Governance, Risk and Best Value Committee

10.00am, Tuesday, 1 August 2017

Employee Engagement update 2017

Item number	7.6
Report number	
Executive/routine	
Wards	

Executive Summary

Our approach to employee engagement is being developed to provide all colleagues with an opportunity to build the kind of relationship with the organisation that results in a happy, motivated and highly productive workforce. The guiding principles are centred around a clear line of sight between individual contribution and organisational vision; empowerment and encouragement; involvement and participation in the development of services and living and breathing our values.

Employee engagement is at the heart of our employee journey and will form part of our employee value proposition. This is embedded in our People Strategy helping us to attract, retain and motivate a high performing workforce.

Links

Coalition Pledges

Council Priorities

Single Outcome Agreement

Report

Employee Engagement update 2017

1.   Recommendations

1.1   The Governance, Risk and Best Value Committee is asked to:

1.1.1   note the changes and progress made since the start of the year; and

1.1.2   note and agree the approach to be taken for the employee survey which will be conducted in 2017.

2.   Background

2.1   The Governance, Risk and Best Value committee approved the 'Pride in our People and key engagement activity update 2016/17 on 2 February 2017 and requested a further update on our approach to employee engagement.

3.   Main report

3.1   In addition to the engagement programme outlined in the previous report, we will now be looking to develop a council wide Colleague Opinion Survey. This will provide us with a benchmark and help inform future activity.

3.2   The last Employee Survey took place in April 2014 receiving a 39% response (7,336 employees). This is just above the average for local authority employee surveys. This is our most robust measure of engagement, satisfaction and attitudes to work with action focused results at the Council and service level.

3.3   The survey targets all employees through online, paper based, postal surveys and facilitated sessions. We are looking at methods of increasing the return rate, e.g. building in time to complete with on-site presence actively encouraging completion to ensure colleagues voice informs areas of improvement.

3.4   The planned timeline for the survey is summer/autumn 2017 as the current transformation ends and a date will be agreed once the last reviews have concluded.

3.5   In addition to the survey we are exploring digital channels of communication and interactive applications which will allow for far greater 'in the moment' feedback, communication, updates and access to key information. This will help to address a large population of employees who have no access to our current systems, primarily front line staff who provide the best of our services.

3.6   The council wide survey will allow for a baseline and a benchmark, whilst the digital solution will then allow for continuous ongoing engagement and pulse checks.

3.7   In terms of continuing to develop a climate of engagement, the key initiatives in our People Strategy are aligned to support this (see Appendix 1 for detail).

3.8   Job Satisfaction

3.8.1   We are re-engineering our recruitment approach with a focus on attracting a workforce aligned to our values and getting the right people in the right place at the right time; and

3.8.2   We are developing our leadership population to engage with their teams, encouraging autonomy and empowerment, focused around Future, Engage, Deliver and which encourages involvement in how the services are developed and delivered.

3.9   Coaching Culture

3.9.1   Our new approach to performance management is simpler, values based and more focused on continuous and regular conversations between colleagues. Goals will be clearly aligned to key service delivery objectives, which will be measured to ensure there is a link between individual contribution and organisational performance;

3.9.2   Conversation spotlight training has now rolled out for CLT, WLT and we are half way through senior managers with a focus on coaching conversations; and

3.9.3   We have a small bank of accredited coaches who are also supporting colleagues across the organisation at all levels from executive development to preparing for a new role.

3.10   Positive Work Environment

3.10.1 We currently provide flexible work arrangements through a variety of policies and practices. This leads to greater work life balance and should be centred around trust, whilst taking account of service delivery against agreed goals. Line managers should regularly review flexible working arrangements to ensure service delivery is achieved;

3.10.2 An equality and diversity portfolio is underway across Scottish Councils, led by the Head of Human Resources for City of Edinburgh Council. This is looking to actively encourage even greater diversity and inclusion; and

3.10.3 Reward and recognition will be reviewed in 2017 in consultation with Trade Unions and colleagues across the organisation with a focus on recognition and rewarding the culture we are aspiring to.

3.11   Grow and Develop

3.11.1 Whilst most learning happens on the job, we recognise some individuals desire to grow beyond their role. Job enrichment, project opportunities,

shadowing, mentoring and action teams are just some initiatives to provide opportunities for employees to make the greatest use of their talents over and above the job.

3.11.2 Our current leadership development programme is being developed in consultation with colleagues across the organisation to get the right blend of learning activity to address current development needs; and

3.11.3 Whilst formal development continues to meet the fundamental needs of services, we also provide self-directed learning opportunities and actively encourage informal learning, e.g. continuous professional development qualifications through our Further and Higher Education Scheme.

3.12   Trust in Leadership

3.12.1 Directors and senior management continue to set out visions for the services. This has been supported by the Future-Engage-Deliver leadership workshops rolled out in 2016/17. Leadership at all levels are actively encouraging open and transparent communications and conversations, which all colleagues have a responsibility to participate in.

3.13   Creating a climate of engagement relies on active involvement and participation by all colleagues. The initiatives outlined in this report are designed to increase engagement resulting in higher performance.

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 immediate financial implications arising from this report. Once a survey and digital channels have been sourced our procurement process will be followed.

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 2016/17 – report to Governance, Risk and Best Value Committee, 2 February 2017

10.2 Council People Strategy and People Plan 2017-2020 – report to Finance and Resources Committee, 23 February 2017

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11. Links

Coalition Pledges	
Council Priorities	
Single Outcome Agreement	
Appendices	Appendix 1 – Employee Engagement update 2017

Appendix One – Employee Engagement update 2017

Below provides detail on some of the key initiatives underway to support our employee engagement agenda:

Coaching Culture, Positive Work Environment & Trust in Leadership Job Satisfaction

Embedding our new performance management framework: -

- Targeted focus on ensuring all employees have a year-end review for lasts years' performance – 96% completion compared with 58% completion last year.
- 100% of the Wider Leadership Team (WLT) engaged with development sessions ('Future, Engage, Deliver' and 'Conversation Spotlight') and additionally they meet on a monthly basis on a range of relevant matters; members of WLT have also formed cross functional action sets who are engaged in solution based activities e.g. managing attendance; all members of WLT are also part of a learning sets which focuses on individual and collective development.
- 75 two day sessions rolled out so far to our senior leadership population to support the roll out and embedding of our new performance framework.
- 600 Senior Service Leaders have taken part in development sessions so far
- 22 colleague 'bite size' sessions have taken place with over 800 participants attending so far.
- Over 1,500 employees have accessed our 'How to' guide.
- All line managers are now engaged with their looking forward annual conversation – setting their performance objectives and personal development priorities for 2017/18.
- We are now engaging staff with the evaluation of our framework – to date we have had engagement with 70 staff from across our organisation.

Ongoing employee engagement:

- 'Talk with Andrew' sessions continue with two events held this year and one planned in September. Sessions at held at a variety of locations across the city and on average 80 to 90 colleagues attend.
- Full Andrew Kerr visibility plan designed, activity includes:
  o lunches every two months with 20 colleagues from across the council. First one will take place in August;
  o Townhall meeting in Waverley Court every six months and will also start in August;
  o New weekly blog was launched on 7 July which has received 2,246 views; and
  o Ward visits from September and will include visits to libraries, Health Centres, recycling and waste centres and locality offices.
- Paul Lawrence has held three face to face sessions with Place colleagues in - East neighbourhood, City Art Centre and Murrayburn. Two face to face sessions with Culture colleagues and will be carrying out more sessions later in the year
- Trade Union Engagement – continue partnership at work, Employee Relations Engagement meetings, Joint Consultative Group, Joint Consultative Committee,

and Departmental Joint Consultative Committee to ensure collectives views, discussions and consultation continues.

- Exploring digital channels to inform and engage front line colleagues.
- Four Place colleague communications and engagement working group meetings have been held. Looking at communications within the Place Directorate. An action plan was developed and owned by the group. Smaller teams are to be set up for colleagues in Place Development, Place Management and Culture.
- Alistair Gaw attended the first Communities and Families communications and engagement working group in January. The working group will continue and take place every month. Alistair will also visit a school cluster every Friday starting in August.
- Workshop was held with service leads from Health and Social Care and Communities and Families colleagues, which focused on culture, behaviours and colleague engagement.
- A series of focus groups took place with colleagues from across the council to understand experiences of change and lessons learnt.
- An all employee survey in planned for Autumn this year.

Grow and Develop

- Currently procuring four-year framework agreement for learning and development provision across our organisation and with our partners (Mid Lothian, East Lothian, West Lothian, Fife, Scottish Borders and Scottish Parliament).
- We are currently reviewing our leadership development training and will be launching a new approach later this year which is aligned to our organisational needs and culture.
- We are undertaking 'training needs analysis' to understand and determine learning and development priorities and to better understand the impact and evaluation of what we deliver.