

Governance, Risk and Best Value Committee

10.00am, Thursday, 2 February 2017

Pride in our People and key engagement activity update 2016/17

Item number	7.2
Report number	
Executive/routine	
Wards	

Executive Summary

Our employee engagement programme, Pride in our People, launched in 2013 and has included a number of successful initiatives. It is now time for the employee engagement programme to evolve and support the council's vision to improve quality of life, ensure economic vitality and build excellent places.

Part of the journey will be to build a new 'employer brand', which will demonstrate who we are as an employer and will encourage staff to embrace and engage with the shared vision and goals of the council.

Feedback from employee focus groups and surveys will help to shape future approaches to engagement and other employee related matters.

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Pride in our People and key engagement activity update 2016/17

1. Recommendations

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

2. Background

- 2.1 Our employee engagement programme, Pride in our People, launched in 2013. This has seen the introduction of a number of successful initiatives including: the council values, 'Talk with Andrew' events and ensuring our people managers have the right skills to lead their teams through the Leading Through Change workshops.
- 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.

3. Main report

- 3.1 The transformation programme is currently on track to deliver the cost savings, so our new focus is to improve and nurture the culture internally and ensure colleagues understand the strategic priorities required to deliver the Council's vision to improve quality of life, ensure economic vitality and build excellent places.
- 3.2 To achieve this, the Pride in our People programme will evolve as we focus on the future vision and strategy. This has already begun and Leadership Development work will start to re-build loyalty and ensure colleagues feel more valued. Longer term, in conjunction with colleagues, we will develop an "employer value proposition" to ensure we attract and retain the best people for the job and showcase who we are as an employer. This will encourage staff to embrace and engage with the shared vision and goals of the council.
- 3.3 This is a significant piece of work which touches every part of the employee lifecycle and will be worked on during 2017. Brand development is underway and as each aspect of the employee journey is reviewed colleagues will start to experience a shift in tone and content, more aligned to the culture we are aspiring to.

The three key elements of our employer brand:

1. Personality - who we are as an employer, what we stand for, our values and vision;
 2. Promise - our unique, differentiating employment proposition to potential and existing employees; and
 3. Message - the most compelling core messages for each employee audience.
- 3.4 The following outlines some of the engagement activity which took place throughout 2016 and will continue to be build upon in 2017 and beyond. An updated report will be produced.

Engagement - Talk with Andrew

- 3.5 As part of the employee engagement programme, the Chief Executive carried out a series of events and has met with a significant number of employees over the past year. The 'Talk with Andrew' events have been held across the city with over a 100 employees attending most sessions.
- 3.6 The format of 'Talk with Andrew' involves an update of current issues from the Chief Executive, and overview of a topic, group discussion on the topic, then an open forum question time with the Chief Executive. The topics covered so far have been on the locality model, locality working, transformation, the City Vision. Future topics include, the Council Business Plan, organisational development, culture and budget setting.
- 3.7 'Talk with Andrew' events are well attended and receive good feedback and in terms of employee engagement have been a successful approach to channelling key messages and receiving feedback.
- 3.8 It is planned to continue with these events over the year ahead and programme is currently being developed.

Engagement - Staff Awards

- 3.9 Now in its tenth year, our annual staff awards celebrate the good work happening across the Council, acknowledging colleagues who go the extra mile and can demonstrate living our values: customer first, work together, honest and transparent and forward thinking.
- 3.10 Given the significant transformational change that took place over the course of 2016, it was more important than ever that we recognise and value the excellent contribution that our colleagues make in delivering our services in challenging times.

3.11 The awards took a slightly different focus this time. Renamed the Outstanding Achievement awards they celebrated the diversity of our staff and recognised colleagues who embodied the Council's values. Changes were made to the awards in 2016:

- Shortened nomination process - making it easier for colleagues to nominate;
- More succinct judging process – simpler and clearer;
- Name change;
- Reduced number of categories – focussing on the Council values and innovation;
- The introduction of a Special Achievement award that acknowledged colleagues from across the council who went the “extra mile” helping to ensure a swift resolution to the Edinburgh’s PPP1 school closures; and
- Incorporated the Communities and Families awards – bringing all colleagues from across the council together under one reward programme.

3.12 To encourage staff to nominate their colleagues for the awards, a high profile internal communications and engagement campaign was launched. This activity included: local roadshows, sending promotional materials to all Council locations and a launch video message from Andrew Kerr endorsing and encouraging nominations. Over 170 entries across the five categories were received: a 25% increase on last year.

Engagement- Utilising virtual mediums

3.13 Over the past year, we have increasingly used video as an engagement tool. Video presents an engaging opportunity to share vital messages quickly with colleagues and communicate in a more personal way than traditional internal communications channels such as email. Examples include using video to launch the Outstanding Achievement staff awards and the Chief Executive’s end of year message.

3.14 Short videos help to create a connection between the Council Leadership Team and the rest of the council. It also enables colleagues who are unable to attend a Talk with Andrew event the opportunity to hear directly from Andrew Kerr at a time that suits them.

Engagement - Employee focus groups/Surveys

3.15 A number of employee focus groups have taken place during autumn 2016. The aim of these groups was to find out how employees felt throughout the review period and expectations on next steps. Questions were also asked about feeling recognised and valued.

3.16 Around seven 90 minute focus groups were planned and the feedback from these is currently being analysed and further information gathering is planned. The output from these discussions will be used to shape messaging around

transformation and support the development of effective approaches for managers to communicate and engage with staff, and provide greater support.

- 3.17 In order to understand in more detail what is most important to our employees, a reward and recognition survey will be conducted in Q1, which will help form proposals for improvement
- 3.18 In 2017, we will undertake a council wide employee opinion survey to help measure progress and inform continuous improvement plans. A further update will be provided in a future report.

Leadership Development

- 3.19 Further investment has been made in developing our leaders in the last 18 months. A Wider Leadership Team has been established comprising the top 100 managers within the Council. The Chief Executive chairs monthly meetings of this team. Additionally, they have worked and developed together over the last year in 'leadership sets'. There has been a significant investment of time in supporting them to embrace the vision for change, determine the culture that we want to create and ensure they are consistent together in their approach to leading it.
- 3.20 The Wider Leadership Team have been supporting the development of the next tier of leadership across the Council, who came together over four workshops in December 2016 and will continue their leadership development journey until April 2017. From January through to late summer 2017, we will be investing in all levels of managers to support them to successfully implement our new approach to managing and developing performance (in addition to support being provided directly to staff). We have also been supporting the development of locality leadership teams over the last few months and this will continue as the year progresses.
- 3.21 Leading through Change workshops have been taking place throughout the year to help managers effectively lead and support their teams through organisational change. These workshops continue to be offered to managers as organisational reviews are launched and as part of our business as usual management and leadership development programme.

4. Measures of success

- 4.1 The success of each activity will be measured through:
- Feedback at specific events; and
 - Employee engagement surveys and focus groups.

5. Financial impact

5.1 There are no financial implications arising from this report.

6. Risk, policy, compliance and governance impact

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

7. Equalities impact

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

8. Sustainability impact

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

9. Consultation and engagement

9.1 A range of consultation approaches and mechanisms are being used throughout the development of our employee engagement activity.

10. Background reading/external references

10.1 Pride in our People and key engagement activity update 2015, [report to Governance, Risk and Best Value Committee](#), 19 October 2015.

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11. Links

Coalition Pledges

Council Priorities

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Agreement**

Appendices