

Governance, Risk and Best Value Committee

10.00am, Thursday, 9 October 2014

Pride in our People and Key Engagement Activity- Update

Item number	7.1
Report number	
Executive/routine	
Wards	

Executive summary

This report highlights the achievements and outcomes of Phase 1 of Pride in our People (PioP) and sets out plans for Phase 2. Each Service Area is developing its own Pride in Action programme which will draw together their people plans, feedback and action from the 2014 employee survey and actions resulting from the IIP assessment. There are many and varied ways services are engaging with employees. Pride in Action aims to bring these together under one umbrella so that there is a consistent approach and tone to the Council's employee engagement programme and staff can recognise and utilise the opportunity to get involved in influencing the way things work.

This report aims to give information and progress updates in three key activity areas:

- The Council's Engagement Strategy
- Pride In Our People phase 1
- Pride in our People Phase 2

Links

Coalition pledges
Council outcomes
Single Outcome Agreement

Pride in our People and Key Engagement Activity- Update

Recommendations

- 1.1 The GRBV Committee is invited to note the report.

Background

- 2.1 PioP is the Council's Employee Engagement campaign and development strategy to empower and support staff to deliver the most efficient and effective services to the citizens of Edinburgh. Staff have actively been involved in shaping the Council's vision and values, namely Customer First, Work Together, Forward Thinking and Honest and Transparent and PioP is the vehicle, through strong leadership, communication and support for utilising staff knowledge and experience, initiating change and encouraging continuous performance improvement. The overall architecture for Employee Engagement is shown in Appendix 1.
- 2.2 The PioP 2013 employee engagement campaign was launched to support the Council's strategy with a strong and consistent brand. A series of events were held with staff and managers across the organisation. This has provided a great deal of information which, along with other sources of feedback such as Employee Engagement Tracker, Better Outcomes through Leaner Delivery (BOLD), the Employee Survey and Investors in People (IIP), is being analysed and used to inform the next phase of PioP.

Main report

The Council's Engagement Strategy

- 3.1 Led by the Corporate Management Team, Council Leader and Deputy Council Leader, PioP is one of a variety of ways in which the leadership team engage with, inform and involve staff in:
- the changes which affect the organisation;
 - the strategic direction and 'big ticket' issues the organisation faces;
 - generating ideas for increased levels of engagement, involvement and efficiencies;
 - supporting employees/managers to do their jobs effectively; and
 - recognising and rewarding achievements.

- 3.2 Through PioP, we ensure that our people understand organisational purpose and direction and individuals can align themselves in achieving organisational change and objectives. Appendix 2 provides an overview of how the programme works at corporate and local levels.

Pride in our People - Phase 1 Activities

- 3.3 PioP was introduced in April 2013.
- 3.4 The programme runs on a yearly cycle in line with the CEC performance management year, April – March.
- 3.5 It is supported by a strong and highly visible branded communications campaign. The cascade process is delivered in the following ways:
- leadership events – ensuring that the Council’s leadership community understand the organisational context and challenges going forward and their role in supporting and enabling them; and
 - ‘local’ events whereby front line staff attend a neighbourhood event and have the opportunity to meet the leadership team, participate in the feedback process and have their views heard.
- 3.6 The purpose is to do four main things:
- look back – review the year gone past and understand what has gone well and less well;
 - assess where we are now – what are our priorities;
 - understand where we want to go – in what direction are we headed; and
 - engage leaders in these discussions and secure their commitment to drive change.

Highlights

- 3.7 In the 2013/14 cycle, around 2,000 staff attended PioP events. Of these:
- 98% understood what the Council is trying to achieve
 - 73% rated PioP as very good or excellent
- 3.8 The 2014/2015 PioP is mid flow and 900 leaders attended two leadership events and feedback has been similarly positive.
- 3.9 Key outcomes include the launch of a single, Council wide set of Values:
- launched at the event through a staff video;
 - launched to the whole organisation through a communications campaign via the Orb and through local management meetings; and
 - embedded into the PRD system so that Values now form part of performance discussions.

- 3.10 A further outcome is the launch of a 'big conversation' with staff through wall friezes, initially in Waverley Court, but now being rolled out in a measured way across the estate. This has led to:
- some key feedback from staff around concerns at work, mainly around their work environment, workload and pay;
 - a dialogue from management responding to concerns of staff and explaining what is being done, or if something cannot be done why this is the case; and
 - collation of themes and discussion with local service areas and a named contact for dealing with specific issues through to resolution.
- 3.11 200 ideas were collected from the 2014/15 PioP Leaders' events and fed this into the BOLD process for further consideration as ways of saving money and improving organisational efficiency.
- 3.12 Further to the PioP Leaders' feedback, a Managers' Toolkit had been developed and launched to enable leaders to engage better with their people. A sample of the screenshot is shown at Appendix 3.

Planned activity for the rest of 2014/15

- 3.13 A series of local events will be held, as last year, with front line staff in local work areas. One has already been held in the East neighbourhood office where 91% of staff rated the event as 'very good' or excellent'.
- 3.14 Different ways to reach all employees, especially 'hard to reach staff' are being examined. These include:
- an employee engagement app; and
 - webcasting so we can live stream events and broadcast these to a wide audience across the Council.
- 3.15 A 'Pride in our Young People' event was held in late September 2014.

Pride in our People – Phase 2

- 3.16 The Council's Employee Engagement Strategy is a key activity aimed at increasing levels of organisational performance and promoting a performance culture. It is also a key part of the Council's strategic objective of making the Council a great place to work.
- 3.17 Appendix 1 shows the 'Engagement Architecture' which has been adopted in realising the engagement strategy. Its aim is to identify and clearly define the key components which should be considered.
- 3.18 Employee Engagement is considered a key and critical workstream as part of the OD Centre of Excellence within the People and Organisation function.
- 3.19 The 'employee voice' is critical to the success of the engagement strategy and there is increased focus on enabling this. A practical and relevant demonstration of this has been the channelling of all ideas via the BOLD team. The PioP

whiteboards have been particularly useful in generating ideas and debate and the People & Organisation team are currently working with local champions to consolidate themes and responses.

Key activities

- 3.20 All engagement activity is branded and presented consistently across the organisation under the PioP banner.
- 3.21 A key enabler of the 'Engagement Architecture' has been the establishment of the Employee Engagement Forum. Comprising interested people across the organisation, this forum is tasked with agreeing and consistently applying engagement initiatives.
- 3.22 A summary of key activity areas includes:
- rebranding the staff awards under PioP to reflect the organisational values;
 - aligning and integrating the values into the Performance Review and Development (PRD) process, linking Values to the organisational competencies/behaviours expected;
 - the design and launch of a managers' toolkit, a flexible resource centre designed to help managers involve and engage their teams;
 - the launch of a new suggestion scheme in the Autumn;
 - the alignment of the Employee Attitude Survey (EAS) process / results and the IIP People Planning process within the remit of the Employee Engagement Forum;
 - the use of quarterly sample survey or 'temperature checks' in service areas to inform of employee 'mood'; and
 - the investigation of wider recognition schemes – local and corporate / formal and informal.

Measures of success

- 4.1 Measures of success will include:
- the achievement of the organisational vision 'Edinburgh is a successful and sustainable capital city'
 - increases/improvements in
 - EAS/Temp check results
 - HR Metrics
 - Objectives achievement
 - Organisational performance
 - Citizen experience
 - Organisational reputation

Financial impact

- 5.1 There are no financial implications directly arising from the report's contents.

Risk, policy, compliance and governance impact

- 6.1 Ensures our people understand our purpose and direction and are able to align themselves around it and participate in the change process.

Equalities impact

- 7.1 There is no direct equalities impact arising from the report's contents.

Sustainability impact

- 8.1 There is no direct sustainability impact arising from the report's contents.

Consultation and engagement

- 9.1 A key enabler of consultation and engagement going forward will be the Employee Engagement Forum.

Background reading/external references

None.

Sue Bruce

Chief Executive

Contact: Martin Glover, People and Organisation Manager

E-mail: Martin.Glover@edinburgh.gov.uk | Tel: 0131 469 3237

Contact: Andy Nichol, Strategic Business Manager: Chief Executive & Member Services

E-mail: andy.nichol@edinburgh.gov.uk | Tel: 0131 529 4461

Links

Coalition pledges

Council outcomes

Single Outcome Agreement

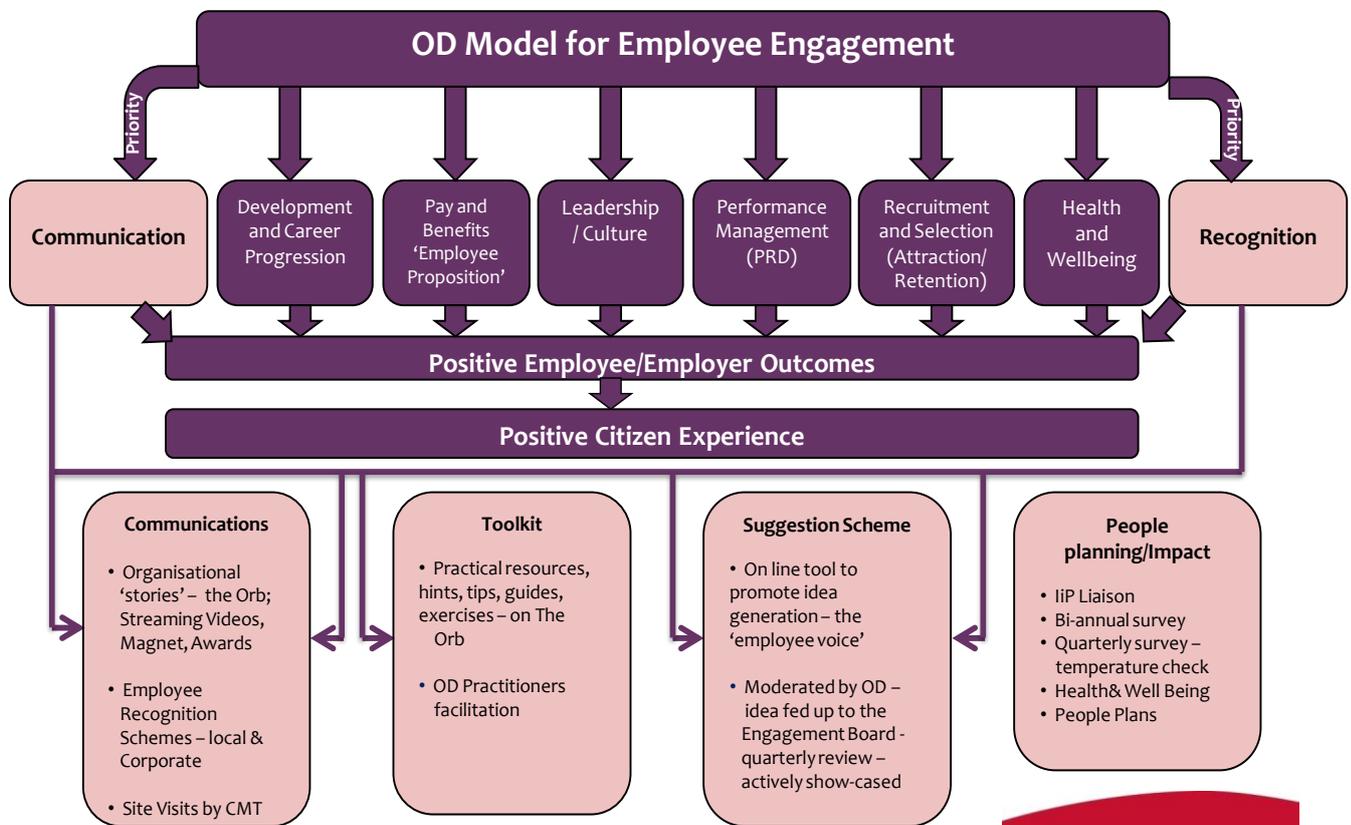
Appendices

Appendix 1 - Engagement Architecture – key components
Appendix 2 – Pride in Our People 2014-15 Overview
Appendix 3 - Manager's Toolkit – ORB Extract

Engagement Architecture – Key Components



Corporate architecture



The architecture ensures a culture employee engagement throughout the employee lifecycle & is focussed on driving superior citizen, employer & employee outcomes.



PRIDE IN OUR PEOPLE 2014-15 Overview



PURPOSE & STRUCTURE

Pride in our People (PIOP) is the City of Edinburgh Council's Employee Engagement programme. We realise that to deliver services which are valued by those who need them and are delivered in the most cost effective way needs our people to be actively engaged with our purpose and direction as an organisation. We achieve this through PIOP at different levels ensuring our people understand our purpose and direction are able to align themselves around it and are able to participate in the change process.

Event	Timing	Features	Intended Outcomes	Success Measures
PIOP Leaders	Annually in April	<ul style="list-style-type: none"> Pitch out from CEO and Leader about direction of the Council Successes and challenges What we still have to achieve Role of people leaders 	<ul style="list-style-type: none"> Leaders understand our purpose and direction of travel Leaders align themselves around purpose and direction Leaders involve their teams in purpose and direction and help them to align what they do every day with this 	<ul style="list-style-type: none"> Organisational Vision Achieved: 'Edinburgh is a successful and sustainable capital city' Increases / Improvements in: <ul style="list-style-type: none"> EAS / Temp Check Results HR Metrics Objectives achievement
Cascade Events	Periodically throughout the year	<ul style="list-style-type: none"> CMT pitch out about direction of the Council Successes What we still need to achieve Role of staff in that Staff involvement and feedback through work-out sessions 	<ul style="list-style-type: none"> Staff understand our purpose and direction of travel Staff align themselves around purpose and direction Staff work with their manager and in their teams and align what they do every day with this 	<ul style="list-style-type: none"> Organisational performance Citizen Experience Organisational reputation
Local / Pride in Action	On-going	Local and champion driven	Centrally determined – locally delivered	Local indicators

Manager's Toolkit – ORB Extract

The screenshot displays a web browser window with the URL https://orb.edinburgh.gov.uk/info/201054/pride_in_people/2001/pride_in_our_people/6. The page content includes:

- Header:** "Pride in our PEOPLE make the difference shape the change"
- Text:** "At the April Pride in our People launch event you should have received an **information pack** to get you started. There is also a managers toolkit available to help you develop your leadership and management skills. The toolkit has been designed to offer a blend of hints, tips and methods to help you improve your effectiveness as a leader and manager, and enhance engagement with your staff."
- Section:** "The toolkit is made up of 7 sections:"
 - ▶ **Change management**
 - ▶ **Personal effectiveness**
 - ▶ **Coaching**
 - ▶ **Communication**
 - ▶ **Well-being**
 - ▶ **Developing teams/people**
 - ▶ **Improvement**
- Navigation:** "< Previous The year ahead"
- Actions:** "Forward this page", "Print this page", "Comment on this page"
- Metadata:** "Last modified: 10 April 2014 14:28"
- Right Sidebar:** A list of related items including "Managers' information pack - PioP 2014", "Change Management toolkit - PioP 2014", "Personal Effectiveness toolkit - PioP 2014", "Coaching toolkit - PioP 2014", "Communications toolkit - PioP 2014", "Wellbeing toolkit - PioP 2014", and "Developing teams and people - PioP 2014".

https://orb.edinburgh.gov.uk/info/201054/pride_in_people/2001/pride_in_our_people/6