9. EMPLOYEE ENGAGEMENT IMPROVEMENT ACTION PLAN (NOV 2014 / 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

- The Action Plan has been monitored at the Staff Committee Management Team meeting on 9 October
- Progress on some of the Themes has been slower than would have been liked however, some have progressed further than anticipated.
- To generate a baseline assessment on Stress in the workplace, a Well Being at Work Survey was undertaken in August
- The Authority signed the Mindful Employer Charter on 10 October (World Mental Health Day)
- Questions for the next Staff Survey have been drafted; the number of questions have been shortened.
- The Staff Survey 2014 will run from 30 October for 3 weeks
- The Investors in People 18 month review is planned for 3 December.

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 outcomes of the 2012 Staff Survey and Staff focus groups held in 2013 gave rise to the Employee Engagement Improvement Action Plan. The Action Plan identified 10 themes of work and aspirations to which the Senior Management Team (SMT) made a commitment. Each member of the SMT taking on the role of Action Owner or Advocate for a theme.

Vision, Mission and Corporate Direction – Rachel Gillis
Leadership Team Development – Jim Dixon
Internal Communications Strategy – Ruth Marchington
Give Employees Meaningful Voice – Theresa Reid
Integrate the JPAR scheme with core processes – Mary Bagley
Manage Unsatisfactory Performance – John Scott
Well Being at Work – Jane Chapman
Enhance Competence in People Management and Communication Skills – Theresa Reid
Manage Change Effectively – Ruth Marchington
Manage Information – Jeff Winston

It was agreed that progress against the Action Plan would be monitored at the regular Staff Committee/Management Team meetings and the Local Joint Committee would undertake the scrutiny role at their biannual meetings.

The Authority undertakes a Staff Survey every two years as a means to measure employee engagement. Whilst the Action Plan was developed as an outcome from the last Staff Survey, the SMT believe it is an ongoing process and anticipate the findings from the 2014 Staff Survey will be used to inform and refine the Action Plan.

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

Appendices –
Employee Engagement Improvement Action Plan – Quart 2 progress
Well Being at Work Survey results
2014 Staff Survey Questionnaire
2014 Staff Survey covering letter
Mindful Employer Charter

Report Author, Job Title and Publication Date

Theresa Reid, Head of Human Resources, 30 October 2014