

THE HIGHLAND COUNCIL
EDUCATION, CULTURE AND SPORT COMMITTEE
17 SEPTEMBER 2009

Agenda Item	8.
Report No	ECS/39/09

Fourth Employee Survey – Progress on Improvement Themes
Report by Director of Education, Culture and Sport Service

Summary

This report provides members with an update on the actions being taken by the Education Culture and Sport (ECS) Service in response to the findings of the fourth employee survey carried out by the Highland Council in December 2007.

1. Background

- 1.1 The fourth Employee Survey was conducted during November and December 2007 with reports submitted to Resources Committee in February 2008 and Education, Culture & Sport Committee in September 2008.
- 1.2 Improvement Themes were agreed at Education, Culture & Sport Committee on 15 January 2009.

2. Service Improvement Themes

- 2.1 The ECS Service Improvement Themes are directly linked to the Corporate Improvement Themes as follows:

- Communication
- Personal Development Plans/Training and Career Development
- Pay and Terms and Conditions/Working Arrangements
- Working Environment
- General

3. Progress against Improvement Themes

- 3.1 Progress towards the Service Improvements Themes is shown on the Action Plan attached to this report as Annex 1. Progress is summarised as follows:
- 3.2 **Communication** – Team Briefings have been piloted in the Sutherland area and the model piloted is now being considered for roll out across the Service.

The Service newsletter has now been issued three times, and is proving very successful. Many contributions have been received from across the Service and the feedback received from staff has been extremely positive.

- 3.3 **Personal Development Plans/Training and Career Development** – In addition to the provision of specific training courses in response to Service needs, employee development needs are being identified and met through the implementation of PDPs throughout the Service.

- 3.4 **Pay and Terms and Conditions/Working Arrangements** – Work Positive is due to begin over the course of the next few weeks with one staff group based in a school. This was to have started school break up for summer but for practical reasons it was not possible to begin at that time.

Stress Management courses are being promoted across the Service for staff and managers in order to reduce stress levels.

3.5 **Working Environment** –

- 3.6 **General** – The work of the Admin and Clerical Review is coming to a conclusion and a report on this Review has now been produced. Part of the Review has been the on-going working towards greater Service integration through the co-location of support functions.

Work on improved systems and processes within the Service is continuing and involves regular liaison with the Project Managers who have responsibility for the Council's Corporate Improvement Projects.

4. Recommendation

- 4.1 That the ECS Committee notes the progress made towards the ECS Service improvement themes which were agreed in January 2009 in response to the Council's fourth employee survey.

Signature:

Designation: Director of Education, Culture and Sport

Date: 4 September 2009

Author: Elaine Kirkham, Principal Staffing Resource Officer

Employee Survey Action Plan						
	ECS Improvement Action	Lead Officer	Target Date	Review Date	Progress	RAG
1. Communication						
Increase the effectiveness of organisational communications and communication within the services by increasing face-to-face meetings between staff and their managers and improving the consistency of information available.						
1.1	Develop team meetings and briefings as a key means of communication.	ECS SMT	Jul-09	Jul-09	Evaluate pilot of Corporate team briefings in Sutherland. Consider further roll out across ECS	A
1.2	Develop regular production of Service wide newsletter to be distributed electronically and hard copy.	MMcC	Feb-09	Dec-08	Complete/On-going. Third issue of newsletter recently issued. Fourth issue due late Autumn.	Complete
1.3	Develop web-based information for all staff.	RMcK	Jan-09	Aug-09	Possible format now drafted for consideration.	A
1.4	Review the way in which Service policies and procedures are provided.	RMcK	Mar-10	Nov-09	Possible format now drafted for consideration.	A
1.5	Ensure managers receive appropriate training to enable effective communication with staff.	EK	Dec-09	Aug-09	On-going through PDP process and Management training	G
2. PDPs/Training and Career Development						
Complete the roll-out of the Highland Council Personal Development Plans to all staff by March 2009 and ensure appropriate training and development opportunities are available.						
	ECS Improvement Action	Lead Officer	Target Date	Review Date	Progress	RAG
2.1	Full implementation of PDP process across the Service	EK	Dec-09	Sep-09	PDPs being rolled out across Service	A

2.2	Leadership programme being delivered to promote interest in career development across the Service.	TMcC	Jan-09	Nov-08	Programme now well underway with 140 staff either in the programme or waiting to begin.	G
2.3	Provide Health and Safety Awareness raising training for janitorial staff	RMcK	Jan-12	Nov-09	The post of Health & Safety Co-ordinator has now been approved through Resources Committee. This post will be central to the provision of health and safety related training for janitorial staff.	A
2.4	Continue to develop a culture of staff participation	ECS SMT	Dec-09	Aug-09	On-going with further developments being identified.	A
2.5	Increased Service participation in the MDP programme	ECS SMT	Mar-09	Jan-09	Managers in Service have attended MDP5. Further participation to be considered for MDP6.	Complete
3. Pay and Terms & Conditions/Working Arrangements						
Introduce a fair pay structure with harmonised terms and conditions of employment. Ensure effective support and communications are in place for all changes working arrangements and to manage workload and stress.						
	ECS Improvement Action	Lead Officer	Target Date	Review Date	Progress	RAG
3.1	Continue the development of the stress management toolkit "Work Positive" with targetted staff groups.	EK	Nov-09	Jun-09	Following the Service involvement in the pilot of Work Positive, arrangements are being put in place to begin work with one group of staff.	A

3.2	Managers encouraged to respond to staff experiencing high levels of stress, through the PDP process and through monitoring of workloads.	ECS MT	Sep-09	Jun-09	On-going. PDPs being implemented.	A
3.3	Managers encouraged to use Employee Development Unit training courses in stress management.	EK	Jul-09	Mar-09	On-going. Courses in stress management regularly promoted in the Service	Complete
4. Working Environment						
Provide a healthy, safe and supportive working environment and work to improve the workplace accommodation for all staff.						
	ECS Improvement Action	Lead Officer	Target Date	Review Date	Progress	RAG
4.1	Implement Health and Safety Improvement Plan over a 3 year period	RMcK	Jan-12	Nov-09	On-going. The post of Health & Safety Co-ordinator has now been approved through Resources Committee. This post will be key in the implementation of the Improvement Plan	A
4.2	Ensure Responsible Premises Officers are aware of their role and responsibilities.	RMcK	Apr-09	Mar-09	All Responsible Premises Officers have been identified and advised of their responsibilities	Complete
4.3	Provide appropriate training, e.g. fire safety, moving and handling, and managing aggressive behaviour and violence towards staff.	RMcK	Jun-11	Mar-10	A substantial programme of training has now begun. The post of Health & Safety Co-ordinator will assist in taking forward further training for staff groups.	A

4.4	Install new dust extraction systems in all secondary school Technical Departments.	RMcK	Jun-11	Mar-10	4 secondary schools now have new dust extraction systems. The programme of installation will be completed in schools by June 2011.	A
4.5	Continue to improve ECS Estate through the on-going investment in the building refurbishment programme/	RMcK	Jun-11	Mar-10	Investment in the building refurbishment programme has impacted on Aviemore and Lochaline Primary Schools. Refurbishment is also on-going in Lochaber High School and there will be substantial investment in the new primary school at Conon/Maryburgh	A
4.6	Carry out asbestos surveys in all schools.	RMcK	Jun-10	Jan-10	An Asbestos Management Plan has been created, with appropriate relevant training identified for all Responsible Premises Officers.	A
5. General						
Increase staff morale and motivation by strengthening managers' skills in communication, people and performance management and the management of change and ensuring the requirements of the Internal Communication Standards and Change Management Guidance are met.						
ECS Improvement Action		Lead Officer	Target Date	Review Date	Progress	RAG

5.1	Continue the review of all administrative and clerical functions across the Service.	RMcK	Nov-09	Sep-09	Review in final stages with report due in November 2009	A
5.2	Move towards greater integration with the Service by co-locating support functions.	RMcK	Nov-09	Aug-09	INBS & CSER now fully integrated.RSL working towards	A
5.3	Develop enhanced management information system to improve work processes and increase job satisfaction.	RMcK	Sep-09	Jun-09	On-going. Discussions have taken place across Services and include the development of ResourceLink, Phoenix e1 and other bespoke systems in the Service	A
5.4	Increase the skills of key staff in project management, change management, business process improvement and benefits realisation.	RMcK	Sep-09	Jun-09	Complete. A number of staff have now attended training courses with further uptake expected in 2010	Complete
5.5	Ensure continuous improvement in processes and systems through the appointment to the new post of Business and Support Manager.	RMcK	Sep-09	Aug-09	On-going. Business and Support Manager fully involved in the review of business processes across the Service.	A