



People, Performance and Development Committee  
6<sup>th</sup> March, 2015.

## Employee Engagement Campaign

### Purpose of the report:

To update the Committee on a new employee engagement campaign due to launch in March.

This report is being brought to People, Performance and Development Committee to seek endorsement and support for the campaign.

### Recommendations:

It is recommended that:

1. The Committee give its endorsement and support to the campaign as set out in this report.
2. Officers report back to the committee later in the year with an update on the campaign.

### Introduction:

3. **Better Connected – Benefits to Residents** - The primary aim of this engagement strategy is to ensure we can deliver on the Resident Experience aim within the Corporate Strategy so that residents feel they get a good service from the council's staff.
4. **Better Connected – Benefits to Staff** - We also want to ensure that every employee, in every workplace across Surrey, can benefit from what Surrey has to offer and to ensure everyone has a voice in shaping Surrey's Future.
5. **Better Connected – Benefits to Members** – the strategy will also aim to improve engagement between officers and Members which will in turn have a positive impact on customer service and the resident experience.

6. Our relationship with our staff directly affects resident satisfaction. Employee engagement, therefore, is not only the *right* thing to do but it is *essential* to improving the resident experience. Research shows that employee engagement is key to developing a committed, positive workforce and a high performing and customer focused organisation. Research from ACAS (The Arbitration, Conciliation & Advisory Service) and CIPD (Chartered Institute of Personnel Development) supports that committed employees take less time off, are happier and perform better than employees who are disengaged. Also, highly engaged employees are twice as likely to be top performers and they have 20% fewer days off work. Organisations with highly engaged employees experience 26% higher productivity, lower turnover and greater ability to attract top talent (Bloomberg Report, May 2009)
7. The Council's culture and performance has improved over the last five years and this was noted in the Peer Review of 2013. During this period, there has been a significant investment in developing values-based leadership . The coaching and the High Performance Development programmes have enabled leaders to model the values and behaviours of the organisation whilst empowering individuals through helping them find their own solutions. This engagement and branding strategy is an integral part of this culture change approach as set out in the People Strategy.
8. Mark Irons is leading on the work to engage people around how we become a more customer focused organisation and deliver the commitments made in our new Customer Promise. This work supports the Corporate Strategy's goal of improving Resident Experience. It is key to engage hearts and minds around this vision as everyone has a role in making things better for their customers and residents. Again, it is imperative we have better engagement and connectivity to front line and remote staff in particular so that no one misses out.

### The Campaign

9. There will be a consistent look and feel to the campaign and it will focus on the products, interventions, services and day to day workspace improvements which impact on how staff feel about working for Surrey County Council i.e. the things that influence advocacy. At the same time we will be mindful to address comments from previous surveys and listening events such as the Better Place to Work Programme undertaken in 2014.
10. A range of approaches will be used to communicate e.g. a series of videos to support managers and leaders with this engagement, workshops, engagement events and branding. To deliver this, we will make best use of the new digital facilities which will be available as a result of the new digital platform, to better connect with all of our staff. We will also work with members to design ways to improve engagement between Members and officers.

11. The campaign will bring together all the products, benefits and services available which make Surrey a good place to work, such as My benefits, training and development, apprenticeships, awards, appraisal, fairness champions, restorative HR practice, mediation, coaching, Better Place to Work improvements and health and wellbeing initiatives such as free health checks and stop smoking campaigns etc as set out in **The Surrey Way, Appendix 1**.
12. The Surrey Way defines what we stand for as an organisation, how we are with each other and what we do, to ensure our residents receive excellent services. This represents a significant investment over the last five years in improving the council's performance and the residents' experience, by investing in staff and members. The Surrey Way also sets out the expectations we have of our staff, our managers and the way we engage with our customers and residents.
13. In the last staff survey 41 % of our staff said they were proud to work for Surrey. As an organisation we want to improve on this and help all of our staff to feel pride in the work they do for Surrey's residents. The aim of this campaign is to engage our people across the whole organisation and in turn increase our advocacy rate to 55% by 2016 and 71 % by 2018. In turn this will have a positive impact on our organisational performance and resident satisfaction.

#### The Line Manager Role

14. One of the most important ways we can better engage with all our people is through inspirational leaders and managers. When people are happy and feel well supported at work, they give excellent, dedicated service to **our residents**. Staff told us about the things they valued at work and the things which needed to change. As a result, we have provided the tools and services needed to bring about changes and improvement.
15. It has been identified internally in staff surveys and temperature checks that the relationship with one's manager is a highly important factor in employee advocacy to the organisation (this is also supported in ACAS and CIPD research). It was also identified that this is often the area of the organisation where the engagement cascade of information gets blocked.
  - a. A series of workshops will be run with 100 of our managers, a large proportion being our more remotely located managers, to help them experience and learn the benefits of good engagement with their staff and some tips on how to successfully engage.
  - b. The workshop will include a train the trainer module to support a cascade approach to training, to build networks for up to a thousand managers based in localities. This is so that they can be better connected, share good practice and share with each other how they are feeling particularly in these challenging times of constant change. This follows the approach at the senior level where the Chief Executive is building the senior leadership networks.

16. Appendix 2 sets out a strategy to help managers become Better Connected, Better Supported and Better Leaders. There is particular emphasis in this strategy in focusing first on supporting those managers who lead front line and/or remote working teams. This work complements the coaching and the High Performance Development Programme which each manager is required to undertake.

#### **How will we know if this has been successful?**

17. We will measure success of the campaign through the employee survey to be run in September 2015.
18. We expect an increase in the number of people saying they are proud of the work they do for Surrey's residents - increase advocacy rate from 41% to 55% by 2016 and 71 % by 2018.
19. Resident's satisfaction with Surrey's staff to improve from 66% to 70% by 2018.

#### **Conclusions:**

20. A more engaged workforce is a higher performing and happier workforce with direct benefits for improved resident experience. We need to better connect with all of our workforce and in particular, more remote workers.
21. The County Council has invested significantly in its workforce over the last five years in particular, and this strategy is aimed at ensuring all employees can take advantage of what is on offer.
22. Managers are pivotal to achieving better engagement with our workforce and we need to inspire and support managers around this key aspect of their roles.
23. This Engagement Strategy is a response to the above and is ultimately aimed at improved resident satisfaction and staff advocacy.

#### **Financial and Value for Money Implications**

24. There will be an employee engagement event which we have commissioned an external company to facilitate. Other materials will be developed by our internal team. The costs of this initiative will be found within the existing training budget.
25. It is anticipated that this strategy will contribute to efficiency and increased productivity as an expected outcome is expected to be more confident and resilient staff who take less days off work for stress.

**Equalities and Diversity Implications**

26. The majority of the staff who have no log-ins and/or those who work more remotely, for example reablement workers, are part-time female employees. It is imperative that Surrey takes these steps in order that female staff are not disadvantaged through inadequate engagement and connectivity.

**Risk Management Implications**

27. This strategy is part of the mitigating actions listed in the Leadership Risk Register – reference L9 i.e. Staff Resilience to change and demand pressure.

**Next steps:**

28. Engage in an organisation-wide information campaign about this new strategy and approach via the engagement activities set out in the body of the report.



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