

The Highland Council
Resources Committee – 28 May 2014

Agenda Item	21
Report No	RES/19/14

Chief Executive's Service – Employee Survey Actions

Report by Depute Chief Executive and Director of Corporate Development

Summary

This paper outlines the progress to date on the actions agreed by the Chief Executives Service as a result of the Employee Survey 2012. Members are asked to note the actions achieved and the work in progress.

1. Background

- 1.1 Highland Council carried out the sixth Employee Survey during September and October 2012. An action plan in response the survey was approved by the Finance, Housing and Resources Committee on 10th April 2013.

The action plan was agreed following consultation with staff on what is needed to improve.

Specific actions were identified to support improvement in three key areas:

- Improving Morale
- Eliminating Workplace Stress
- Keeping Employees Informed

The full Action Plan is in **Appendix 1**

2. Progress on Actions

2.1 Improving Morale:

An Employee Forum has been set up for the Service, chaired by the Depute Chief Executive, and has met 3 times. Further actions and developments have been identified through the Forum and are being taken forward by the staff.

The new Employee Review and Development process (replacement for PDP) has been rolled out to the whole Service.

2.2 Eliminating Workplace Stress:

All Service managers have attended or are scheduled to attend Mentally Health Workplaces – Training for Managers which emphasises key areas to maintain mental wellbeing in all staff. Mentally Healthy Workplaces and Management of Stress in the Workplace e-Learning modules are now also

available.

Training	CD staff completing
Mentally Healthy Workplaces – Training for Managers	60
Stress Awareness	12
Mentally Healthy Workplaces - e-Learning	50
Stress Management in the Workplace – e-Learning	20

2.3 Keeping Employees Informed:

A Service Newsletter has been published quarterly which features news and information about the Service, its teams and people.

Section Managers have had team events with their staff to develop communications across teams and the Service.

3. Work in Progress/Requires Further Development

3.1 Work is underway to promote the organisational values across the Service through the Employee Review and Development process and by identifying key behaviours to be developed.

3.2 Staff achievements are recognised within the Service Newsletters and other opportunities to promote success are being developed.

3.3 Work on the Service Learning Plan is underway but is yet to be fully completed.

4. Implications

4.1 Work is being undertaken within existing budget resources and there are no legal, equalities, climate change/carbon clever, risk and Gaelic implications.

Recommendation

That the Resources Committee:

a) note the progress made so far in the Chief Executives Service Employee Survey actions

Designation: Michelle Morris, Depute Chief Executive and Director of Corporate Development

Date: 8th May 2014

Author: Cathy Christie, Learning & Development Manager

Background Papers:

Full Employee Survey Report: [Employee Survey 2012 Final Report](#)

Report to FH&R Committee: <http://www.highland.gov.uk/NR/rdonlyres/E3211CB7-1D2C-491E-A663-8B628F7CE746/0/Item23bFHR5313.pdf>

Chief Executive's Service Employee Survey Action Plan 2013/14

Action Area and Identified Improvements	SMT Lead	By when	APRIL 2014 PROGRESS
<p>Increase morale</p> <ul style="list-style-type: none"> • Employee Forum (EF) to be set up (meeting quarterly) • Annual Personal Development Plan - achieve corporate target of at least 80% (covering Health, Safety & Wellbeing; Workload and Work Objectives; Performance; Skills and Development) • Develop Service training plan linked to PDPs • Recognise success – work with EF to determine how to best recognise individual's and teams successes 	<p>HoHR ACE/All HoS</p> <p>HoHR HoHR</p>	<p>Sept 2013 April 2014</p> <p>April 2014 Dec 2013</p>	<p>Complete In progress</p> <p>In progress In progress</p>
<p>Reduce stress at work</p> <ul style="list-style-type: none"> • All service managers to attend ED courses: <ul style="list-style-type: none"> ○ Mentally Healthy Workplace Training for Managers • Promote Stress Awareness course for staff • Aim to achieve minimum of 80% of staff to have PDPs 	<p>ACE/All HoS</p> <p>HoHR ACE/All HoS</p>	<p>Dec 2013</p> <p>April 2014 April 2014</p>	<p>Complete/in progress</p> <p>In progress In progress</p>
<p>Keeping employees well informed</p> <ul style="list-style-type: none"> • Develop Service Newsletter (Issue quarterly) • Employee forum to inform improvements to communicate and engage with staff • SMT members to manage opportunities to engage with staff and to increase visibility of managers within the Service • Promote organisational values and behaviours through personal development plans 	<p>ACE/PR Manager HoHR</p> <p>ACE/All HoS ACE/All HoS</p>	<p>Aug 2013 Dec 2013</p> <p>April 2014 April 2014</p>	<p>Complete Complete/ongoing</p> <p>Complete/ongoing Complete/ongoing</p>

ACE – Assistant Chief Executive, HoHR – Head of HR, HoS – Head of Service