ward, this section aimed to explain to the audience what good leadership is about and inspire them to step up to the challenge.
- **Call to action** – led by Sue Bruce, the final section showcased the *Leading through change* film https://youtu.be/Tapu_GewrmI?list=UUgzwB7R_ie4S0J8hwX33t-g created for these events and ended in a call to action to the leaders to:
  - Have conversations for change with their teams, explaining the vision and the journey we are on
  - Focus on performance and using the PRD process to ensure people understand where they fit in and are doing the right thing
  - Encourage their people to take part in the organisational pulse surveys that will commence in May so that the organisation is working with accurate data to support the change.

These sessions were supported by manager packs and information on the Orb to help managers feel confident in briefing their teams about the roadmap for transformational change. The programme will continue to develop over the coming months, informing and supporting managers and reflecting back our achievements as we journey through change.

Appendix 2
Activity analysis

TRANSFORMATION PROGRAMME

Activity analysis – the findings

During six weeks in April and May, we held over 100 workshops to gather information about how 12,000 employees across the Council do our jobs. This has given us a more detailed understanding of how all our services operate and identified improvements.

Thousands of you were involved in the 'activity analysis', which is essential research as part of our ongoing transformation programme. While also helping us to build a much more detailed understanding of how all our services operate, it also provided a great opportunity for you to raise over 800 ideas and suggestions, which we have collated and analysed.

Here is a summary of the findings which shows what you do, how your time is spent, as well as highlighting improvements. Later this month we will give you examples of how the information is being developed. All opportunities for improvement will be taken forward with the Executive Directors and their services.

SIX WEEKS

12,000 employees

100 workshops

Over 800 ideas

Key facts

- Analysis was grouped first by project, either Business and Support Services (BSS) or Citizens and Locality Services (CLS), and then by 'clusters' - services we have grouped together for the purpose of this exercise.
- We didn't include employees from Lothian Pension Fund, teachers, property and asset management roles (as they are being considered separately), or agency staff.
- Change representatives and/or head of service verified the information.
- Only information provided by Council employees has been used

Hearing your views

Many thanks to all of you who supported the activity analysis, including change representatives who listened to colleagues within their service areas to make sure your ideas and the right information was captured.

You said you found these sessions really valuable and took the opportunity to share ideas and issues. Some of your 800 suggestions were observations or comments on the programme which have been noted by the transformation team. Where we can develop an idea, we will be working with services to look at how we can best take these forward with you.

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Activity by Grade

The following information shows the amount of time spent carrying out tasks grouped by grades. This information varies between services.

	Business and Support			Citizens and Localities		
	Grades 1-6	*Grades 7-9*	*Grades 10-12*	*Grades 1-6*	*Grades 7-9*	*Grades 10-12*
Customer contact	5.8%	34.5%	10.9%	9.1%	15.6%	6.1%
Assess and decide	2.4%	6.7%	4.0%	2.9%	11.4%	6.7%
Service delivery	14.0%	13.1%	20.5%	61.4%	20.8%	5.1%
Travelling	0.8%	0.7%	0.9%	6.4%	5.8%	3.5%
Work planning and scheduling	8.2%	4.9%	6.7%	3.4%	8.9%	8.9%
General administration	3.3%	18.7%	5.4%	9.8%	12.7%	5.3%
Strategic, policy, quality service development	28.0%	4.5%	18.9%	0.9%	6.3%	28.1%
Procurement	5.3%	3.7%	4.7%	0.9%	2.7%	3.2%
Managing people	14.1%	5.3%	11.1%	4.8%	13.5%	24.8%
Finance	14.6%	5.6%	13.2%	0.2%	2.1%	8.3%
ICT	3.4%	2.4%	3.7%	0.2%	0.3%	0.0%

Notes:

Grade definitions

Grades 1- 6   Supervisors and team leaders, service delivery and support

Grades 7-9   Managers and specialists

Grades 10-12   Senior management

Assess and decide activity analysis category

This category is to see how much time a role spends on undertaking eligibility checks with a customer, assessing their need and approving the provision of a service (eg care at home placement, ICT equipment etc)