

## THE HIGHLAND COUNCIL

### Education, Children and Adult Services Committee 18 May 2016

Agenda Item	18.
Report No	ECAS 45/16

#### Care and Learning Service: Employee Survey Action Plan

#### Report by Director Care and Learning

##### Summary

This paper outlines the proposed improvement actions for the Care and Learning Service in response to the views expressed by staff within the Service in the seventh Highland Council Employee Survey 2015.

#### 1. Background

- 1.1 The findings for the Care and Learning Service of the 7<sup>th</sup> Employee Survey, which was conducted in April/May 2015, were reported to the Education, Children and Adult Services Committee in November 2015.
- 1.2 Corporately, the priorities for action were agreed as being:
  1. Value and recognise staff through managers engaging with their staff
  2. Communicate with employees in the way that they prefer and interpret and present information to meet their needs
  3. Provide appropriate training and career development opportunities for all staff
  4. Create and sustain mentally healthy workplaces
  5. Put people at the centre of change management activity
- 1.3 In support of the above actions the Staff Partnership Forum confirmed the importance of:
  - Managers having regular conversations with staff about their work and completing an annual review
  - Managers attending the training provided, particularly people management and minimising and dealing with stress
  - Identifying ways to overcome the challenge of communicating with staff not on Council email
  - Ensuring change management happens at a local level with staff engaged in a way that makes sense of the change for them
- 1.4 The Heads of Service together with their management teams have, over the last few months, discussed the employee survey results with staff to understand the findings in more detail and to agree appropriate actions to be taken forward.
- 1.5 The Care and Learning Service Directorate agreed to highlight the priority action of ensuring that every employee within the Service has regular Employee Review and Development (ERD) meetings and an agreed forward

plan.

## **2. Action Plan**

- 2.1 The action plan, which is attached as **Appendix 1**, sets out the areas of focus for the Care and Learning Service. These will be incorporated into the Service Improvement Plan and will be progress monitored through PRMS.

## **3. Implications**

- 3.1 There are no specific resource, legal, risk, equalities, climate change/Carbon Clever, Gaelic or rural implications other than those highlighted in the report.

## **4. Recommendation**

- 4.1 Members are invited to support the Service Improvement Action Plan for the Care and Learning Service and the process of monitoring for progress.

Designation: Director of Care and Learning

Date: 9 May 2016

Author: Bill Alexander, Director of Care and Learning  
Brigitte Johnstone, HR Business Partner

## Appendix 1

Corporate Employee Survey Actions identified	Specific C&L Action	Employees can expect	Accountable	Responsible	By when
<b>Valuing and Listening to Staff</b>	<ul style="list-style-type: none"> <li>• ERD and feedback meetings to take place at least twice a year for all employees.</li> <li>• Embed ERD approach into all existing feedback processes for all staffing groups, incl. Teachers, Social Workers etc.</li> <li>• ERD actions and training and development agreements to be monitored regularly by managers</li> <li>• ERDs for managers/supervisors to feedback on people management</li> <li>• All employees with managerial/ supervisory responsibilities will attend management development training, with particular focus on people and change management and mental health and wellbeing; and be expected to make use of relevant e-learning tools</li> <li>• Informal feedback to be enhanced and successes to be acknowledged to all</li> </ul>	<ul style="list-style-type: none"> <li>• Embed ERD approach into all existing feedback processes</li> <li>• To have an annual ERD plan and at least one review meeting throughout the year.</li> <li>• To be given clear objectives and praise for achievements and good performance</li> <li>• For managers to tackle poor performance or inappropriate behaviour in their team.</li> <li>• For managers to manage absence consistently</li> </ul>	Directorate	All Line Managers	End 2016
<b>Staff Empowerment</b>	<ul style="list-style-type: none"> <li>• All restructures to consider management implications and capacity and delegation opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• To be encouraged to make decisions</li> <li>• To be trusted to deliver results</li> </ul>	Directorate	All Managers	Sept 2016

	<ul style="list-style-type: none"> <li>• Clarify job roles, with particular regards to their people management responsibilities at point of appointment and as part of ERD; particularly as part of restructures and communication of changes</li> <li>• Review Induction and leadership development for managers in schools</li> <li>• Review induction processes and training for particular staffing groups, e.g. PSAs</li> <li>• Develop C&amp;L Training and Development plans as appropriate (e.g. by area, staffing group, ASG)</li> </ul>	<ul style="list-style-type: none"> <li>• To be clear about people management responsibility remit</li> <li>• To understand training and development needs/plans</li> <li>• To be trained appropriately and consistently enabling them to carry out the full remit of their post</li> </ul>			
<b>Communication</b>	<ul style="list-style-type: none"> <li>• Ensure regular team meetings take place across all C&amp;L teams and in schools</li> <li>• Review and improve communication across services.</li> <li>• Build on staff partnership as a means to two way communication between senior managers and employees, and consider improvements to communication arrangements between the Service and unions and employees who are not union members</li> <li>• Review communication arrangements with schools, incl. Heads Up, HT Executive, HSHA, Primary HT</li> </ul>	<ul style="list-style-type: none"> <li>• To receive support and advice from their manager when required.</li> <li>• To be kept informed of Council and Service related changes.</li> <li>• To be encouraged to contribute to discussions and change processes.</li> <li>• That senior managers will listen and respond to ideas and issues raised by staff.</li> <li>• To see continuing enhanced integration of services.</li> </ul>	Directorate	All Team Leaders and All Managers	Sept 2016

	<p>Representatives, HT conferences, Area HT meetings and consideration of preferred means of communicating with HTs</p> <ul style="list-style-type: none"> <li>• Review communication arrangements with staff without a HC email address.</li> </ul>				
<b>Mentally Healthy Workplace</b>	<ul style="list-style-type: none"> <li>• All employees with managerial/supervisory responsibilities will attend mentally healthy working places and stress prevention and management training and will be required to make use of e-learning tools</li> <li>• Awareness to be raised amongst all employees regarding mental health, stress and identification and prevention strategies.</li> <li>• Managers to regularly review existing structures, processes and practices with the aim to reduce unnecessary impact on staff through, e.g. bureaucracy, absence, working environment etc.</li> </ul>	<ul style="list-style-type: none"> <li>• To have their health, safety and well-being and that of colleagues protected, including management of workload, encouraging flexibility, working environment and a work-life balance</li> <li>• Their manager will apply all relevant legislation, policies and procedures to ensure health, safety and wellbeing at work for all staff</li> <li>• To be supported through early referral for occupational health assessment in cases of work related stress</li> <li>• That their manager will allocate and manage workload by making the best use of skills and abilities</li> <li>• That their manager will provide appropriate opportunities for development and support them in taking responsibility for personal learning and career/professional development.</li> </ul>	Directorate		End 2016

<p><b>Put people at the centre of change management activities</b></p>	<ul style="list-style-type: none"> <li>• Ensure information and consultation with unions as part of partnership arrangements and with employees through managers at the earliest opportunity and before change decisions are taken</li> <li>• Develop and implement project plan for change exercises ensuring appropriate time is given to informing and consulting with unions/employees</li> </ul>	<ul style="list-style-type: none"> <li>• That proposed and planned changes are explained early and appropriately</li> <li>• To be involved, appropriate to their job role and level, in identifying and implementing improvements</li> <li>• That individual training and development needs will be part of all plans for change.</li> </ul>	<p>Directorate</p>		<p>Ongoing</p>
--	---	--	--------------------	--	----------------