

APPENDIX 1

UPDATE ON EMPLOYEE ENGAGEMENT PROGRAMME (Jan 2017 to Sept 17)

1. **Service Learning Visits** – 6 visits have been undertaken since January 2017 and the feedback is mainly local/service specific rather than corporate. A range of services and locations have been visited including 2 Primary Schools (Elgin and Forres), Keith Community Centre, Buckie Housing Team and Taigh Farrais.
2. **Strategy Talks** – Strategy talks appear monthly in Connect Magazine with quarterly manager briefings in place to support effective delivery. Topics to date have included Risk Assessment & Driving Responsibilities, Safer Communities, Moray Growth Bid and Moray Management Methods on ERDP, Information Security and Disability Discrimination in absence management.
3. **Listening Meetings** – meetings took place over April & May and August & September. A further listening meeting is to be scheduled in October. The topics this year follow up on the leadership forums priorities debates and also outline future plans and initiatives considering the budget and growth bid. These meetings have now also been extended to a wider audience with the introduction of **Supervisors Listening Meetings**, with 2 being held in June and a further 2 meetings scheduled for November 2017.
4. **Employee Recognition – STAR Awards** – this is currently in process, with judging scheduled for October, followed by voting on the Colleagues Choice Award and presentations scheduled for November. 15 nominations were presented for consideration from a range of services. The recognition scheme has been supported by an advertising campaign in both Connect and the Interchange. Final results and winners will be publicised in December following the presentation in November.

The STAR Awards scheme was reviewed earlier in the year with clearer guidance being provided to support the process.

5. **Employee Conference** – 3 events held in Elgin, Forres and Keith with the theme of ‘Transforming Together’ headlining the conference.

The programme offered both informative sessions on LOIP and world cafes format discussion groups.

Common themes arising from the discussions will be reported to Policy and Resources Committee in November and appropriate actions will be taken account of in employee survey results, workforce culture and employee engagement work.

6. **Employee Survey 2017** – The level of engagement with the survey increased by 10% since the previous survey in 2015 with larger numbers of employees responding from across all services. Particularly encouraging was the increased response rate from our frontline services, particularly Direct Services, which reflects the work undertaken since the last survey in 2015.

Results of the 2017 survey are currently being analysed and will be reported to CMT in October and committee in November 2017. Headline results suggest positive improvements within the following themes: you and your job, supervision and workforce culture behaviours. A key focus for prevailing years has been the number of employees subject to unacceptable behaviour/bullying in the workplace, this has positively decreased from 19% to 16%. There were less positive responses in relation to training, performance & development and leadership & senior management, particularly surrounding the role of Elected Members.

Discussions with all service management teams will be conducted in November and December. These discussions will be used to help inform specific areas of action both from within the departments and in conjunction with corporate initiatives such as employee engagement and workforce culture work.

7. **Communications** – continued progress is being made in developing and consolidating effective communication forums from which we can engage with staff and include the Interchange which provides access to the Connect Magazine, CE Blog, HR Bulletin, Training opportunities and news and events. Additionally information on all engagement and culture activities is available within this facility.

8. **Back to the Floor** – a new engagement activity has been piloted and is now in the process of being rolled out whereby members from SMT and CMT will be invited by staff to spend a morning or day working alongside colleagues. The purpose of this activity is to allow employees to show case their service areas or

provide the opportunity to demonstrate service challenges to senior management so that they can consider this in the context of their service decision making and promotes better understanding of the operational perspective.

9. **Bright Ideas** – this initiative is in full flow, whereby employees have had the opportunity to put forward their ideas which improve service delivery, making budget savings or result in improved efficiency. Over 20 ideas having been submitted this year and are currently under review. These have been discussed at service level and consulted upon with staff via the Interchange and the shortlisted ideas for implementation displayed at the recent conferences. The proposals will be presented to CMT for final consideration in October with successful ideas being implemented thereafter.