

EMPLOYEE ENGAGEMENT STRATEGY

1.0 EXECUTIVE SUMMARY

This report presents the Policy and Resources Committee with a proposed Employee Engagement Strategy for their consideration and approval.

The draft strategy is informed by consultation and engagement with the Joint Trade Unions, management teams and uses information gathered from employees through the employee surveys that have been carried out.

The strategy is based around 5 principles:

- Employee Voice – Involving our Employees
- Employee Recognition – Acknowledging a job well done
- Development and Training
- A safe and healthy work environment
- Growing Excellent Leaders

The strategy includes an action plan for delivery.

There are no financial implications from this paper.

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2.INTRODUCTION

2.1 This report presents the Argyll and Bute Council Employee Engagement Strategy for consideration by the Policy and Resources Committee.

2.2 The strategy is identified as an action in the HR/OD Strategy Action Plan and has been informed by engagement activity with employees, with managers and with the joint trade unions.

3.RECOMMENDATIONS

It is recommended that the Policy and Resources Committee:

3.1 Approve the Employee Engagement Strategy for implementation.

4.DETAIL

4.1. Employee Engagement is widely recognised through robust data analysis to have a significant impact on organisational performance. Low levels of engagement highlight an organisation with poor performance levels, low customer approval, high levels of absence and high levels of employee relations issues such as grievances, disciplinaries etc.

4.2 Argyll and Bute Council exhibits average levels of engagement through employee survey responses, but response levels are poor in some areas and overall the average is quite low. The council is also performing in the lowest quartile amongst Scottish Councils in terms of sickness absence. High levels of absence result in reduced resource available to services, impact on employees who are at work and increased levels of stress.

4.3 The corollary to this is that organisations with high levels of employee engagement exhibit higher levels of productivity, lower sickness, lower rates of stress and overall improved employee wellbeing.

4.4 The HR/OD Strategy identified the development of an Employee Engagement Strategy as one of the actions to be undertaken. This report contains the first draft of that strategy. The strategy comprises 5 objectives, all linked to the new Corporate Plan objectives:

1. Growing excellent leaders and managers
2. Employee Voice – Involving our employees
3. Employee recognition –acknowledging a job well done
4. Development and training
5. A safe and healthy work environment

4.5 The strategy is accompanied by an action plan

5.0 CONCLUSION

5.1 Improved engagement contributes to better performance and greater productivity. This strategy sets out the Council’s approach to achieving this.

6.0 IMPLICATIONS

6.1 Policy	None
6.2 Financial	None directly from this report
6.3 Legal	None
6.4 HR	The strategy is identified as an action in the HR/OD Strategy
6.5 Equalities	This strategy has been subject to an EQIA
6.6 Risk	Low levels of employee engagement presents a risk to the availability of employee resources in the council due to increased levels of absence, lower levels of productivity and poor performance.
6.7 Customer Services	Customer engagement and feedback will improve through better employee engagement

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APPENDICES

Appendix 1 – Employee Engagement Strategy