

6. EMPLOYEE ENGAGEMENT IMPROVEMENT ACTION PLAN (JUNE 2015 / TR)

1. Purpose of the report

To inform members in their scrutiny role on progress of the Employee Engagement Improvement Action Plan (EEIAP)

Key issues

- Response rate to the Staff Survey 2014 was 62% which is the highest response rate since 2008
- Overall the 2014 survey has seen a negative direction of travel across a large number of areas.
- 49% of respondents strongly agree or agree they feel valued by the Authority this is 3% lower than the results from 2012.
- Four themes have been prioritised for action in 2015/16 from the EEIAP
- The Employee Engagement Improvement Action Plan has been monitored at the Staff Committee Management Team meeting on 23 April.
- The Investors in People 18 month review was completed satisfactorily in December 2014.

2. Recommendations

That work to progress on the Employee Engagement Improvement Action Plan is endorsed

3. How does this contribute to our policies and legal obligations?

The Action Plan to improve the level of employee engagement positively contributes to Corporate Objective 11 – Be a well-run public body with proportionate and effective ways of working, delivering excellent customer service and living our values.

4. Background

The EEIAP was developed in December 2013 using the finding from the Staff Survey 2012 and subsequent focus groups in 2013. These findings were cross referenced with the initial observations of the new Head of Human Resources in her first three months with the PDNPA.

After consultation with Staff Committee, UNISON, SMT and members of the Local Joint Committee (LJC) 10 themes were identified each with an aspiration and action owner, and a structure was agreed whereby progress against the action plan would be monitored at the Staff Committee Management meetings and further scrutiny would be undertaken by the Local Joint Committee.

Throughout 2014 the EEIAP and its aspirations were becoming more widely known and understood amongst staff as a result of poster campaigns and when outcomes were delivered such as Well Being workshops and JPAR briefings. The four themes

which were most intensely resourced were:

- Vision, Mission and Corporate Direction
- Give Employees Meaningful Voice
- Integrate JPAR with core processes
- Well Being at Work

Ahead of the Staff Survey 2014, it was agreed the themes in the EEIAP were still relevant to workforce in the PDNPA going forward and therefore to maintain the momentum of establishing staff engagement with the action plan, the findings of the survey should be used to refine and reprioritise themes within the EEIAP.

In early April the Senior Management Team (SMT) identified 4 themes as priorities in 2015/16 and agreed SMT members to work in pairs as the action owners. These proposals as well as the EEIAP quart 3 & 4 update were taken to the Staff Committee Management meeting on 23 April. The 4 prioritised themes are:

- Vision, Mission and Corporate Direction – Sarah Fowler and Rachel Gillis
- Internal Communication Strategy – Ruth Marchington and Jane Chapman
- Manage Change Effectively – Ruth Marchington and Mary Bagley
- Enhance Competence in People Management and Communication Skills – John Scott and Rachel Gillis

These priorities support one of the four cornerstones C1 Our People – supported, valued, empowered staff, and is reflected in the Performance and Business Plan 2015/16 indicator C1b.2 Delivery of actions in employee engagement action plan for 4 priority areas.

The 18 month review of the Investors in People (IiP) assessment was held in early December 2014. The EEIAP was cross-reference with the IiP framework and the assessor concluded our progress overall was satisfactory.

5. **Proposals**

LJC is invited to consider the information provided and to comment on any matter it sees fit.

6. **Are there any corporate implications members should be concerned about?**

Financial: CIPD research has shown that a sustained low level of employee engagement can lead to lower productivity, higher absenteeism, and high staff turnover. These all have associated costs.

Risk Management: Evidence of disengaged employees can have a negative impact on reputation as an Employer of Choice. Where staff perceive no action from the Staff Survey has been taken, there is a high probability of further staff disengagement.

Sustainability: Improving levels of employee engagement is closely linked to levels of trust in management and perceived fairness of processes

Background papers -

Staff Survey 2012

Executive Summary: Staff Focus Groups 2013

Employee Engagement Improvement Action Plan

Staff Survey 2014

Appendices –

Employee Engagement Improvement Action Plan – Quart 3&4 update

Staff Survey 2014 report

Report Author, Job Title and Publication Date

Theresa Reid, Head of HR, 19 June 2015