

Employee Engagement Plan 2021-2023



Introduction

We have been on a journey - a journey to understand the needs of our employees, to create our 'One Coventry Values', and to meet our objectives of driving performance and employee engagement to deliver on our key business strategies.

The response to creating our One Coventry Values and our recent Health and Wellbeing Survey have shown just how valuable engagement is and we will continue to build on this momentum as we recognise that there is still more work to be done.

Our new Employee Engagement Plan provides a strategic framework for improving Employee Engagement across the council in six key focus areas.

In this plan we will cover the following:

- 1. The importance of employee engagement**
- 2. The proposed Employee Engagement Plan**
- 3. The measures of success**
- 4. The proposed timelines**

"Pleased to be asked and involved."

Values Scribe session feedback

"Thank you for the survey as it shows you are considering how we can move forward appropriately and safely, and it's great we can have our say."

Health and Wellbeing Survey feedback

"Good to have employees at all levels included."

Values Bingo feedback



1. Importance of employee engagement

Let's start with why employee engagement is important, sharing data on how employee engagement has been proven to be key in driving a successful business, especially in this fast-changing and challenging environment.

According to one study¹, companies with higher employee engagement achieve more positive results in these four key areas:

1. Increases productivity - 21% more productive
2. Reduces absenteeism - 41% lower absenteeism
3. Reduces turnover - 59% less turnover
4. Improves safety - 70% fewer employee safety incidents

According to another study², engaged employees are valuable to a company because they will:

1. Recommend the company - 8.9 times more likely
2. Recommend an improvement - 5.3 times more likely
3. Do something good for the company - 4.7 times more likely
4. Voluntarily stay late at work - 5.3 times more likely

Our employees make a real difference to the people that live, work and visit Coventry. They are at the heart of our identity and what we stand for as an organisation, and they support our vision, shape our culture and reflect what we value as an organisation. Now more than ever we need to focus on how we can evolve and improve our engagement programmes to make the biggest impact on our employees and on the lives of our customers.

¹ Data from a Gallup survey. ² Data from a Temkin survey.

2. Proposed Employee Engagement Plan

We aim to improve employee engagement at the Council by delivering on the Employee Engagement Plan proposed and described in this section. Please note that this plan has been developed based on (1) The results of an employee survey conducted in June 2020, (2) Our new 'One Coventry Values', and (3) Research on trends on employee engagement.

The Plan includes the following six key focus areas that we believe will enhance and improve employee engagement at the Council:

- 1. Purpose, Mission and Values** (Icon: Three stars)
- 2. Diversity and Inclusion** (Icon: Person and person in wheelchair)
- 3. Open and Honest Communication** (Icon: Two speech bubbles)
- 4. Leadership and Management Development** (Icon: Person at a podium)
- 5. Learning and Development** (Icon: Lightbulb)
- 6. Reward and Recognition** (Icon: Trophy)

On the following pages we will share the objectives and proposed actions for each of these key focus areas.

Purpose, Mission and Values

☆☆☆ Purpose, Mission and Values

Objective:

Ensure the Council’s vision of ‘One Coventry’ is achieved through the actions and behaviours of our workforce to align with our ‘One Coventry’ values.

According to studies³, only 32% of employees know their company values and 23% of employees apply them to their work every day. Since our values are critical to the success of the organisation, this work will ensure that this does not happen here.

Proposed Actions:

Embed company values:

Develop a plan to embed our ‘One Coventry’ values throughout the employee journey from onboarding to exiting the organisation to ensure they are understood, lived and employees are being held accountable for them.

Drive leadership values role modelling:

Develop a set of leadership behaviours and training programmes centered around our new values to ensure senior leaders understand the important role they have to play in role modelling them, and are being held accountable for living them.

³ The first piece of data is from a Reward Gateway study and the second piece of data is from a Gallup study.



Diversity and Inclusion



Diversity and Inclusion (D&I)

Objective:

Create a culture that allows our employees to bring their whole selves to work, feeling respected and valued for who they are, which will lead to increased levels of satisfaction, engagement and productivity or performance.

According to a study⁴, 67% of job seekers consider workplace diversity an important factor when considering employment opportunities, and more than 50% of current employees want their workplace to do more to increase diversity. This shows the growing importance of D&I to current and future employees.

Proposed Actions:

Develop D&I communications strategy:

Design a communications strategy, approach and branding to drive and support D&I at the Council, ensuring that what and how we communicate is done in an inclusive manner, representing our diverse community through images, language, etc.

Measure and monitor D&I across employee events:

Develop events and activities to support and meet the needs of our diverse workforce, and then measure and monitor attendance to ensure these objectives are met. When under-representation is discovered, determine and remove barriers, and make required changes.

Measure overall D&I effectiveness:

Introduce questions into our annual and pulse surveys that relate to D&I in order to measure, monitor and improve where required.

⁴ Data from a Glassdoor study.

Open and Honest Communication



Open and Honest Communication

Objective:

Create a culture of open and honest communication where information is shared in a meaningful and effective way, and where we provide mechanisms to enable a strong employee voice to encourage and drive two-way communication.

According to a study⁵, employee productivity increases by 20 to 25% in organisations where employees are connected through effective communication. According to another study⁶, employees who feel their voice is heard are 4.6 times more likely to feel empowered to perform their best work. Both of these results could have a positive impact on our people and on the Council.

Proposed Actions:

Enhance communication tools:

Develop a plan to improve communication tools to include a monthly/quarterly cascade approach, an employee newsletter, and a toolkit for managers to use to engage with their teams. In addition, we'll further develop our Staff App to better meet the needs of employees who work remotely and have limited access to the Intranet and Council email.

Drive and support employee voice:

Develop a plan and mechanisms to encourage and support employee feedback to include employee engagement surveys, new starter and leaver surveys, an employee suggestion scheme, an engagement champion network group, and partnership with Trade Union colleagues. Reports will be produced to share data from the findings so that we can action them accordingly.

⁵ Data from a study by the Journal of Experimental Psychology.

⁶ Data from a Salesforce study.

Leadership and Management Development



Leadership and Management Development

Objective:

Strengthen the Leadership and Management across the Council to enable managers to confidently lead and engage with their teams.

According to a study⁷, there is a 70% differential in employee engagement related to managers and management practice. This shows the impact leaders and managers can have on their teams.

Proposed Actions:

Enhance leadership and management programmes:
Review existing leadership and management development programmes with an aim to improve and add to them in order to enhance leadership capabilities and drive employee engagement.

⁷ Data from a Gallup study.

Learning and Development



Learning and Development

Objective:

Provide continuous development of learning that addresses both professional/personal needs and legislative requirements that helps both the employee and the organisation to grow.

According to a study⁸, 68% of employees say that learning and development is most important to them, and that they want to continue strengthening the skills they already have and gain new ones. This shows the importance of learning and development to employees.

Proposed Actions:

Enhance learning and development offerings:

Review and enhance existing learning and development offerings so that our employees are equipped with the knowledge and skills required to support our employee engagement initiatives (e.g. values, D&I, communication).

⁸ Data from a ClearCompany study.



Reward and Recognition



Reward and Recognition

Objective:

Provide a reward and recognition offering that attracts, values, motivates and retains talent and supports and drives our organisational values and objectives.

According to a study⁹, 40% of employees say they'd put more energy into their work if they were recognised more often, and companies who have effective recognition programmes are 12 times more likely to obtain powerful business results. These show the power of employee recognition.

According to a study¹⁰, every £1 spent on employee wellbeing will result in £5 back in reduced absenteeism, presenteeism and staff turnover. This shows the importance of investing in wellbeing initiatives.

Proposed Actions:

Develop recognition plan:

Develop a plan and programmes to recognise employees for their contributions to align with living our values.

Support and promote wellbeing:

Continue to promote and review wellbeing offerings to support a culture of health and wellbeing across the organisation.

Update annual appraisals:

Embed our values into annual appraisals to ensure the behaviours are assessed and recognised.

Promote benefits:

Develop a plan to ensure that benefit programmes are accessible to our entire workforce, and that they are promoted throughout the year to ensure they are valued and utilised.

⁹ Data from a Gallup study.

¹⁰ Data from research by Greater Birmingham Chamber of Commerce.

3. Measures of success

In order to measure the success of the Employee Engagement Plan, we have selected a variety of KPI's that fit into four key categories to represent the impact the Plan will have on the organisation and our employees. For each, we have shown in the table below the change we are working towards.

| | Measure |
|---|--|
| <p>Workforce analysis statistics</p> <ul style="list-style-type: none"> Sickness absence reduction Reduce stress, anxiety and depression Positive candidate feedback on their recruitment Increased Staff App usage Workforce representation of under-represented groups Improved D&I data and recording | <ul style="list-style-type: none"> Under 10 days By 5% 85% 20% 75% |
| <p>Organisational development</p> <ul style="list-style-type: none"> Completion of mandatory training Completion of leadership training Completion of appraisals Positive induction feedback Completion of talent and leadership development training for under-represented employees across the organisation | <ul style="list-style-type: none"> 85% 85% 90% 85% |
| <p>Workforce planning and management</p> <ul style="list-style-type: none"> Reduction in turnover Positive leaver feedback Positive new starter feedback | <ul style="list-style-type: none"> 10% 85% 85% |
| <p>Employee engagement</p> <ul style="list-style-type: none"> Improved employee engagement survey feedback Improved pulse survey feedback | <ul style="list-style-type: none"> 48% completion |

4. Proposed Timelines

We are proposing that the work outlined in this paper will be done over the next two years, as shown in the table below:

| | Focus Area | Action | Timing |
|---|---|--|--|
|  | 1. Purpose, Mission and Values | <ul style="list-style-type: none"> Embed company values Drive leadership values role modelling | <ul style="list-style-type: none"> Years 1 & 2 Year 1 |
|  | 2. Diversity and Inclusion | <ul style="list-style-type: none"> Develop D&I communications strategy Measure and monitor D&I across employee events Measure overall D&I effectiveness | <ul style="list-style-type: none"> Year 1 Year 1 & 2 Year 1 & 2 |
|  | 3. Open and Honest Communication | <ul style="list-style-type: none"> Enhance communication tools Drive and support employee voice | <ul style="list-style-type: none"> Years 1 & 2 Years 1 & 2 |
|  | 4. Leadership and Management Development | <ul style="list-style-type: none"> Enhance leadership and management programmes | <ul style="list-style-type: none"> Year 1 |
|  | 5. Learning and Development | <ul style="list-style-type: none"> Enhance learning and development offerings | <ul style="list-style-type: none"> Year 1 |
|  | 6. Reward and Recognition | <ul style="list-style-type: none"> Develop recognition plan Support and promote wellbeing Update annual appraisals Promote benefits | <ul style="list-style-type: none"> Year 1 Year 1 Year 1 Year 1 |

