



Cabinet Office



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SUCCESS



OUTCOMES THROUGH ENGAGEMENT

HOW THE PUBLIC SECTOR IMPROVES CITIZEN OUTCOMES THROUGH EMPLOYEE ENGAGEMENT

A series of Public Sector case studies demonstrating the benefits gained from a focus on employee engagement across the UK's public sector

January 2018

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CIPD

*Championing better
work and working lives*

www.engageforsuccess.org

A series of case studies from within the UK's public sector, demonstrating the benefits to citizens of a focus on employee engagement.

Author: Cathy Brown

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INTRODUCTION

There is a level of capability and potential in every human being at work. Put in one situation the individual offers a small percentage of that capability and potential. Put in a better situation they offer significantly more. Potential and effort willingly offered by the individual benefits their own well-being and the objectives of the wider organisation.

The state of Employee Engagement in the UK remains low, with only around a third of workers being highly engaged, and productivity continues to lag nearly 20% behind that of other G7 countries. With increased economic uncertainty, improving engagement, and therefore improving productivity and other related outcomes, is a vital activity to support the wellbeing of both our people and our economy.

The UK Government of 2008 commissioned our original report on Employee Engagement, Engaging for Success. Successive governments have supported the Engage for Success movement, with numerous Civil Service Departments and Public Sector organisations using our Four Enablers of Engagement.

We present here 14 case studies from a variety of those organisations. We highlight within them the enablers of engagement, and the impact the actions taken had on both employees and citizens receiving a service.

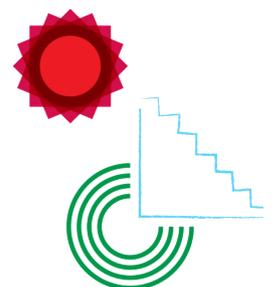
Our thanks go to the Cabinet Office and CIPD for sponsoring this work and we also sincerely thank our case study contributors for putting themselves under scrutiny in this process.



David Macleod,
Co Founder
Engage for Success



Nita Clarke,
Co Founder
Engage for Success



FOREWORD

There is a well established and growing body of evidence demonstrating the business benefit of employee engagement in both the private and public sector. These benefits are seen in employees having a more meaningful relationship with their work, customer satisfaction, and increased productivity, which we know to be a long-standing structural challenge for the UK.

In the Civil Service, like many other public sector employers, we have some great stories to tell about our work to improve employee engagement, such as the fact that our People Survey engagement index, now in its 10th year, was completed by 61% of civil servants last year – more than ever before.

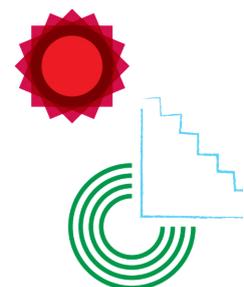
The case studies in this paper provide some excellent examples of the benefits of employee engagement achieved in a range of different ways, from adopting a different leadership mindset, to creating the conditions for real teamwork, acting on feedback, and empowering staff to extraordinary acts of compassion.

Read in isolation, they illustrate what can be achieved by individual organisations. But what is really exciting, and why this paper, taken as a whole, is so important, is the cumulative effect of better engagement across all public sector organisations.

We exist to enable a safe, healthy, productive civil society. Simply put, the better the public sector performs, the better the UK will be as a place to live, work and prosper.

This is a time of extraordinary change – demographically, technologically, politically – and it is too often said that these changes put public sector organisations under considerable strain.

But we believe there is an alternative narrative running through this document, that shows the many positive benefits the public sector has when it is working in the most engaging ways. Given these benefits and the evidence of better outcomes for citizens and employees, it is up to each leader in their own context to embrace engagement and make it integral to the working environment they lead.



FOREWORD

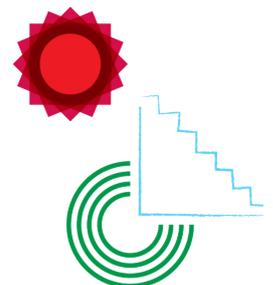
It is our hope that this paper inspires leaders across the public sector to continue to review their employee engagement strategies and how they lead engaged employees and to consider what further steps they can take as public sector leaders.



John Manzoni,
Permanent Secretary
for the Cabinet Office



Rupert McNeil,
Chief People Officer
for the Civil Service



A MESSAGE FROM OUR SPONSOR

How people feel about the work they do, the ways in which they are supported, how well it aligns to their own purpose and their development, and belief and trust in those around them instinctively we all know are vital to our performance. There is also much long established research that confirms these instincts and yet we still debate and seem to struggle with building the motivation and engagement of many people at work.

The changing context of work, impacts of technology, but also greater demands for productivity, customer service, transparency, often with less resources particularly in the Public Sector, put an ever greater premium on understanding and improving engagement.

The Engage for Success movement, established under David Cameron's time as PM, has made a huge contribution to advancing the understanding of engagement, collating and challenging the extensive body of research, distilling the 4 key enablers of engagement - leadership, engaging managers, employee voice, and organisational integrity – but most importantly in building the movement for change and action to implement these approaches.

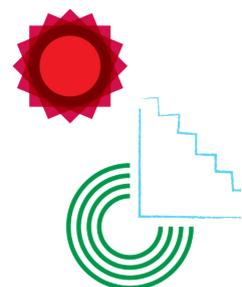
This paper provides much of this valuable content to help you all, whether as HR practitioners, leaders or managers, to help to build a more engaged and connected workforce across Public Sector. The impact and outcomes are clear, and the opportunity to showcase great work already being undertaken in so many areas of central and local government will help build the confidence in all of us to make a difference.



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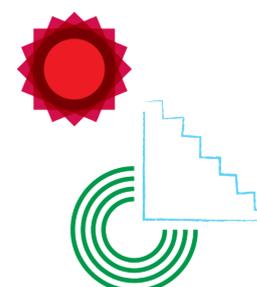
A handwritten signature in black ink that reads "Peter Cheese". The signature is fluid and cursive.

Peter Cheese,
Chief Executive, CIPD



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EXECUTIVE SUMMARY

The Four Enablers of Engagement

Although there is no 'one size fits all' approach and no master model for successful employee engagement, four common themes emerged from David MacLeod and Nita Clarke's extensive research captured in their 2009 report to government, *Engaging For Success*. Taken together, they include many of the key elements that go to make successful employee engagement.

These four enablers of engagement have proved to be useful lenses which help organisations assess the effectiveness of their approaches.

The Four Enablers of Engagement are:

Strategic Narrative

Engaging Managers

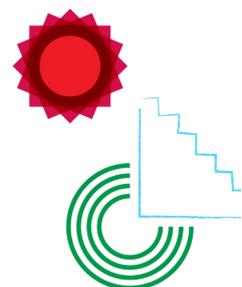
Employee Voice

Integrity

Strategic Narrative



Leaders provide a strong strategic narrative which has widespread ownership and commitment from managers and employees at all levels. The narrative is a clearly expressed story about what the purpose of an organisation is, why it has the broad vision it has, and how an individual contributes to that purpose. Employees have a clear line of sight between their job and the narrative, and understand where their work fits in. These aims and values are reflected in a strong, transparent and explicit organisational culture and way of working.¹



¹ *Engaging For Success, 2009, Macleod; Clarke*



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EXECUTIVE SUMMARY

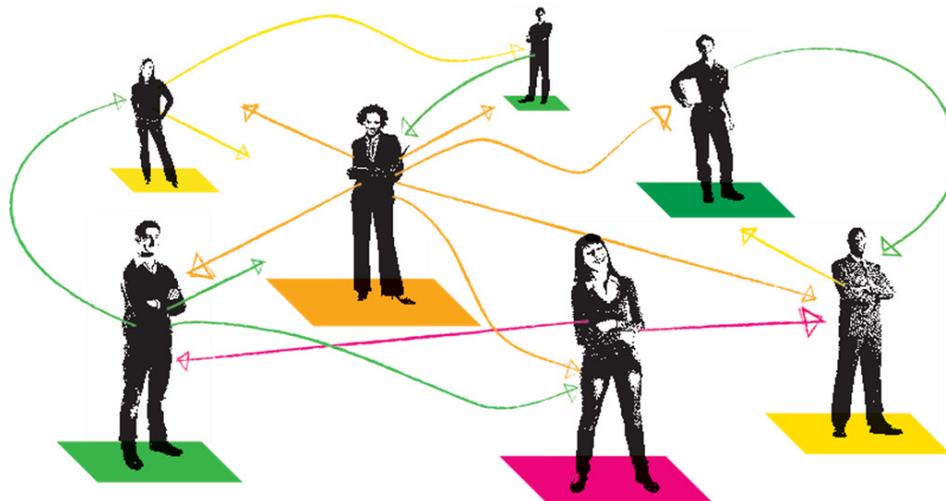
Engaging Managers



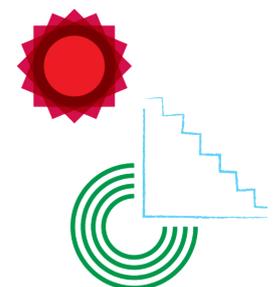
Engaging managers are at the heart of this organisational culture– they facilitate and empower rather than control or restrict their staff; they treat their staff with appreciation and respect and show commitment to developing, increasing and rewarding the capabilities of those they manage².

They treat people as individuals, trusting them to deliver in their own way and dealing constructively with both good and dysfunctional behaviour.

Employee Voice



An effective and empowered **employee voice** – employees' views are sought out; they are listened to and see that their opinions count and make a difference. They speak out and challenge when appropriate. A strong sense of listening and of responsiveness permeates the organisation, enabled by effective communication.³

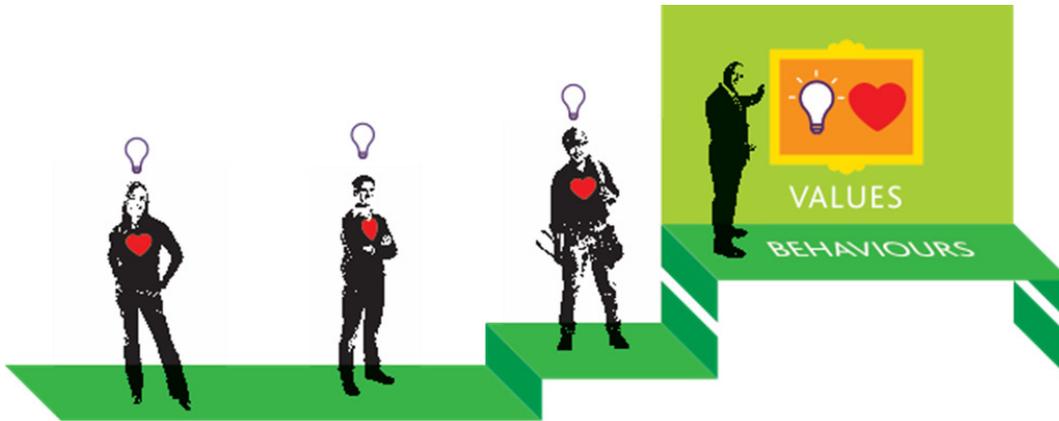


² *Engaging For Success, 2009 Macleod*
³ *Engaging for Success, 2009, Macleod, Clarke*

EXECUTIVE SUMMARY

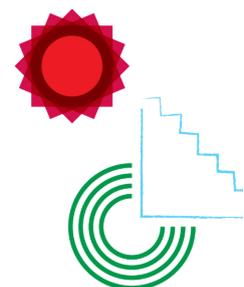


Integrity



Behaviour throughout the organisation is consistent with stated values, leading to trust and a sense of **integrity**.⁴

The Four Enablers are in use across many public and private sector organisations, continuing to provide a solid basis for organisations wanting to improve engagement, driving higher performance and better outcomes for citizens and customers.



⁴ *Engaging for Success, 2009, Macleod, Clarke*



THE CASE FOR ENGAGEMENT

Research shows that organisations with high levels of employee engagement are more efficient and effective, and that highly engaged employees:

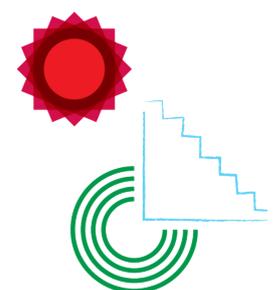
- Are more customer focused, find they are more creative at work, and take less time off sick;
- Care about the future of their organisation and put in greater effort to help it meet its objectives;
- Feel proud of the organisation they work for and are inspired to do their best and motivated to deliver the organisation's objectives.

The connection between engagement and productivity has been demonstrated through research, along with the relationship to wellbeing, customer satisfaction and numerous other business metrics.

The world of work is changing fast. Automation is already changing our workplaces. The UK population is ageing, with fewer young people coming into the job market, educational standards rising in India and the Far East, and innovation thriving around the Pacific Rim. UK productivity has stagnated since 2008/9 and remains about 15% below historical trends, and UK GDP per hour is around 17% below the G7 average. In the 21st Century, the UK's best assets are our people and our ability to enable them to innovate.

Organisations embedding the enablers of employee engagement as the way they work have more chance of surviving in the new global economy, because they are building the future with, and around, their people.

The original Engaging for Success report, Nailing the Evidence and Further Evidence reports all contain further detail on the case for engagement.



VOICE OF THE CITIZEN



When we look at employee engagement in the private sector, we often link it to customer based business metrics. Have we made a customer more satisfied? Is the customer happy with the products and services our employees have provided?

In the public sector, the end recipient is us, the public, as citizens. The patient, the pupil, the passenger. The tax payer and the traveller. The case studies we feature below show the impact we can have on improving outcomes for citizens when we first consider how we improve workplaces and working lives for our employees.

Our case studies reflect a cross section of the broad UK Public Sector, with studies from across the UK, large and small organisations, Civil Service Departments, Education, Transport and Health. Some are organisations that have been on the 'engagement journey' for many years and are able to demonstrate maturity of approach and a clear connection for them in terms of engagement and their service delivery. Others are at different stages, with a focus on engagement but not yet reaching the point where for them the connection is clear. This reflects the reality across the UK economy as a whole, with organisations at different levels of understanding and implementation.

Our Health

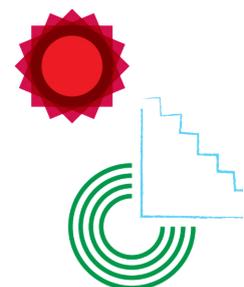
When we look at our NHS examples, we know that the effect on patient outcomes was underpinned by the work of Professor Michael West in 2012 which clearly demonstrated that patient safety, standards of care, and patient experience are positively impacted when staff engagement is maximised.

We hear how **East London Mental Health Trust**, focusing on engagement since a series of incidents in 2011 highlighted the urgent need for improvement, saw their sustained activity in giving staff a voice and supporting managers resulting in national awards, an outstanding rating reflecting their levels of patient care and rising staff engagement levels.

In **Frimley Health NHS Foundation Trust**, we hear how a focus on values, and empowering the staff to call out behaviour that didn't support those values, brought two organisations together and produced a culture described by patients as 'enthusiastic, professional and considerate'. Wexham Park Hospital saw a 50% reduction in patient complaints across a year, and from a starting point in 2014 of only 45% of staff recommending the hospital as a place for treatment, by 2016 77% of staff would do so.

In **Wrightington, Wigan and Leigh (WWL) NHS trust** we share how they have reduced total serious harm cases by 86%, reduced staff sickness by 15% and moved from the bottom 20% to the top 10% in the national staff survey in just a few years.

Strategically the trust knew that employee engagement was critical to delivering their aims and were determined to take an evidence based approach to employee engagement. They wanted to ensure they were focusing on those behaviours that were vital to their strategy. A new system was created to deliver



VOICE OF THE CITIZEN

regular pulse surveys and enable leaders and managers to drill down, identify hot spots and develop reports.

The team knew that the only way to impact the engagement across 4,500 people was if the teams opted in and drove the process themselves. To bring this about the WWL team introduced Pioneer Teams, an 'opt-in' development programme that teams could draw on to support their engagement programme. The programme includes a range of interventions from communication and coaching to running listening events and team building. The programme has been so successful that there is a waiting list to join!

The programme, titled the WWL Way, and the supporting survey system has proved so effective that it has been adopted by an additional 8 trusts.

When we look at the subsequent impact on their patients, we see for instance that the trust was able to reduce its incidences of MRSA from 39 to 0, with similar improvements at **Guys and St Thomas'** where they saw cost savings increasing and reductions in infections and of length of stay in hospital as their staff engagement rates were rising.

Professor Michael West, NHS Expert says

“Employee engagement emerges as the best predictor of NHS trust outcomes. No combination of key scores or single scale is as effective in predicting trust performance on a range of outcomes measures as is the scale measure of employee engagement.”

Mandy Stevens - NHS East London patient says:

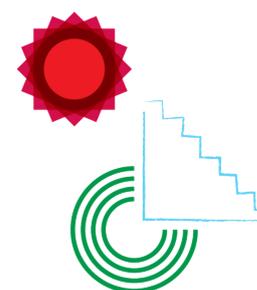
“Without exception the staff treated all of the patients with dignity and respect.”

Changing Lives

In 2013 the **Department for Transport** was one of only two government departments whose Engagement Index was both in the lower quartile and had dropped since 2012. The decision there was to tackle the root causes of engagement to create a sustainable improvement. Four years on, an emphasis at all levels of the organisation around the strategic narrative, the story of the organisation and where people fit in that story, has brought about a turnaround in engagement levels, with the DfT now one of the highest performing departments in the Civil Service. A large part of the focus was on specifically helping people to understand how the work that they did impacted the citizen in real life, and celebrating that across the organisation. We hear the voice of the citizen from Jordan, who received life changing service from his local DfT Mobility Centre.

The Leaders of the Future

At Cranmer Primary School, the head teacher and staff have a strong focus on Employee Voice, developing a culture of shared vision and values that supports staff and pupils alike. They have lowered their rate of Non Qualified Teachers leaving the profession, and have the aim that pupils leave school with the best



VOICE OF THE CITIZEN

chance of reaching their potential. Cranmer was assessed by Ofsted shortly after these changes were begun (in 2014), and was already demonstrating improvement in key areas.

*“The teachers let you believe then you achieve.”
- A Year 10 pupil at Cranmer*

Engaged Staff, Lower Crime

In the period 2014-15 alone the **Kingston Met Police** team delivered substantial increases across a range of specific engagement metrics:

- I feel motivated at work 70% (up 35% on 2014)
- The Met treats me fairly 59% (up 40%)
- I am confident in the leadership 59% (up 35%)
- I am able and encouraged to do my best at work 69% (up 27%)

During the period mid-2013 until mid-2016 with all this engagement work going on the Kingston police borough doubled the % of crimes solved and reduced complaints from the community by 59%.

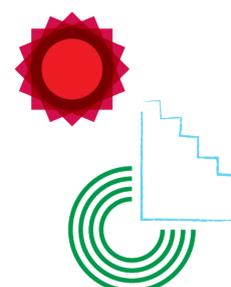
The Empowered Individual

The work by the Home Office in Ilford brings the voice of the citizen right into the heart of delivering a better service, with the stories of vulnerable people shared amongst an audience of all the departments and workers that could help them, in order to identify and improve problems in the service offered. This study demonstrates the difference that can be made by one engaged and empowered individual.

Everyone Champions the Customer

The Passport Office created a network of Customer Champions, and they say that engaging with their staff and asking them to channel the ‘voice of the customer’ through the Customer Champion Network has had a hugely positive impact on customer experience and has been instrumental in HMPO being voted as the top performing public sector organisation for the last 3 years in the Institute of Customer Service (ICS) UK Customer Satisfaction Index (CSI) report.

“We would recommend that other organisations develop a network of customer champions and benefit from the value that this highly engaged and motivated group of staff bring. Our vision is that our Champions will continue to motivate and inspire their colleagues until no one will individually identify themselves as a Customer Champion as every member of staff will identify themselves as one.”



KEY THEMES

One of the clearest themes running through the case studies is the natural drive people have within the public sector to serve. It's a great basis on which to build the sustainable, engaging, healthy workplace cultures that we see in our case study organisations. None of these organisations have taken the same route to improvement - all their interventions are different and all their starting points are different. And yet through sharing good practice with each other, listening to their people, creating clear visions and values, managing well and building trust, they are evolving into organisations that service the citizen with clarity of purpose, efficiency and enjoyment.

They have approached their problems (whether those be dealing with change, needing to innovate, poor engagement levels) by involving their people in finding the solutions, seeking out and listening to **Employee Voice**, most notably in the Land Registry, Network Rail, WWL, the Home Office, HMRC and Cranmer Primary School, but in general this was present throughout the case studies.

At the Land Registry for instance, they are recovering and rebuilding trust through open and honest communication after a period of turbulence and uncertainty. At Network Rail, we see the perennial issue addressed of a lack of faith in the staff survey. Employees could not see action being taken as a result of their feedback. Thanks to their sustained campaign, 'You said: We Did' to turn that around, 4000 more staff participated in the most recent survey. Their message is:

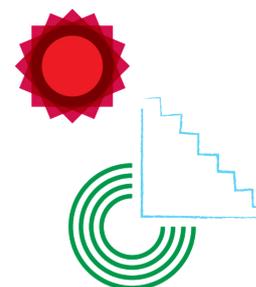
*"We want you to talk to us. We value your suggestions.
We are taking action. And we are listening."*

At Glasgow Caledonian University we see highlighted the understanding that **Integrity** is vital - "The GCU Values on their own are just labels and it doesn't matter how many posters, mugs or t-shirts they are emblazoned on they will not affect change" - they know that the purpose and values determined within the **Strategic Narrative** of the organisation must be visibly and authentically demonstrated. We see this in the work done by Kingston Met Police, and the Passport Office too.

Engaging Managers is the focus of the work done at East London Mental Health Trust and the Northern Ireland Office, with them being a strong component of many of the other studies including Kingston Met Police.

A number of the organisations have specifically used the Four Enablers of Engagement, others have overlaid them onto existing approaches. Appreciative Inquiry is used in several of the case studies, along with other similar approaches and models.

While we have highlighted specific Enablers for each study, it is clear throughout that the organisations have approached the Enablers as a whole - recognising that vision, values and voice are supported by empowered, well trained and supported managers, and leaders who can create connection and purpose with the story of the organisation.

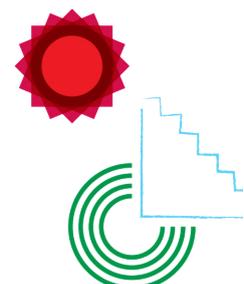


FEATURED CASE STUDIES



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ORGANISATION	CASE STUDY TITLE	PRIMARY ENABLER	SECONDARY ENABLER
Wrightington, Wigan and Leigh NHS	Rags to Riches	Employee Voice	Integrity
Frimley Park NHS	Getting better at Frimley Health	Strategic Narrative	Integrity
East London NHS	From death to life at East London NHS Foundation Trust	Engaging Managers	Employee Voice
Network Rail	Developing Employee Voice at Network Rail	Employee Voice	Integrity
Home Office - Ilford	Making the Difference in Ilford	Employee Voice	Engaging Managers
Home Office - Passport Office	Championing the Customer at Her Majesty's Passport Office	Integrity	Employee Voice
HMRC	Listening to You campaign	Employee Voice	Integrity/Engaging Managers
Department for Transport	Taking everyone on the engagement journey	Strategic Narrative	Engaging Managers
Glasgow Caledonian University	Getting to the heart of employee engagement in Glasgow Caledonian University	Strategic Narrative	Integrity
Cranmer Primary School	Empowering staff using strengths based approaches	Employee Voice	Strategic Narrative/Integrity
Guys and St Thomas'	Appreciative Enquiry	Strategic Narrative	Employee Voice
Kingston Police	Best Policing in Kingston Borough	Integrity	Strategic Narrative/Engaging Managers
Northern Ireland Office	Culture change to make NIO fit for the future	Engaging Managers	Employee Voice/Integrity
Land Registry	Creating a digital voice	Employee Voice	Strategic Narrative/Integrity



CASE STUDY: WRIGHTINGTON, WIGAN AND LEIGH NHS



GO ENGAGE – THE WWL WAY HOW EMPLOYEE ENGAGEMENT IMPROVES PATIENTS LIVES

KEY LESSONS FROM THE WWL WAY

- Build the business case linking engagement to a key business metric and get ownership and support from the top.
- Continuous improvement, data led, evidence based approach works for staff engagement
- Act with energy, scale and momentum
- Give staff tools and opportunities to take ownership of their own engagement. This is the key to making sustainable changes.
- Tailored tools and approaches – one size does not fit all
- Get staff to opt in and use social movement to grow organically.
- Have a dedicated engagement resource that provides a neutral place for teams and managers to get support for driving engagement.
- Work in partnership with teams, unions and executives.



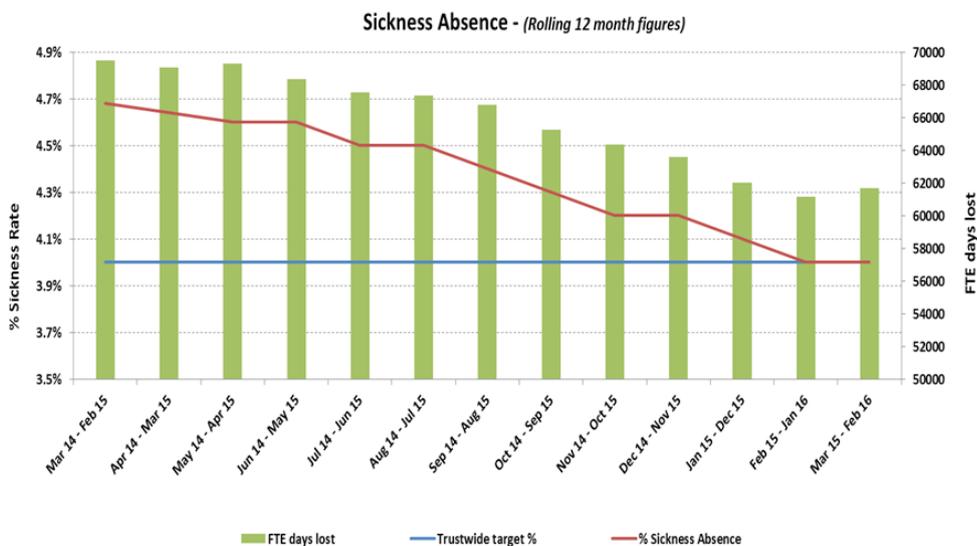
CASE STUDY: WRIGHTINGTON, WIGAN AND LEIGH NHS

ACHIEVEMENTS

Since 2007 Wrightington, Wigan and Leigh Trust have been focused on employee engagement and service transformation projects. What they have achieved is remarkable and this is their story.

- In the period 2007/8 to 2014/15 the Trust has reduced Total Serious Harm (TSH) cases by 86%*
*TSH includes deaths, MRSA, serious falls, and serious harm to patients
- In 2014 the Trust scored in the top 10% and this was sustained in 2015. In 2011 the Trust ranked in the bottom 20% in the acute sector for overall engagement in the national staff survey
- Only Trust to achieve 95% A&E target for patients being seen within four hours in 2015/16
- Reduced sickness rates by 15% (7000 sickness days in 2015/16)
- Reduced percent of patients who felt they had not been treated with dignity and respect from nearly 1 in 4 in 2011 to 1 in 6 in 2015.
- Reduced the percent of patients rating the service at less than 7/10 from 19% in 2011 to 14% in 2015.

Reduction in Sickness



your hospitals, your health, our priority



CASE STUDY: WRIGHTINGTON, WIGAN AND LEIGH NHS

Our Patient Care Impact

	2007-08	2015-16	% change
HSMR (not rebased)	126	52	-59%
Deaths in Hospital	1,561	1,115	-29%
MRSA	39	0	-100%
C Diff	373	12	-97%
Pressure Ulcers (<grade 2)	26	2	-92%
Serious falls	58	19	-67%
TOTAL HARMS	516	53	-90%

your hospitals, your health, our priority

BACKGROUND

In June 2013 the Wrightington, Wigan and Leigh NHS Foundation Trust recruited a full time occupational psychologist, Nicole Ferguson, as Head of Engagement. Nicole was tasked with moving the staff engagement for the trust from good to great and embedding listening and responding into the culture of the organisation. Nicole is responsible for over 4,500 people operating over three major sites delivering a range of healthcare services to the community.

Before Nicole joined, the trust had a strong need to improve standards of care to patients. They invested heavily in a range of quality improvement and service transformation programmes and by 2011 had started to see measureable improvements in patient care quality. However, the trust also ranked in the bottom 20% of trusts across the UK for staff engagement as measured by the NHS National Staff Survey.

But as Nicole says:

“Many of the quality improvement initiatives had brought measureable improvements in patient outcomes over the previous 3 years but the culture was really poor. We had basically driven people into the ground and we were not bringing our people with us. There was a risk that without good engagement and morale, these improvements would not be sustained.”



CASE STUDY: WRIGHTINGTON, WIGAN AND LEIGH NHS

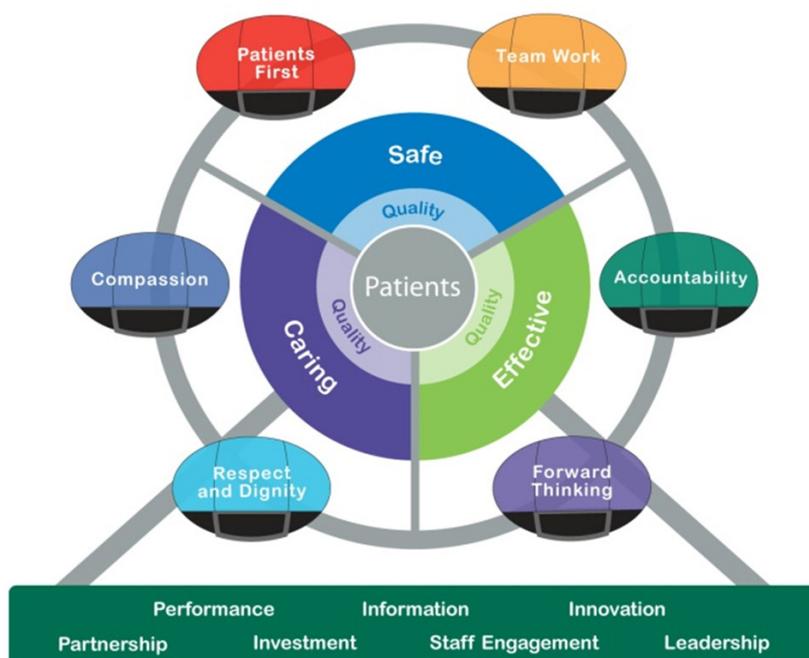
A report produced in 2012 by Michael West, Professor of Organisational Psychology at Lancaster University Management School, showed that when staff engagement was right better patient safety and standards of care ensued. The trust felt more could be done to improve patient safety and care quality and knew that boosting staff engagement and the internal culture would deliver sustainable improvements in patient care levels.

Early on after her start at the Trust, Nicole spent some time talking with staff to gain insight into what was going on:

“When I talked to staff what struck me was that they were very much bought into employee engagement, they wanted to do things but didn’t know what to do or how to do it. They wanted that clear guidance.”

Nicole introduced a science-based approach to identifying the determinants of engagement, a systematic approach to measuring and analysing the employee voice and a range of practical interventions that teams could use to improve engagement and performance. Nicole called this the ‘WWL Way’ and the approach Nicole and her team have developed has been so successful that eight additional NHS trusts have asked to adopt the programme which they now call “Go Engage” and is supplemented by an IT system they designed called “Xopa”.

USING THE FOUR ENABLERS



CASE STUDY: WRIGHTINGTON, WIGAN AND LEIGH NHS

1. Strategic Narrative

The trust were aware back in 2008 that they were not where they wanted to be in terms of patient care, engagement and efficiency. The trust developed a clear strategic narrative that set out what they expected from every member of staff which was communicated through a variety of channels and trainings.

The essence of the vision was: Safe, Caring and Effective.

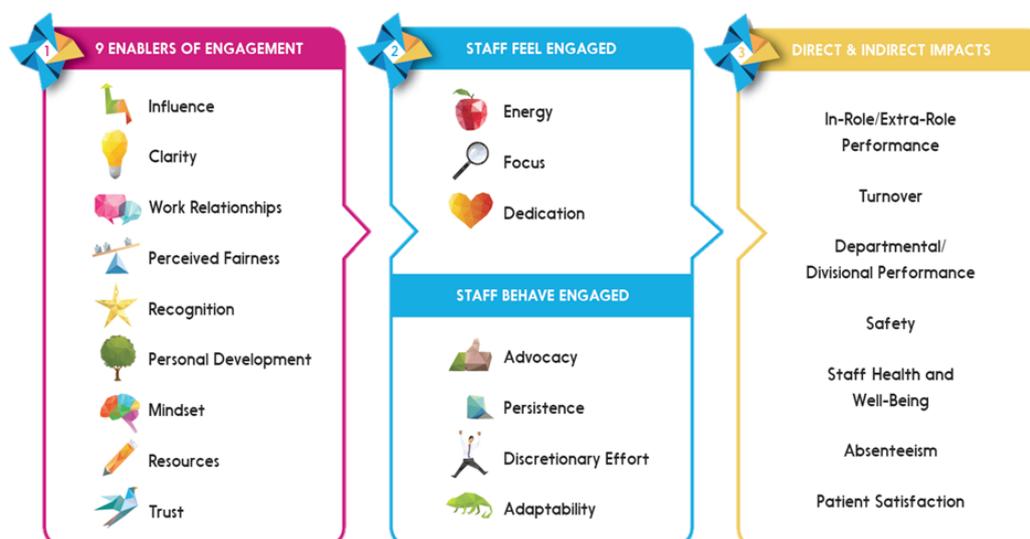
Although the trust board were fully behind the importance of staff engagement when the Michael West report was published in 2012 it became very obvious that staff engagement was the key plank in delivering their overall strategy.

2. Employee Voice

The hardest challenge facing Nicole was making the leap from good to great. A number of 'listening events' had been conducted across the trust but these lacked the frequency and rigour to deliver sustained change. Nicole knew there needed to be an evidence based, systematic approach to capturing and analysing how engaged staff were and what they were feeling. Combining her consulting and academic background Nicole developed the 'Go Engage' model:

"I created the model which measured how engaged staff felt, the kind of behaviours you would expect and also what drives the engagement, the cultural enablers. This was the key bit because people wanted to know what kind of things to change to drive engagement."

Our Staff Engagement Pathway



your hospitals, your health, our priority



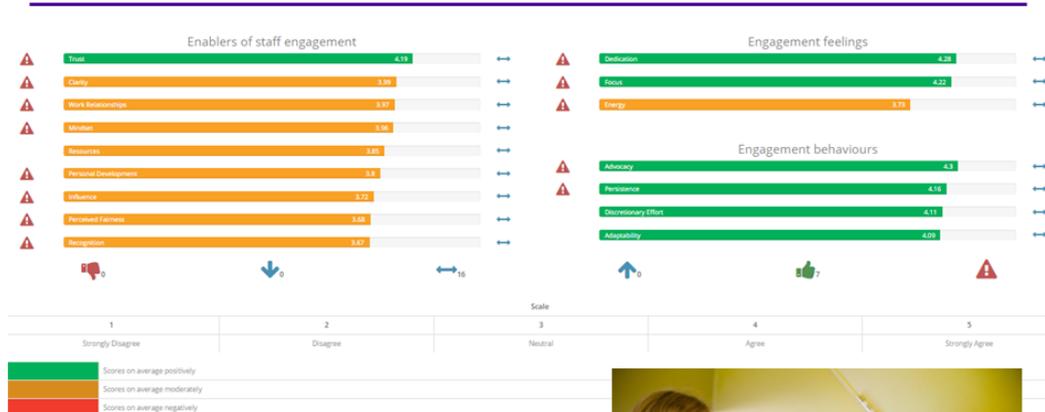
CASE STUDY: WRIGHTINGTON, WIGAN AND LEIGH NHS

Questionnaires were then designed around these elements to form the backbone of their staff engagement pulse survey.

Funding was obtained to develop an IT system to deploy and analyse the survey which is conducted every quarter to a representative 25% of the total staff population. The system is called Xopa and results of the pulse surveys are available for review within a week of completion making it timely and actionable.

The survey results can be drilled down into teams and functions and analysed to identify any 'hot spots' or potential problem areas. It can also identify trends over time and any significant shifts in culture or engagement over 3-12 months. Tailored plans can be developed to address the specific needs of a team or function recognising the different issues and triggers facing individual teams. One size does not fit all.

WWL's Xopa System



Our Xopa Online Platform

- Sends surveys
- Produces dashboards, themes comments
- Filters by staff group
- Identifies trends and hotspots
- Produces PDF reports



A range of tools and interventions have been designed to help teams and individuals to make positive changes. The whole process is supported by the board and executive team and is managed by an engagement steering group who report to the executive team and board.

Addressing recognition

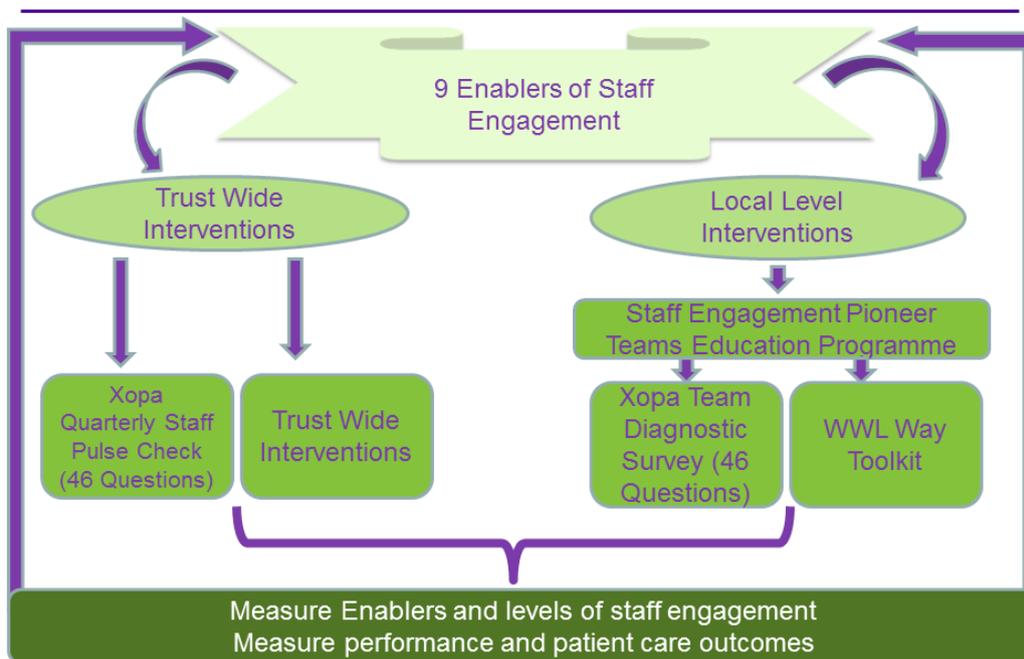
The pulse surveys were showing low scores on staff feeling valued and recognised. Nicole and the team undertook a listening event to explore the reasons why and staff identified that there was no informal way to quickly say thank you to someone who had made a difference to them that day.



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The staff developed 'Going the extra mile' cards and badges to give to each other when they want to publically say thank you to a colleague. The scheme has been welcomed by staff and has delivered a sustained increase in pulse survey recognition scores.

The Go Engage Model



ORGANISATIONAL INTEGRITY

Listening – Analysing - Responding

An organisation's ability to live and breathe the behaviours is reinforced when it develops a capacity to listen and respond to the needs of its staff. The frequency of the Go Engage pulse survey and ability to drill down to identify specific hotspots was particularly helpful in pre-empting a crisis in A&E.

Analysis of staff engagement levels within the A&E team were showing a disturbing trend of high engagement but low energy. The team knew that persistently reported low energy levels were directly correlated to higher sickness levels. It was determined that many A&E staff were approaching burnout. To pre-empt a potential staffing crisis the staff engagement team offered a tailored solution to A&E creating a mindfulness programme and resilience training to help staff positively manage the issues they were facing. As a result of the



CASE STUDY: WRIGHTINGTON, WIGAN AND LEIGH NHS

mindfulness initiative there was a 60% reduction in reported depression, 40% reduction in reported distress and a 15% reduction in the sickness rate.

Driving change from the bottom up – Pioneer Teams

Nicole:

“When I first started there was an expectation that I was going to personally deliver staff engagement to 4,500 people but I’m just one person! If I was going to make the broad impact needed I was going to have to empower them to do it themselves”.

Pioneer Teams Programme Toolkit

Core Tools	Supplementary Tools
Communication Cells <i>Work Relationships, Clarity, Trust</i>	Coaching <i>Personal Development, Work Relationships, Trust</i>
Listening Events <i>Influence, Recognition, Resources</i>	Building Resilience and Well-Being <i>Mindset, Resources</i>
Exposure Techniques <i>Mindset, Recognition</i>	Personal Development & Team Strength Inventories <i>Personal Development, Recognition</i>
Team Building <i>Work Relationships, Fairness</i>	Celebrating Successes <i>Recognition, Mindset</i>

your hospitals, your health, our priority

To this end Nicole and team created an opt-in team development programme called Pioneer Teams. Teams that were keen to make improvements applied to join the programme.

“This only works if teams opt in” says Nicole. “We tried putting teams onto it and found it didn’t work because teams were being forced to do it. There wasn’t the buy-in from the team to take part.”

The teams nominated to join the programme start with a 2 day training programme which goes into details about what engagement is all about and how they can make a difference using the tool kit developed.



CASE STUDY: WRIGHTINGTON, WIGAN AND LEIGH NHS

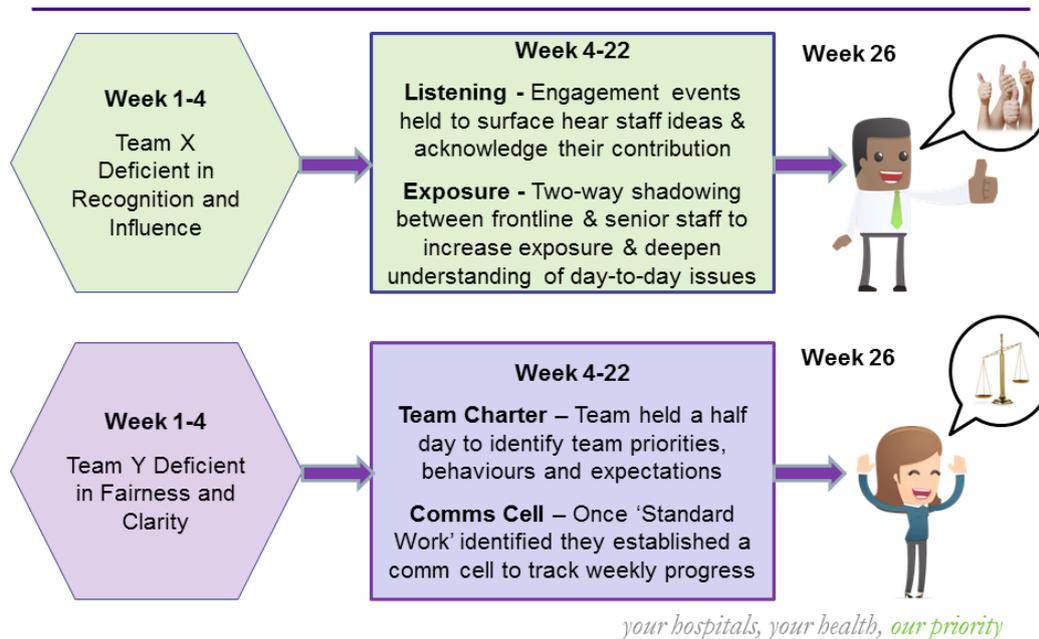
As Nicole says:

“In the programme teams start to understand that engagement is multi-faceted and they learn what tools work best to drive the changes they are seeking. Each team has their own needs and it’s really important that they see that and are able to tailor their own programme knowing they are doing the right thing for their team.”

Team engagement levels are surveyed at the beginning and six months later to determine the effectiveness of the programme. Says Nicole:

“With Pioneer teams we’ve seen some great improvements and the feedback has been really positive. But they are also able to sustain it. We’ve given them a helping hand and lots of guidance but they’ve also got the tools now to do it themselves. They can re-survey themselves whenever they want. It’s become part of the way they do things.”

Local Level Engagement Pathways



Pioneer Teams has been running for 3 years with over 50 teams undertaking the programme with every team showing improvements in engagement scores. One team managed a 25% increase in staff engagement in six months, the highest yet. The process is powerful because the teams themselves are driving the changes, engagement is not being ‘done’ to them.



CASE STUDY: WRIGHTINGTON, WIGAN AND LEIGH NHS



As Nicole mentions:

“The idea behind it was to create a social movement. People would see a success and say ‘we want to do this.’”

To tap into the idea of social movement every team who went through the Pioneer Team programme then presented their story to other colleagues at a ‘Pass it On’ event. The enthusiasm, energy and success relayed at these events, coming from their colleagues rather than managers, has made this programme very popular with some teams having to wait a year before they can attend.

Nicole explains:

“This isn’t a magic bullet, 20% of teams who apply usually need other help and support in terms of employee relations or leadership development work before they are ready to benefit from the programme. All the teams who apply will go through the programme eventually.”

ENABLING MANAGERS

The trust’s engagement programmes have been designed to be inclusive to managers and staff alike. As Nicole explains:

“We tie employee engagement into all our other organisational and leadership development programmes. Engagement is heavily covered as we are trying to help managers and leaders drive engagement.”

One of the key advantages of the Go Engage system has been detailed diagnostics on individual teams which can be used to develop specific and appropriate interventions to address the underlying issues.

Having a specific Engagement team provides a safe space for managers to approach asking for help in improving their team engagement scores without it being treated as an HR or performance issue. These discussions can then be used to help managers think about the steps they can take themselves and the resources they can draw upon to bring about the changes they seek. As Nicole goes on to explain:

“We work very closely with unions on staff engagement. They often have an ear to the ground on a lot of issues and this feeds into what we are doing. I think staff see that partnership as well and it’s a safe place to address morale and engagement.”

The trust provides a range of leadership and development interventions to help managers including access to coaching, a 360 feedback process and more formal skill training. The Go Engage system can then re-measure the team scores to determine the impact of these interventions.



CASE STUDY: WRIGHTINGTON, WIGAN AND LEIGH NHS

The approach gives managers the detailed insights into what is going on within their teams and helps them to be more responsive in how they manage. Take the A&E example earlier, a deep underlying issue was identified which the managers, working with the Engagement team, were able to develop an appropriate intervention for their team before it escalated into a sickness problem.

WHAT NEXT?

Having what is in effect an insight engine into staff engagement, the trust are able to determine where they need to develop new resources to achieve their visions. One emerging issue is the clear link between engagement and health and wellbeing. A new programme is being developed called 'Steps 4 Wellness' which will help employees to take care of themselves to enable them to deliver their best work. The team are also focusing on how they can help teams to be flexible and adaptable and thrive in the face of future challenges.

I would like to thank Nicole Ferguson and her team at NHS Foundation Trust Wrightington, Wigan and Leigh for their time and support in bringing this case study together.



CASE STUDY: WRIGHTINGTON, WIGAN AND LEIGH NHS



CASE STUDY: FRIMLEY PARK NHS

In October 2014 Frimley Park NHS Foundation Trust acquired Heatherwood and Wexham NHS Foundation Trust.

Frimley Park had been recognised by the Care Quality Commission (CQC) as the first 'outstanding' organisation in September 2014, whilst Heatherwood and Wexham Park at the time of acquisition were in special measures having been found 'inadequate' by CQC in May 2014. The acquisition represented the first successful acquisition of one Foundation Trust by another, and created some challenging organisation development imperatives in terms of staff engagement and culture.

Wexham Park CQC rating (2014)

	SAFE	EFFECTIVE	CARING	RESPONSIVE	WELL-LED	OVERALL
Accident and emergency	Requires improvement	Inspected but not rated	Requires improvement	Inadequate	Requires improvement	Requires improvement
Medical care (includ. older people's care)	Inadequate	Requires improvement	Requires improvement	Inadequate	Requires improvement	Inadequate
Surgery	Inadequate	Good	Requires improvement	Inadequate	Inadequate	Inadequate
Intensive / critical care	Good	Good	Good	Requires improvement	Good	Good
Paternity and family planning	Inadequate	Requires improvement	Requires improvement	Requires improvement	Inadequate	Inadequate
Services for children and young people	Good	Good	Good	Good	Good	Good
End of life care	Requires improvement	Good	Good	Requires improvement	Good	Requires improvement
Outpatients	Requires improvement	Inspected but not rated	Good	Inadequate	Requires improvement	Requires improvement
Overall	Inadequate	Requires improvement	Requires improvement	Inadequate	Inadequate	Inadequate



CASE STUDY: FRIMLEY PARK NHS



The newly formed Frimley Health Trust provides acute NHS hospital services for 900,000 people across Berkshire, Hampshire, Surrey and South Buckinghamshire. The organisation incorporates 9,000 staff across three main hospital sites at Frimley Park, Heatherwood and Wexham Park.

Frimley Park Hospital had national Staff Survey results dating back over a number of years consistently placing staff engagement in the top 20% of all NHS organisations. Conversely Wexham Park had staff survey results for staff engagement which were in the bottom 20%. The CQC’s inspection report (May 2014) about Wexham Park Hospital concluded that ‘cultural and leadership weaknesses had led to poor care and patient experience and disengaged and disempowered staff’.

Addressing staff engagement was therefore seen as a priority both to establish a collective culture across the new organisation, and to improve patient safety and experience as well as staff motivation and satisfaction at Wexham Park. The effect on patient outcomes was underpinned by the work of Michael West (2012) which clearly demonstrated that patient safety, standards of care, and patient experience are positively impacted when staff engagement is maximized.

In June 2014, a cultural analysis of the hospital sites identified some key strengths at Wexham Park Hospital in relation to the dedication and commitment of staff and strong team working. However, it revealed weaknesses in terms of lack of a clear vision and values, ineffective leadership whom staff did not trust, silo working, poor staff engagement, pockets of bullying, low levels of recognition, ownership and accountability and low morale.

An OD and People Strategy was developed based on the principles of MacLeod and Clarke’s (2009) research that “*staff engagement is driven by leadership, engaging managers, employee voice and an organisation which lives its values*”.

OD AND PEOPLE STRATEGY 2015-18
TRUST’S STRATEGIC PLAN/VISION

3 YEAR PEOPLE VISION: OUR STAFF ENABLE THE TRUST TO FULFULL ITS STRATEGIC PLAN/VISION



CASE STUDY: FRIMLEY PARK NHS

- From October 2014, a strong strategic narrative was communicated by the Chief Executive and other senior leaders through regular staff briefings and Trust communications channels with an emphasis on a clear line of sight between Board and Ward objectives. Face to face briefings hosted by the Chief Executive on a monthly basis on all sites and open to all staff continue to ensure that there is an opportunity for staff to engage directly with the most senior leadership.
- Quality ‘walkabouts’ also provide an opportunity for senior leaders and lay members to connect directly with staff, hearing about challenges and issues at the ‘coal face’
- Frimley Health’s shared values and associated behaviours, which had originally been developed collectively with staff at Frimley Park were refreshed through consultation with the new wider staff community and launched in November 2014. These values were embedded into HR systems including values based recruitment, corporate induction and the appraisal process. Staff reported that having a common set of values based behaviours provided them with a language through which they were able to discuss and challenge colleagues who were not demonstrating these. This contributed to staff feeling more empowered to tackle poor performance.



<p>Committed To Excellence</p> <ul style="list-style-type: none"> ✓ We make safety and quality a priority for ourselves and others ✓ We go the extra mile ✓ We set ambitious goals for ourselves ✓ We strive to achieve our goals consistently to the highest possible quality standard, getting the basics right every time ✓ We have a positive outlook ✓ We deliver what we promise ✓ We work hard to solve problems if things go wrong and make them right ✓ We take responsibility for our own performance and for bringing our values to life 	<p>“We are committed to excellence in everything we do, striving to be one of the best acute trusts in the country.”</p>
<p>Working Together</p> <ul style="list-style-type: none"> ✓ We are friendly, welcoming, courteous and caring ✓ We act fairly and compassionately ✓ We are open, honest and candid with others ✓ We trust other people as individuals and respond to their needs ✓ We respect others’ privacy and rights ✓ We listen and ensure we understand ✓ We encourage and support colleagues ✓ We work as part of one team with colleagues within and outside the Trust in support of patient needs 	<p>“We are working together as one team dedicated to meeting patient needs.”</p>
<p>Facing The Future</p> <ul style="list-style-type: none"> ✓ We challenge poor performance in others and expect to be challenged if our own performance is poor ✓ We are open to developing ourselves and to constructive feedback ✓ We change things for the better ✓ We make best use of public money by being as efficient as possible ✓ We engage with others to improve how things are done ✓ We speak up if things could be done in a better way ✓ We see change as an opportunity not as a problem 	<p>“We are facing the future, continuously improving our performance and adapting services</p>



CASE STUDY: FRIMLEY PARK NHS

- The new organisation was restructured and new leadership appointments made. Values-based expectations of leaders were set out in on-boarding interviews. Leaders are expected to role model the values, challenge behaviour that does not meet these standards, make staff engagement a priority and be visible, approachable and effective communicators

Leading Staff At Frimley Health EMPOWER people to live the values						
As a Leader At Frimley I Will:						
E Engagement	M Motivation	P Performance	O Ownership	W Well-Being	E Encouragement	R Recognition
<ol style="list-style-type: none"> 1 Be visible and available to the team 2 Be a positive role model and actively promote the Trust's Values 3 Be flexible in my approach and adapt my leadership style to work effectively with all staff 4 Inspire my staff so that they feel they work 'for' Frimley Health rather than 'at' Frimley Health 5 Engage with other teams - Intranet, external and with the local community 6 Look outside my area of work for information and ideas that could bring about continuous improvement 	<ol style="list-style-type: none"> 1 Inspire staff to go the extra mile for the Trust by encouraging a climate of high expectations in which everyone looks for ways for service deliver to be even better 2 Communicate a clear picture of the Trust's future and how my staff fit into that future 3 Describe future changes in a way that motivates and inspires staff, patients and the public 4 Lead my team to deliver a fully joined-up service 5 Stretch myself and my team so that we embrace new challenges and achieve ambitious targets 	<ol style="list-style-type: none"> 1 Nurture and develop staff by providing opportunities to gain wider skills, knowledge and experience 2 Set clear standards of behaviour that ensure tasks are achieved in line with the Trust's values 3 Hold regular, constructive appraisals including SMART objectives relevant to Trust, department and development objectives 4 Have frequent, open and honest conversations with my staff about their performance 5 Hold my staff to account and act quickly to manage poor performance or unacceptable behaviour in a fair and consistent way 	<ol style="list-style-type: none"> 1 Support individuals and my team to take responsibility for their performance and results 2 Specify and prioritise what is expected of individuals and my team 3 Encourage my team to anticipate customers' future needs 4 Support my staff to feel empowered to develop their own solutions to improve services 5 Hold regular team meetings to ensure everyone is kept informed and feels part of the team 	<ol style="list-style-type: none"> 1 Demonstrate that the health and well-being of my team are important to me 2 Create the conditions that help my team provide mutual care and support 3 Provide a caring and safe environment to enable staff to develop resilience and to achieve a good work/life balance 4 Bring new members of staff on board 5 Notice any negative and unsettling emotions in my team and act to put the situation right 6 Understand the unique qualities and needs of my team and treat them as individuals in a fair and consistent way 	<ol style="list-style-type: none"> 1 Give regular and constructive feedback and direction 2 Ask for feedback from my team 3 Encourage my team to learn from each other 4 Actively invite input, ideas and contributions from my team in order to shape future plans 5 Encourage my team to put themselves in other people's shoes 6 Encourage my team to look at problems from a different perspective and to learn from mistakes 7 Encourage my team to work collaboratively with other teams 	<ol style="list-style-type: none"> 1 Recognise and actively appreciate each person's unique perspective and experience 2 Actively look for opportunities to recognise and celebrate success 3 Praise good practice and encourage initiative 4 Give recognition for extra effort 5 Constantly look out for opportunities to reward high standards

- In November 2014, a Code of Conduct for Leaders (EMPOWER) was launched to help embed the values and emphasise the Trust's expectations of leaders. This code was made available to all staff in order to allow them to raise questions with managers when these behaviours were not being lived
- The Trust's values were articulated in a refreshed customer care programme in April 2015 with a recommendation that all employees attend
- In February 2015, a refreshed Leadership Development Strategy was launched. Leadership programmes are based on principles of collective



CASE STUDY: FRIMLEY PARK NHS

leadership, fostering engaging leadership styles (coaching, facilitation, collaboration) and Team Based Working (West and Markiewicz <http://www.astonod.com/team-tools/aston-team-journey/>) as levers for culture change, innovation, improvement and high performance

- In March 2015, a Listening into Action approach was implemented involving the Chief Executive leading staff conversations to address barriers to effective patient care. Using community conversations to listen to staff, and in many cases finding solutions to challenges from those working most closely with patients
- Corporate and local recognition systems are in place recognising demonstration of the values and other factors such as long service. A 'Thank You' scheme was launched to encourage managers to thank staff for their contribution and effort.



CASE STUDY: FRIMLEY PARK NHS



The importance of recognition

Quarterly pulse staff surveys show a marked improvement for engagement at Wexham Park Hospital. In June 2014 40% of staff recommended the hospital as a place to work. In March 2016, this had increased to 63%. In June 2014, 45% of staff recommended the hospital as a place to receive treatment. In March 2016, this had increased to 77%.

The annual NHS Staff Survey 2015 and 2016 indicated that staff engagement was in the top 20% when benchmarked against all acute trusts (Wexham Park had been in the bottom 20%).

Turnover of staff reduced from 15.4% in January 2015 to 14.6% one year later. Sickness rates reduced from 3.3% to 2.96%.

Wexham Park Hospital has achieved all its performance standards consistently over the past year. 95% of patients now recommend Wexham Park as a place to have treatment. Complaints have reduced by approximately 50% compared with a year ago.

The Care Quality Commission inspected Wexham Park Hospital in October 2015 and gave it a Good rating overall, a rating received by only 1 in 4 hospitals.

Committed To Excellence Working Together Facing The Future

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Good	Good	Good	☆ Outstanding	☆ Outstanding	☆ Outstanding
Medical care	Good	Good	Good	Good	Good	Good
Surgery	Good	Good	Good	Good	☆ Outstanding	Good
Critical care	Good	Good	☆ Outstanding	Good	☆ Outstanding	☆ Outstanding
Maternity and gynaecology	Good	Good	Good	Good	Good	Good
Services for children and young people	Good	Good	Good	Good	Good	Good
End of life care	Good	Good	Good	Good	Good	Good
Outpatients and diagnostic imaging	Good	Not rated	Good	Good	Good	Good
Overall	Good	Good	Good	Good	☆ Outstanding	Good



CASE STUDY: FRIMLEY PARK NHS



Their report noted that “staff said the culture had improved markedly and was much more open at all levels with an incident reporting culture that provided opportunities for continual learning. The workforce were positive and ambitious, felt valued and able to put excellent patient care and experience at the heart of their work. The staff were aware of a clear vision and set of values and behaviours and that action was taken to tackle staff who did not demonstrate the values expected. Staff said that senior leaders were visible on the wards and engaged with the front line. They felt listened to and feedback was acted upon.”

During the inspection, patients gave positive feedback that staff were enthusiastic, professional and considerate, going the extra mile to ensure patients received the care they would want their own families to receive.



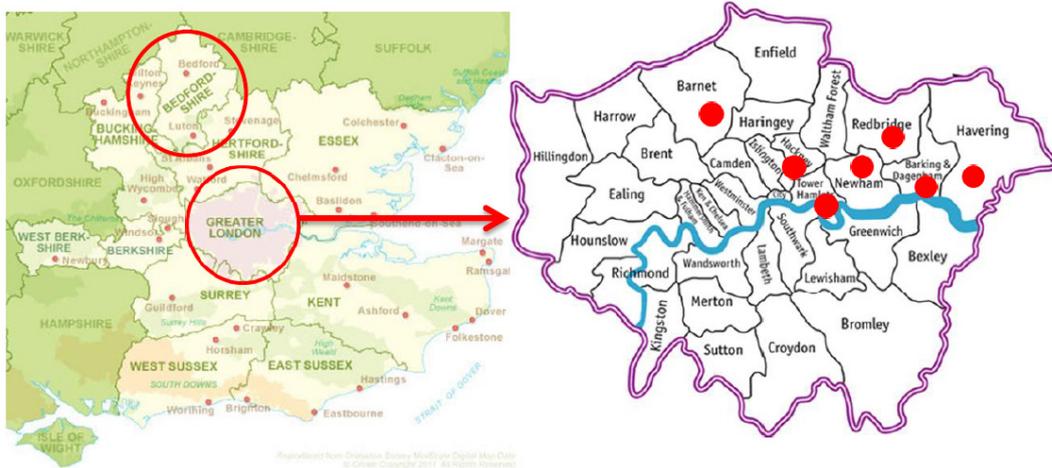
CASE STUDY: EAST LONDON NHS



CASE STUDY: EAST LONDON NHS



ELFT at a glance



Our Services

Mental health services

Newham, Tower Hamlets, City & Hackney, Luton & Bedford

Forensic services

All above & Waltham Forest, Redbridge, Barking & Dagenham, Havering

Community health services

Newham

Child & Adolescent services, including tier 4 inpatient service

IAPT

Newham, Richmond and Luton



CASE STUDY: EAST LONDON NHS



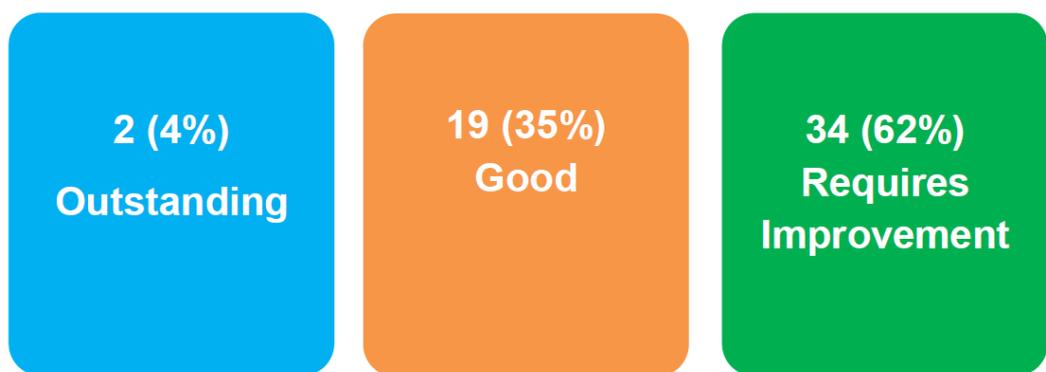
Case Study

East London Foundation Trust from patient deaths to 'outstanding experience' in six years.

Learning

1. Use executive team to learn from front line staff, remove barriers and challenge practice;
2. Systematically share and record the data that is collected and ensure that the Board have sight on this data;
3. Improve the quality of the largest staff group through values based recruitment, targeted development programmes and working with local universities;
4. Enable open access to all staff and partners to learn about improvement methodologies level;
5. Support staff to find time and space for improvement work;
6. Support involvement of service users and carers in improvement work.

The National Picture for MH Trusts



CASE STUDY: EAST LONDON NHS



Living the Values

We are a values driven organisation

We care

Everyone is entitled to the highest quality care.

We respect

Everyone should be treated with kindness and respect.

We are inclusive

Everyone should have access to our services when they need them and we actively seek suggestions on how we can improve.

Our vision and mission

ELFT's vision is to make a positive difference to people's lives.

And we aim to achieve this by providing the highest quality mental health and community care in England.

Achieving our vision means living our values and working together with our patients, carers and partners.



“Employee engagement emerges as the best predictor of NHS trust outcomes. No combination of key scores or single scale is as effective in predicting trust performance on a range of outcomes measures as is the scale measure of employee engagement.”

- Professor Michael West



CASE STUDY: EAST LONDON NHS



The culture we want to nurture



Ten year journey for the Trust

Three patients die on psychiatric ward

Three patients have died within 12 months on the same ward following warnings from unions about budget cuts



CASE STUDY: EAST LONDON NHS

Three patients die on a psychiatric ward...

This was the Guardian headline in 2011 after a series of deaths on one ward in Tower Hamlets, a mental health unit run by East London Foundation Trust. One of the deaths was a homicide. Despite already being classed as 'excellent' by the NHSLA level 2 health check in 2008, it was clear that there was a gap between board and ward which spurred the executive team to take a fresh look at what was needed to focus on culture, staff, engagement and improvement.

Listening

The executive team undertook an intensive series of visits to front line services which involved creating real spaces for listening to front line staff, taking action on what they heard, and enabling staff to make changes to working practices.

Since 2010, executive walkarounds have become part of the everyday experience at ELFT; each member of the extended executive team undertakes a visit to a front line team on a weekly basis for around an hour.

The format is improvement focussed and the same questions are asked of each team covering what they are proud of, what gets in the way and what they are working on as a team to improve. There is then some time for open discussion.

All visits are written up, circulated to the rest of the extended executive team and action is taken to enable the team to remove the things that get in the way of delivering the care that they want to deliver.

The key areas and themes that arise are regularly reviewed and reported on to the Board, and a recording system is in place to curate the visit write ups.

This has led to significant improvement in visibility of senior leaders, staff experience and relationships within the Trust.

Improving the quality of the largest staff group - Nursing



CASE STUDY: EAST LONDON NHS



Development programmes

- Available for nurses at every level
- Up to 35 days of learning per participant
- Leadership, personal and clinical skills development

Values based recruitment

- Assessment days to recruit staff who are caring, respectful and inclusive
- Growing our ELFT nurse leaders that embody the values and culture that the trust wanted to create.

Partnerships

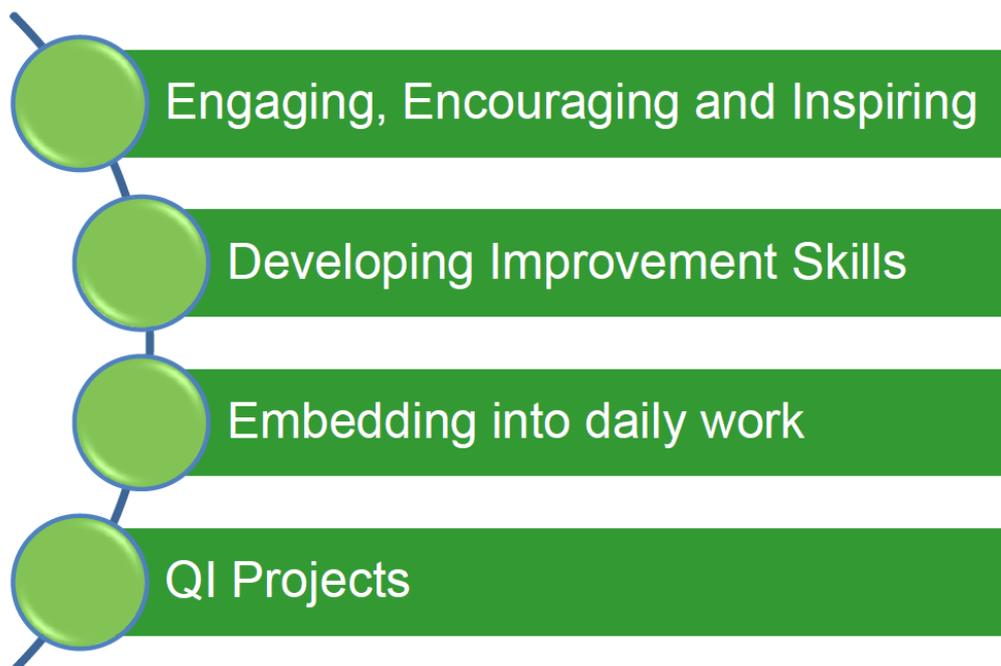
- Working with the local universities to recruit student nurses and provide input to their clinical education.

Culture

- Developing reflective practice as a core competence for every nursing team.
- Each team has regular away days and reflective practice sessions to learn from incidents, develop areas for improvement and increase safety.

Developing a culture of Quality Improvement

Through four key strands of work:



CASE STUDY: EAST LONDON NHS



Engaging, Encouraging and Inspiring:

- Targeted communications for different groups;
- Sharing stories of quality improvement- at board, through directorate learning events, newsletters sent to partners and for internal communications, a microsite;
- Celebrating success through awards, publications, annual conference;
- QI microsite on open access to the whole world with resources and stories

Developing Improvement Skills:

- Developed internal infrastructure to deliver;
- Delivered 7 waves of improvement science in action training to over 700 staff -52 hours per participant of development over a 6 month period;
- Developed 'pocket QI' a shorter programme enabling enough learning to get started in delivering improvement.

Embedding into daily work:

- Learning systems – quality dashboards, tools to support quality planning, assurance and improvement;
- Build internal support networks to help those working on quality improvement projects including a QI coach, an improvement advisor, a senior sponsor, QI forums, learning systems and support with involving service users and carers in QI work.

QI Projects:

- Identify core priorities for projects, at ELFT these are Reducing Violence across all inpatient services.



CASE STUDY: EAST LONDON NHS



Twelve QI projects published or submitted for publication

Using league tables to reduce missed dose medication errors on mental healthcare of older people wards

Alan Cottney
East London NHS Foundation Trust

Low stimulus environments: reducing noise levels in continuing care

Juliette Brown, Waleed Fawzi, Amar Shah, Margaret Joyce, Genevieve Holt, Cathy McCarthy, Carmel Stevenson, Rosca Marange, Joy Shakes, Kwesi Solomon-Ayeh
East London NHS Foundation Trust

Developing psychological services following facial trauma

Deba Choudhury-Peters, Vicky Dain
East London Foundation Trust, UK

Psychological Medicine in Bart's: improving access and awareness

Arethi Pavlidou
ELFT, UK

Improving physical health for people taking antipsychotic medication in the Community Learning Disabilities Service

Ian Hall, Amar Shah
East London NHS Foundation Trust

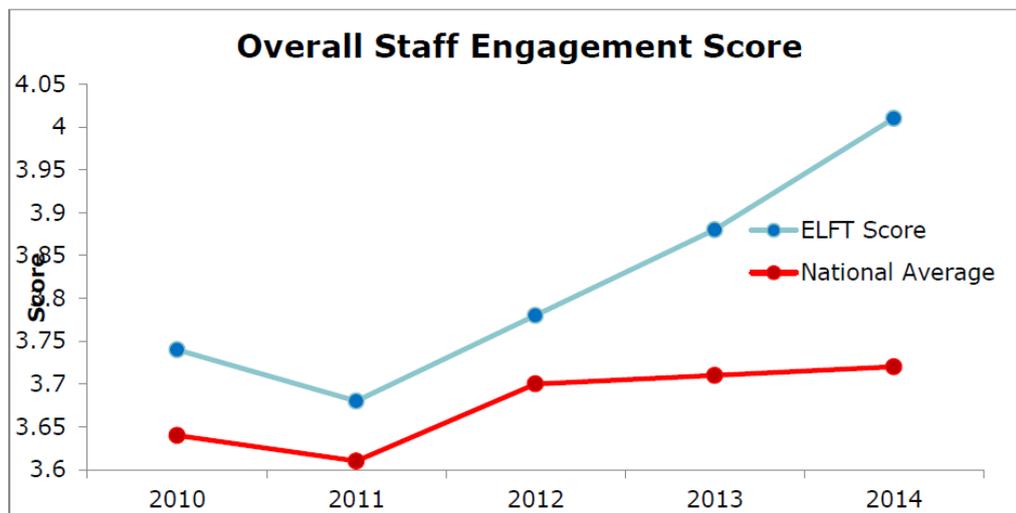
Shortlisted for 15 national awards, won eight



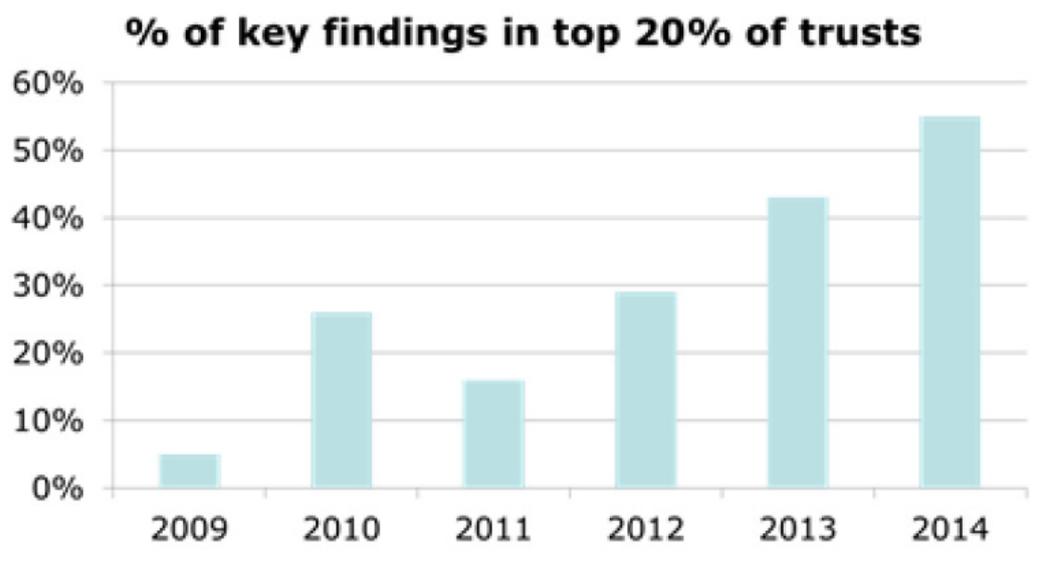
CASE STUDY: EAST LONDON NHS

Outcomes

Over a period of five years there has been a steady improvement in the number of scores that were in the top 20% for all Trusts.

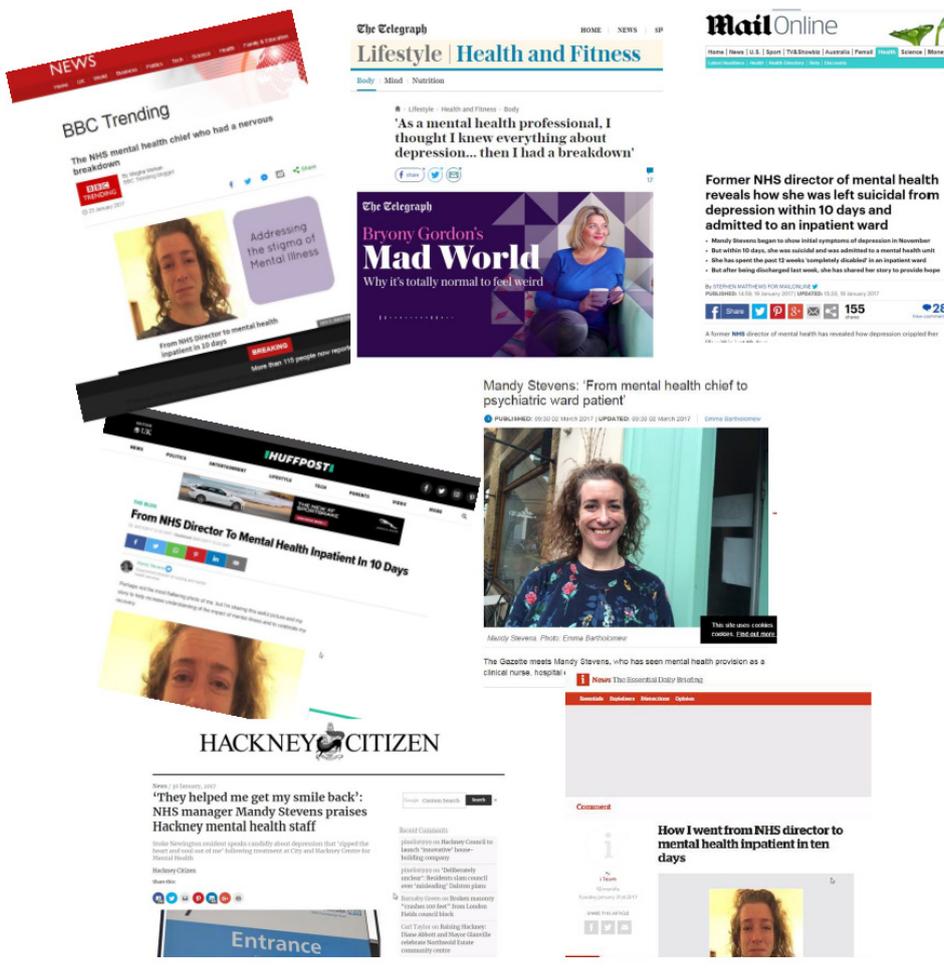


Success factors



CASE STUDY: EAST LONDON NHS

A personal story - Mandy Stevens



From NHS Director to Mental Health Inpatient in 10 days...



In a LinkedIn post that has been shared more than 5,000 times, Mandy Stevens shared a photo of herself, red-eyed with matted hair, in the midst of a depressive episode that resulted in her being hospitalised. She wrote the post on the day she was discharged from a 12 week stay on the inpatient ward at the City and Hackney Centre for Mental Health in London. Whilst in hospital and after she was over the worst, Stevens says she felt a bit like an “undercover cop” as she observed how the ward was run. Since her discharge she has spoken passionately and movingly about the care she received whilst at ELFT.



CASE STUDY: EAST LONDON NHS



The link between staff engagement and patient experience

“The nurses here have humbled me completely and reminded me of my pride in my profession. The management and the whole multi-disciplinary team have supported me through this nauseous journey and given me strength and hope to keep going. Without exception, they have been compassionate, professional, kind and caring. Long live the NHS.”

“Without exception the staff treated all of the patients with dignity and respect.”

“East London Foundation Trust is one of only two Mental Health Trusts in the country to receive an “outstanding” rating by the Care Quality Commission. I have experienced this outstanding care in my hour of need and it has been truly remarkable.”

- Mandy Stevens



CASE STUDY: NETWORK RAIL



Network Rail owns and maintains Britain’s railway through a workforce of around 38,000 employees spread across depots, stations and offices. We are responsible for more than 20,000 miles of track, signalling, bridges, tunnels, level crossings and stations. Our organisation is striving for “A better railway for a better Britain”.

Our people are very committed to the railway and their important role in serving the British public. Our size and geographical spread of employees is vast and covers all corners of England, Wales and Scotland. We also operate a 24/7 network and our busiest times are when the rest of the country is relaxing, be it overnight or bank holidays, including even Christmas Day.

Challenge

Since 2013, Network Rail has carried out a biennial employee engagement survey called Your Voice. This is designed to give everyone an opportunity to give their views on the company, their job, their manager and other key aspects of working for Network Rail.

About half our staff participated in the survey in 2013 and 2015.

Following the survey, teams are encouraged to agree and work on action plans to jointly develop improvements across the business. Whilst there were pockets of great work going on, due to the size and geographical spread of the organisation, we realised that individuals found it difficult to recognise that action was being taken. This reduced their trust in the organisation and their belief that their voice was being heard, which in turn deterred them from completing future surveys. Even where action was being taken and publicised, individuals found it particularly hard to link these changes to the feedback they had provided via the Your Voice survey.

The Plan

We realised we needed to make the actions that were occurring more visible to all employees. We also hoped that as actions were shared more widely, this would provide momentum for more actions to take place across the organisation.

Our Employee Engagement team joined forces with our Internal Communications team to devise and plan a campaign that would achieve these two outcomes.

The key driver for the campaign was Question 45 from the “Your Voice” survey which asks respondents how positively they – “believe action will be taken as a result of the problems identified in this survey”. For the past two survey cycles



CASE STUDY: NETWORK RAIL

response to this question had remained static at 37% positive. We knew that acting on the Your Voice results and communicating these changes to employees would help ensure employees would realise the organisation is listening and that would increase their levels of engagement.

We designed a campaign showing employees that the company listens and reacts to their feedback – emphasising that improvements are being made as a direct result of their input via the Your Voice survey.

The campaign was to be delivered nationally, have an impact locally and aimed to reach the majority of employees including those at the frontline. The messaging used was to be positive, upbeat and not only raise belief that action was being taken on problems identified in the survey, but to gather momentum at all levels of the organisation for more action to occur.

We targeted the campaign via a multi channelled approach, adorning the company's 11 busiest sites with printed collateral – reaching c.11,000 employees in locations including Milton Keynes, Cardiff, Birmingham and Glasgow along with using digital channels for the more remote, harder to reach individuals.

We agreed on the strap-line **'You Said. We Did'**.

We knew we needed to get our people involved in the campaign and show other employees that their voices really did matter. We decided to create attention grabbing messages using real quotes from our employees, alongside their photos and to help make the connection to the Your Voice survey expanded our strap-line to: You Said. We Did. Your Voice in action.

We planned both print and digital collateral for the campaign – including posters to be used across offices and depots, banners for elevated walkways, desktop calendars and action planners. Alongside this, online material would include digital posters and web banners, and a dedicated Yammer group #YouSaidWeDid for employees to share their stories in their own words – their voice.

Regular weekly activity and content was created to drive continuous engagement and to continue to provide the links for employees of the actions that were being taken.

The Campaign

We had the support of a route managing director who fronted the campaign from a leadership perspective. He was able to gain the support of his senior colleagues by asking them to undertake a variety of supportive activities.

Another key part of this campaign was the opportunity it presented to bring together the HR and Internal Communications teams within Network Rail. While these teams work collaboratively in the national teams, the experience in the routes and business areas before this campaign began had been reported as 'mixed'. By asking local communications teams and HR teams to use the collateral provided, looking for and publicising local stories, they were drawn together through a shared purpose.



CASE STUDY: NETWORK RAIL



Officially launched at the end of October 2016, a continuous programme of weekly activity and campaign content was delivered. This was supported by a robust plan to maintain momentum through bursts of news stories and videos. The most prominent element of the campaign was the posters, which were hung throughout our 11 busiest offices. This series of storytelling posters highlighted employees from all levels of the organisation alongside their feedback request, beside a senior colleague explaining how this feedback had been acted on. This truly brought the central strapline of “You Said” – “We Did” to life.

Supporting these posters was a series of films highlighting in more detail how action had been taken in response to the issues raised in Your Voice which created a ‘mini-series’ that built throughout the campaign.

We were really pleased with the outcome. The combined intranet stories received more than 45,000 views. The newly updated intranet page moved up the rankings from 652nd to 58th most viewed page. Activity on Yammer increased and local teams supported each other in proudly sharing their actions.

Your Voice 2017 ran in the late summer and early autumn 2017. Just under 4,000 more staff participated than in 2015 raising our response rate to 56%. 38% of respondents think action will be taken, so there is plenty more work to be done, but from little acorns mighty oaks grow. We’ll continue to raise the profile of Employee Voice and link it directly to the results of the Autumn survey and team action planning. We are working to embed LEAN to encourage innovation, ideas and efficiencies, and looking at how we can help our employees help us innovate and be more efficient so that our customers benefit. Our message to our employees is clear. We want you to talk to us. We value your suggestions. We are taking action and we are listening.



CASE STUDY: HOME OFFICE - ILFORD

The goal is to understand, and better support, vulnerable people in the Ilford area. The challenge is to get ‘frontline’ services talking better to each other, those developing strategic thinking in Whitehall talking better to each other, and frontline and centre talking better to each other. Relationships are in place that help, for example, a Domestic Violence Unit to engage with other teams. But at other times, linking a person to the help they need can rely solely on an individual’s proactivity, the breadth of their own professional networks, and the time, patience and energy to make the necessary telephone calls.

Ellie, on secondment with the Home Office’s Strategy team, took the initiative to arrange an event for frontline teams in Ilford and central Government Departments. The aim of the event was to increase understanding of where an intervention could really transform a vulnerable person’s life and circumstances, and to form links with a view to better sharing of information. Her motivation for this was that she had seen first-hand the effects of working in silos on individuals, where often the required intervention came too late.

Ellie made a list of all the frontline services in Ilford she knew about, and of relevant central Government Departments. She populated the list with contacts she had built up over the previous 18 months and rang up other teams to find out who might be interested in attending. In all she issued over 100 invitations. 60 people attended, from central Department strategy teams, Home Office, Dept of Health, DfE, DCLG, and DWP, and frontline workers on housing, community safety, employment, child protection, youth offending, schools, social services, mental health, fire, immigration enforcement and the police.

The day was organised to discover what multiple strategy teams having conversations with multiple frontline workers could yield, specifically for citizens. It opened with perspectives from a borough commander working with the private sector on safeguarding, the Head of Community Safety in Ilford, and the Director of Strategy and Transformation at the Home Office. The bulk of the day was spent in world café format based around case studies of individuals commissioned by Ellie from her contacts in frontline teams. The author of each case study facilitated a table conversation introducing and talking through the life story of a vulnerable individual showing how they had got to the situation they now found themselves in. The participants round the table then discussed the what points where there could have been an intervention that could have made a key difference. The participants then moved to another table to discuss another case study.



CASE STUDY: HOME OFFICE - ILFORD

Participants found a conversation centred on the story of a particular individual, where the person telling the story knew the individual, powerful and thought-provoking - much more so than simply reading about them. It reminded frontline staff of real clients and prompted thoughts on possible action in relation to them which might lead to better outcomes.

All of the delegates came together for a summary discussion at the end to reiterate the actions to be taken forward.

Challenges and Solutions

The invitations to the event were well-received both by teams in Ilford and central Government. 100 invitations generated 60 attendees. Ellie wonders whether 300 invitations would have made the day even more worthwhile, since both time and resourcing were a challenge to all concerned. Time to attend: participants said they had a better understanding of all the different teams involved, their thinking had been stimulated, and they had a desire for more regular information sharing, but would the demands of the job allow time for this sort of event more regularly? Time and resource to organise the event: it was a big job to organise it, particularly identifying all the relevant teams, and Ellie regrets not being able to capture and disseminate more of the outputs from the event.

The overall benefits as explained by delegates were:

- Insight into other teams and services, strategic direction, and funding constraints
- Encouragement for future partnership working and networking
- Great to share ideas and have the opportunity to make things work better for the borough
- The need highlighted for better information sharing and recognition that other organisations were often best placed to deal with residents.

Taking it forward in Ilford (next steps)

- A further focus on a joined-up person centric approach, adopting a place-based approach needs further work, but seeds have been sown and delegates welcomed the opportunity
- Focus on prevention, and understanding various services on offer (achieved on the day), to avoid passing vulnerable people from service to service
- Practitioners called for clearer, more aligned escalation pathways for individuals and more broadly for Personal, social, health and economic (PSHE) to start in primary schools.



CASE STUDY: HOME OFFICE - ILFORD

Taking it forward more broadly

The Home Office strategy team were encouraged by the event and is keen to help the parts of the Home Office sector working with vulnerable individuals to think about operating differently to improve decision making and acquire additional tools to create better outcomes for vulnerable citizens. From December 2017 events are taking place, initially in Exeter and Manchester, bringing together representatives from the police, fire service, health services, charities, and academia to come up with better ways of supporting vulnerable members of society.

Empower your employees to follow through on their ideas.

For those working in complex, multi-disciplinary, services:

- Try something similar!
- Get a better understanding of causes and effects of life choices, develop knowledge and insight, and then the money to get real joined-up evidence
- Make a concerted effort to really focus on prevention
- Establish “purposeful activity” for people and ensure it exists systematically, not just in pockets
- Aim to make people self-sufficient rather than keep “propping “ them up.



CASE STUDY: HOME OFFICE - PASSPORT OFFICE

Her Majesty's Passport Office (HMPO) wanted to develop and embed a more customer centric culture, moving ownership away from 'the organisation' to individuals – for all staff to understand how important they are in delivering this and that they all have personal responsibility for the service customers receive, not just the Customer Service Team.

As part of our engagement with staff to deliver world class customer service, we designed the Customer Champion role and asked staff to volunteer by explaining their ideas and personal commitment to customer service. We chose a broad mix of people to reflect our diverse customer groups and to ensure coverage from all business and geographical areas, including staff dealing with both UK and international customers.

Customer Champions are genuinely customer focused staff who are motivated to look for ways to improve customers' experience at every stage of our process. They help us ensure that customers are listened to and their feedback is acted upon. Customer Champions give vital insight into our customers' needs, based upon their day to day dealings with customers, but also their understanding of our business.

Champions share best practice and success stories to benchmark excellent customer service, ensure improvements are made and inspire colleagues to exceed customers' expectations. They encourage continuous improvement - looking for opportunities for more efficient ways of working; supporting and helping drive through necessary changes for the benefit of the customer. They provide support for each other, working with a non-hierarchical approach to convert customer feedback into appropriate actions for improvement.

The Customer Champion Network consists of over 100 staff, who are Champions in addition to their 'day jobs'. They have the full support of the Board including the Director General and the Chief Operating Officer and have been empowered to find resolutions to problems and implement changes. Senior Leaders signed up to Customer Champion Charter/terms of reference to pledge support, guidance and the time to allow Customer Champions to be truly effective. The charter sets out the beliefs, core values, behaviours and principles required by our senior leaders and line managers and our Customer Champions to allow the Customer Champion Network to operate successfully.

Champions raise awareness and help bring about our customer centric culture change. One of our four Transformational Pillars is delivering 'World Class Customer Experience' and this ties in with the Customer Assurance vision statement “

We will use the customer voice as a catalyst to inspire our colleagues to deliver a world class customer experience”



CASE STUDY: HOME OFFICE - PASSPORT OFFICE

The Champions have been further empowered by our Operational Excellence (OpEx) initiative. Another of our Transformational Pillars being a 'Great Place to Work' and OpEx allows our organisation to drive a change in attitude and culture. It encourages people to engage and try new ideas and working practices.

Staff and managers are fully committed to both the Customer Champions and OpEx and have very much welcomed the ability to be involved in suggesting new ideas. Colleagues use the Customer Champions Network to discuss and recommend areas for improvement in customer service and are very happy to have this point of contact to raise ideas. OpEx also empowers staff to be fully engaged and suggest improvements through other channels including our staff suggestion scheme and Continuous Improvement Team. Managers are supportive of this and daily team meetings ensure that everyone is included in the discussions.

The Customer Champions were heavily involved in developing the values within the charter and communicating it to their colleagues. To articulate the values required to deliver World Class Customer Experience through the development of our Customer Charter, we invited staff to a number of workshops to hear what values, behaviours and standards they wanted to see in the Charter. We also consulted with Home Office Staff Networks and our Trade Union regarding the standards and values in order to get buy-in from everyone. To empower staff to deliver against these customer commitments, we helped everyone to understand what is required of them through promotion of the charter, using a range of targeted communications - staff newsletters, e-mails, awareness notes and team meetings – encouraging feedback from staff at every step. We linked our values to our 'brand' and we recognise and reward staff for 'living the values'.

Challenges and Solutions

Managing and communicating with such a large, diverse and geographically dispersed group is challenging. We engage with these staff regularly in a variety of ways including quarterly face to face conferences, where Champions can network directly with each other, discuss issues and solutions and share best practice and successes. These conferences are always attended by our Chief Operating Officer and this sends a very powerful message that the business wants to engage with and trusts the Customer Champions fully. This approach from the top down and the bottom up is testament to the importance that is put on the values and behaviours and is proof that they are role modelled and integral across the organisation.

We have monthly conference calls where a variety of customer topics are discussed and the Champions are able to support and motivate each other and we share information sources to make sure everyone is included. The Champions find this support beneficial for both the job that they do and the outcome they can give to the customers.

We also make good use of Yammer (a work social media type forum) where the Champions share stories and photos and generally keep in touch with each other.



CASE STUDY: HOME OFFICE - PASSPORT OFFICE



Benefits

Engaging with our staff and asking them to channel the 'voice of the customer' through the Customer Champion Network has had a hugely positive impact on customer experience and has been instrumental in HMPO being voted as the top performing public sector organisation for the last 3 years in the Institute of Customer Service (ICS) UK Customer Satisfaction Index (CSI) report.

We also achieved accreditation through Customer Service Excellence (CSE) and were proud to receive 9 compliance plus ratings. The Customer Champions were specifically mentioned by the assessor.

We have internally seen many improvements in the quality and efficiency of services to both internal and external customers following on from the Customer Champions working together. We have seen many initiatives – some delivering small local improvements and others which have had a national impact.

The Customer Champions won the 2016 Home Office Excellence Award for Customer Service and Delivery.

Recommendations

Engaging with our Customer Champions has shown higher levels of customer service and Champions talk about their sense of pride in their work and their empowerment and motivation to deliver. They are given the freedom to explore new ideas and the time and support to put these into practice, leading the way from the bottom up, to create a more customer focused culture.

They prove that happy staff make happy customers. They appear friendly, helpful and enthusiastic to customers and they are motivated by the opportunities they have been given to develop and deliver for the customer. We would recommend that other organisations develop a network of customer champions and benefit from the value that this highly engaged and motivated group of staff bring. Our vision is that our Champions will continue to motivate and inspire their colleagues until no one will individually identify themselves as a Customer Champion as every member of staff will identify themselves as one.

Contact: Julia Law – Julia.law@hmipo.gsi.gov.uk mobile 07833893113



CASE STUDY: HMRC

Challenge

How do you create and build an engaged team of colleagues when they are spread over 68 different locations? HMRC faced this challenge when four years ago it created its new 'pop-up' Counter-Avoidance Directorate, comprising 1,500 staff across the country of different backgrounds, grades and levels of experience, and with a remit to deliver at pace while under intense media spotlight to show results.

Assistant Director Lesley Dooley MBE:

“The speed of creation meant we needed to swiftly engage our staff and bring them on board while all were finding our feet. Senior leaders were liaising with ministers about financial tax recovery targets and policy initiatives to drive down avoidance, meanwhile we had no processes and all were on a steep learning curve. If we didn't gel quickly and work together we were in danger of falling behind. We needed everyone's perspective on what was working well, what wasn't working well and how we could improve.”

Actions

Every six months the Directorate runs a month of events around the country called 'Listening to You' (LTY). The purpose is to make sure every member of the Directorate has an opportunity to meet a member of the Senior Leadership Team every six months, and can tell them face-to-face what is working well, and how they think what isn't working well can be improved. The events are voluntary. All members of the Directorate are welcome to attend, irrespective of grade, and if unable to attend at one location can attend another event.

The purpose is serious, but to break down barriers and encourage everyone to get involved and say what's on their mind, the format of the two hours session is fun, interactive, and free-flowing, based on TV game shows such as 'Blockbusters', 'The Chase' and 'Bullseye'.

Assistant Director Mark Nellthorp:

“It is a great way to get people to speak out more readily in a way they wouldn't in a more formal setting, including giving the Senior Leadership Team feedback on how they are doing.”

The promise to the Directorate is that every suggestion made will be acted on, and time and effort taken into assessing whether and how it can be implemented, or an explanation given as to why it cannot. Each round has generated up to 1,000 suggestions. They range from 'comfort factors' to legislation, from computer systems to ways of engaging with customers. Some are thought through, some are the germ of an idea. All are shared on the intranet and responses provided, detailing action taken.



CASE STUDY: HMRC



Ideas implemented include measures targeting people who might unwittingly be led down a path of tax avoidance. For example, information has been better designed to capture the attention, such as the '10 things' series about tax avoidance. Directorate staff now attend professional body trade fairs to heighten awareness of the risks inherent in tax avoidance.

Online feedback about the sessions from the Directorate has been 100% positive. The events continue to attract high attendance and a high volume of suggestions.

Lesley Dooley:

“Organisation is key. We have a small but dedicated resource to make this happen – to create the games, to sense check the material accuracy, to act upon all the ideas and follow them through. Communication is delivered in a variety of ways – one idea from the first LTY was a dedicated weekly newsletter which the team create and deliver without fail. Each idea acted upon is referenced back to the LTY sessions – thus building the idea that participation does actually lead to a difference. Senior leadership buy-in is also of paramount importance as is their agreement to lead all the sessions and to dedicate the time in their packed diaries. Indeed the main negative feedback has been when the senior leader has not been available which we quickly addressed.”

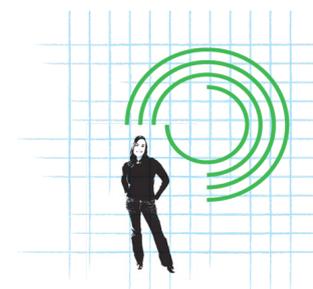
Mark Nellthorp:

“During LTY month, all of the Senior Team sign up to visit a number of locations every week. The sense of purpose, teamwork and practical innovation these events generate in the Directorate is well worth it. We are all committed to being part of a robust HMRC that makes sure everybody in the taxpaying population is paying their fair share, and therefore UK society as a whole is benefitting.”

The 2016 Civil Service People Survey scores showed Mark Nellthorp's Strategy and Change team in the top five teams for innovation.

Mark Nellthorp:

“Regular senior leader face to face engagement with staff is key to building trust and partnership. You have to discover what works best for your team. LTY has worked particularly well for our team dispersed over so many locations. Whilst some of the sessions are key information updates we also build organisational learning into the events in a fun way through the games. Staff really appreciate the opportunity to work face-to-face with others having fun and seeing things improve as a result of their input.”



CASE STUDY: DEPARTMENT FOR TRANSPORT THE IMPORTANCE OF CONFIDENT LEADERSHIP AND THINKING ABOUT PEOPLE

PART 1

Our engagement journey: what we learned along the way

1. Paying attention to things that matter to people works better than chasing a score
2. Local action works better than big corporate action plans BUT senior leaders have to be committed
3. You've got to treat people as adults – involve them in making change and improvements
4. Increasing our own employee engagement has helped create the conditions for better people focussed policy making.

Setting the scene

In 2013 DfT was one of only two government departments whose Engagement Index was both in the lower quartile and had dropped since 2012. A combination of internal and external events in 2012/13 contributed to low engagement across the department.

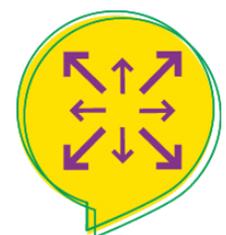
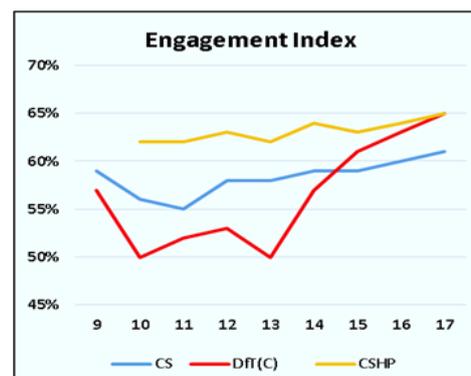
We made a decision not to simply chase after a higher engagement index score, but to tackle the root causes so that we could bring sustainable change to the organisation. This meant strengthening leadership and ownership across DfT, helping everyone share a vision of the future. We wanted change to be enabled from the top and led from within.

Fast forward to 2017. For the fourth consecutive year our engagement index has increased, bringing it to 65% - a fifteen percentage point increase since 2013 and making DfT one of the high performers on engagement across the Civil Service.

2017: 65% Employee engagement index

We are the highest performing department for Learning and Development, joint second for Leading and Managing Change and second for Diversity and Inclusion (82% against an average of 74%).

Our Discrimination, Bullying and Harassment scores fell to 8% and 7% respectively, but worryingly, only 30% of people report a concern. We need to do more to make people feel safe to speak up.



CASE STUDY: DEPARTMENT FOR TRANSPORT

PART 2

People build bridges – how we worked together to shift the culture

Our first priority was to understand the data – what were our people, all 2,000 of them, trying to tell us?

The 2013 results showed us there was a huge amount of unlocked potential within the organisation. People liked their work but they didn't feel a strong sense of leadership or change management from the top.

We went out across the organisation and listened to lots of people working at every level. These conversations helped us identify the areas we needed to focus on where people would be able to see a real difference.

What we found

People said they felt they were working in silos, discouraged from working towards a shared vision that was focused on transport users.

Our managers and leaders had lost some of their confidence and there was a strong perception that our communication was very top down; people felt that they were told what was going to happen rather than being consulted about the change.

Engaging leaders & managers and giving people a voice

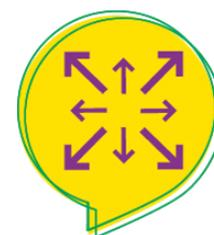
Based on this information we built a programme of both corporate and local activity, with a real focus on leadership and communication. The importance of storytelling ran through all of this.

The importance of leadership

It was vital that the leadership team were committed to a shared vision and felt they had the confidence and skills to make it happen.

We tackled this in two ways:

1. First by creating a regular rhythm of conversations with our top team (ExCo), initially fortnightly, then monthly, we helped them to:
 - build their collective leadership presence,
 - develop their core messages
 - focus strategically on key longer term people issues
2. Secondly, we re-engaged the wider SCS team through a structured programme of activity focussed on development and building a sense of community. This included a formal leadership development programme (Momentum) and regular Senior Management Group events for all SCS centrally managed opportunities to discuss, debate and own both policy and people issues.



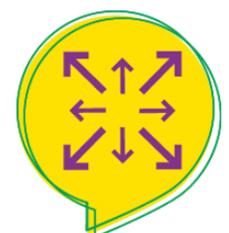
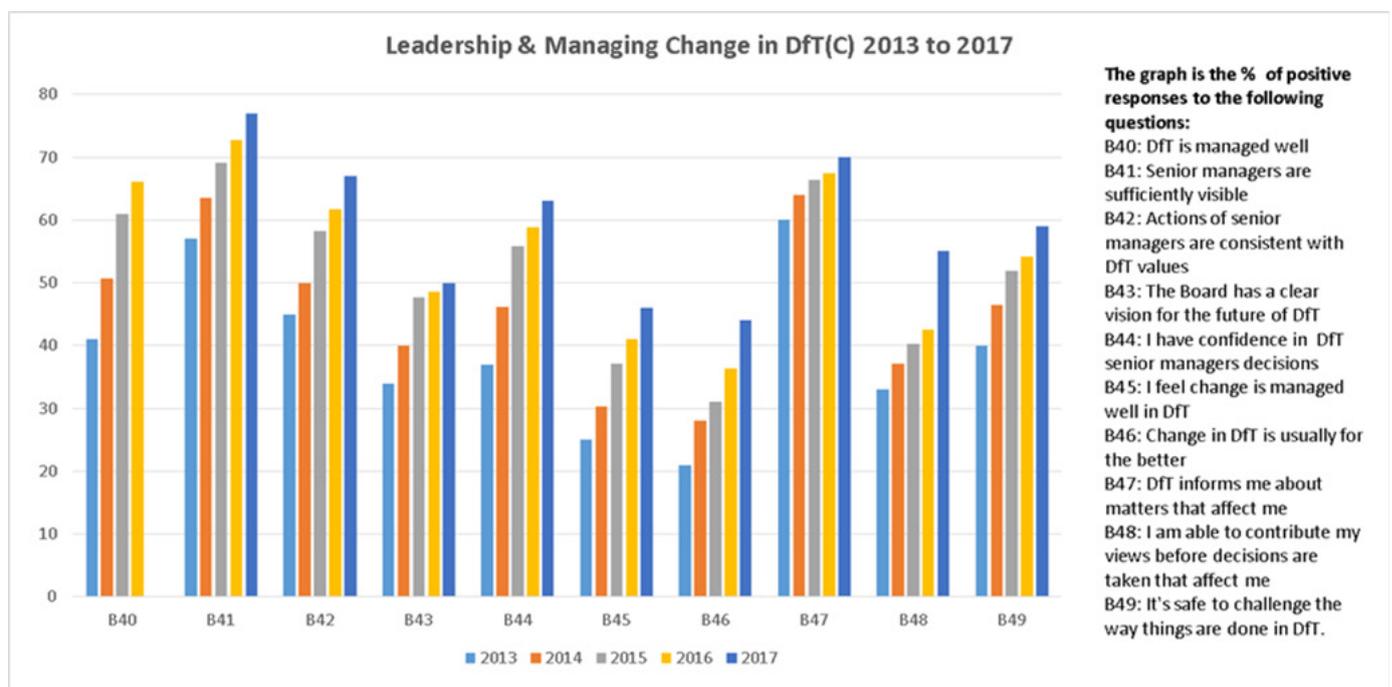


ENGAGE
FOR
SUCCESS

CASE STUDY: DEPARTMENT FOR TRANSPORT

In 2015 we developed a similar programme of activity for our next tier of leaders and managers (Velocity) and in 2016, we developed and rolled out Ignite for the rest of the organisation.

While the content of each programme varied, they all contained a learning strand, an engagement strand and a self-sustaining community element and featured a strong focus on personal leadership and storytelling as a technique.



CASE STUDY: DEPARTMENT FOR TRANSPORT

How the work we do in here, matters out there

Tracey Whitewood-Neal on sharing her story with colleagues



It was such a privilege for me to be asked to talk about my son at the first ever Ignite conference. I told the story of Jordan who was diagnosed at around two years old with a very rare and life threatening genetic disease called Proteus syndrome – the same condition that doctors now believe affected Joseph Merrick, the so-called Elephant Man. Jordan has undergone many operations since birth but the most life changing for him were the amputation of both legs above the knees and a spinal operation two years later that caused him to be paralysed from the waist down. I told my colleagues that from a young age Jordan wanted to become an architect and linked with that ambition was a desire to drive a car and be independent.

For most parents this would be a simple request (albeit for the costs involved!) but with Jordan becoming more disabled, this seemed like a bit of a pipe dream. How would he be able to drive a car? Not only was he an amputee but he also had very deformed hands and restrictions with his neck movements.

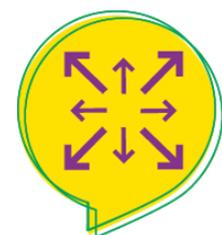
But then we heard about Mobility centres and discovered that they provided a driving assessment service. There are 13 Mobility centres around the country, funded by DfT. Jordan attended the assessment and drove around a test track and the report confirmed that with adaptations, he would be able to drive.



I was able to share with the audience some videos of Jordan talking about his trip to the mobility centre and how driving had made such a difference to his life, allowing him to drive back and forth from home to university in the holidays, to make site visits and even to drive his friends around. He explained that although public transport was much improved, having a car allowed him to be spontaneous.

So I was able to tell my colleagues how Jordan realised his dream, driving his own car, thanks to the services of a DfT funded mobility centre. I also told them how Jordan was studying architecture and at the next Ignite conference I shared how proud I was that he had graduated with a first class honours degree in architecture. This news was met with a round of applause. It was great to tell them how following my initial presentation, the ignite Programme sponsor had put Jordan in touch with a contact in an architectural practice from which Jordan had secured a job in London.

For me the best part was people coming up to me after my presentation saying firstly how inspirational the story was but also how it really brought home what the department did for people. What was also very special was that people actually started thinking about what they could do in their day jobs to make transport better for people in Jordan's situation. I received lots of lovely emails from people too, not just inspired to do more in their day jobs, but also in their private lives including someone who had been putting off doing a part time college course because they felt they didn't have the time.



CASE STUDY: DEPARTMENT FOR TRANSPORT

Building communication

Complementing the work on leadership we developed a communication and engagement strategy to make it easier for our people to understand the connection between the work they do and the impact it has in “real life”.

We based our strategy round three key tenets:

1. What you do matters
2. Together we are brilliant
3. We care about our people

They sit at the heart of all our internal communication campaigns, including Be Yourself At Work which we developed in early 2016.



The Be Yourself Campaign was designed to foster an inclusive culture and encourage people to speak up and have their say about the things that mattered to them.

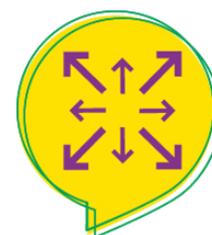
Through various activities including, events, blogs and poster campaigns we:

- Encourage all DfT’s people to feel able to bring their whole selves to work
- Celebrate individuality
- Share stories
- Make everyone feel welcome and valued for who they are and what they bring to the Department.

It’s had a great impact on line managers understanding the benefits of inclusion and made all our people aware that DfT strongly supports diversity and to feel valued for their differences.

People said...

“It is a really positive, healthy initiative. It is a really good way of us all reminding ourselves that even though we are all working for a common cause, within that, we are individual people with varied strengths, weaknesses, personalities, skills, opinions and that all adds great value to our teams and how we achieve things as a collective.”



CASE STUDY: DEPARTMENT FOR TRANSPORT

This openness and clear drive for inclusion has extended to other areas of the way we do business, particularly the way we manage change.

We're currently developing a new performance management system. The project has been inclusive by design, involving wide-ranging staff consultation and giving everyone the opportunity to contribute their views and allow the project team to understand the impact in all our people.

PART 3

The difference engagement makes on the citizen

Where we are now: Think People

The work that has been done on employee engagement has moved the culture forward. And it is not just about the way we do things internally.

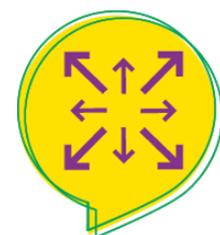
Our culture has matured as an organisation. We're much more open to thinking about the people element of the work we do – not just within the office, but the citizens we serve every day. In October 2015, we launched the 'Think People' programme – to encourage colleagues to use more people-centred approaches for policy and delivery.



The 'Think People' programme comprises regular high profile events, capability building in Behavioural Insights, as well as intranet tools and resources about travel attitudes and behaviours. The Think People seminar series has brought high profile speakers from a range of institutions, including Harvard, Google, and the Behavioural Insights Team, into DfT to share insights on people-centred approaches. We provide training for policymakers to demonstrate how policies and processes can improve with people-centred approaches.

Catherine Davie, Principal Research Officer explains:

"In our first year we delivered 15 behavioural insights workshops, finding solutions to live policy and delivery issues. Seminars and training workshops have been well received, with over 90% finding them useful. In years two and three we are seeking to further embed people centred approaches through developing a dashboard of key indicators to engage our executive committee and strengthen the user focus in business cases for investment."



CASE STUDY: DEPARTMENT FOR TRANSPORT

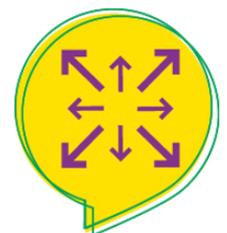


PART 4

What's next?

DfT is very much seeing the benefits of improving engagement - both internally and also the way we do our policy.

It's not something that ends but something that we continually invest in – seeking to improve the organisation and the way people feel about working in it. Having strong leadership and enabling managers who listen and give people a voice will sit at the heart of future change and improvements.



CASE STUDY: GLASGOW CALEDONIAN UNIVERSITY

VALUES AT THE HEART OF EMPLOYEE ENGAGEMENT
PROFESSOR CAROLINE PARKER, LEAD FOR GCU VALUES PROJECT

Key lessons from the GCU Value Project

- Organisational values provide a strong foundation for building engagement
- Securing and demonstrating top leadership commitment is key to engaging others in the activity
- Actively involve everyone in the process (staff, students, managers, unions)
- Identifying values is easy, embedding them takes time and commitment
- Managers and individuals need practical tools if values are to be embedded
- Focus on the positive, build on what works (appreciative enquiry approach)
- Recognise that identification and communication of corporate values and behaviours is only the first and easiest step in a long process and plan resources and expectations appropriately

Achievements

Since the start of the Values project:

- Nine out of ten staff say that they believe that the new GCU Values and value statements provide a good guide to behaviour
- Measurable increase in management participation in communication and cascade events
- Management workshop focused on the Behaviours Framework generated statistically significant increase in confidence in using it for a wide range of management activities
- Use of Values and Organisational level behavior statements within team focused activities generated measurable increase in:
 - perceived link between own work and organisational values
 - belief in the value of the team's contribution
 - belief in the value of the university's contribution
 - sense of pride in own and colleagues contributions
- Over 70% staff felt that Points of Pride exhibition was in sharing the great things that staff at GCU do
- Over 400 staff (largest for any recent university event) attended the final Values celebration event in 2016 and 9/10 rated it positively



CASE STUDY: GLASGOW CALEDONIAN UNIVERSITY

- GCU Values and Behaviors are now embedded in a range of university procedures including recruitment, induction, appraisal and promotion, management training, 360 degree management review and the policy review process
- New leavers survey introduced showing >80% of staff positive about experience and recommending GCU
- Productivity gain proxy of c£7.5m on a £70m pay budget.
- The GCU People Services team were shortlisted for their outstanding Human Resources activities in the 2016 Times Higher Education Awards for Leadership & Management (THELMA) and won the prestigious Excellence in HR award at the Universities Human Resources Awards in 2017.

Background

Glasgow Caledonian University (GCU) is a modern university in the heart of one of the UK's liveliest and most popular cities. Despite being one of the newest of the Higher Education institutes it has big ambitions for its research, teaching excellence, outreach and internationalization activities. A big drop in employee engagement in 2011 following a largescale restructuring process was therefore a serious cause for concern. While the aim of realigning departments and subject disciplines was to enhance productivity and effectiveness in pursuit of our goals it was seen, in some areas, to have had the opposite effect. In hindsight it appears that the scale and scope of the changes coupled with a lack of staff connection to the rationale for those changes, had a serious negative impact on employee engagement: this was clearly reflected in responses to engagement focused questions in the 2011 GCU staff survey.

“Employees who believe that management is concerned about them as a whole person – not just an employee – are more productive, more satisfied, more fulfilled. Satisfied employees mean satisfied customers, which leads to profitability.”

- Anne M. Mulcahy, former CEO of Xerox

It was clear that the breakdown in personal connection between the strategic vision of the organisation and that of individual employees had to be addressed. GCU's Executive Board, informed by its People Services department, understood that unless staff felt inspired by and connected to the University and its mission, then it would not be possible to generate the necessary energy, creativity and momentum needed for growth and development. The GCU 2015 Strategic Plan was therefore underpinned by a 2015 People Strategy which specifically outlined a commitment to value staff – to support them to fulfil their potential, be inspired by our mission ‘for the common good’ and contribute to our organisational vision.



CASE STUDY: GLASGOW CALEDONIAN UNIVERSITY



Case Study

Glasgow Caledonian University prides itself on its social, community and widening participation activities which have a long history dating back to our 1875 Queens College roots. This drive to improve life for others locally, nationally and internationally is reflected in our motto 'For the Common Weal' or 'for the common good' in modern parlance. It became very clear following the 2011 survey that despite other areas of discontent, over 90% of staff believed strongly in our common good mission and were committed to it.

The Four Enablers

Strategic Narrative



This strong personal connection with our University Mission provided a solid starting point for re-building engagement. In terms of the Four Enablers, the 'Common Good' mission clearly spoke to GCU employees and made a connection between them and the university as an organisation. Our Common Good focused strategic planning exercises in 2015 and 2020 narrowed down the field of to those areas in which we felt we could make a significant difference forming another key part of our strategic narrative. We recognized

that while the Mission and the Vision described the **Why** and the **What** of our narrative we were missing the **How**.

A strong alignment between the value set of an organisation and that of its employees has been correlated with the level of personal attachment felt by an employee to that organisation and to levels of employee motivation. - (Posner, 2008).

Integrity



Values '**have to be reflected in everyday behaviours**' (EngageforSuccess) to be meaningful and to build a sense of shared purpose and engagement. The GCU Values on their own are just labels and it doesn't matter how many posters, mugs or t-shirts they are emblazoned on they will not affect change. At GCU we used the rich data gathered from the values identification exercise and generated a set of behavior statements to illustrate our understanding of each value. Integrity for example is a common organisational

value with many shades of meaning around honesty and moral consistency. To demonstrate Integrity at the 'University for the Common Good' means that we also need to "Strive to make a positive difference in the world".

But it's still not enough.

A set of organisational behaviours however easy they are to pin on a wall or use in external marketing are not that useful in a grassroots operational setting.



CASE STUDY: GLASGOW CALEDONIAN UNIVERSITY

Caroline Parker, GCU Values Project Lead, knew that she needed to find a means of making the values more locally relevant and useful if they were to have real impact.

No need to re-invent the wheel

Fortunately a ready-made solution was available in the form of the Guys and St Thomas Health Trust (GSTT) Behaviours Framework. This is a set of statements capturing GSTT employee's belief of what their behavior should look like 'on their best day'. It is aspirational, designed to support the delivery of consistently excellent behavior aligned to employees own understanding of what is excellent. The framework operates at four levels from 'everyone' to 'strategic leader' and provides a tool to support staff and managers in all activities from self-assessment to recruitment, induction, change and improvement, feedback and performance. It provided the missing link. With the kind permission of GSTT, and a highly interactive, iterative year-long development process, the **People Services GCU Values Project Team** created its own 3-layer version of the Framework.

Still not enough!

Organisational behaviour is not just driven by a personal understanding of what is appropriate, it is directed and constrained by the processes and policies laid down by the organisation. It is not enough to have Creativity as a value or a Behaviour Statement that encourages cross-disciplinary working if the organisational structures, or financial procedures act as an inhibitor. GCU has therefore undertaken to examine all of its procedures and policies through the lens of the GCU Values and Behaviours and to make adjustments where needed. In a large and complex organisation like a university this is long term project however key areas such recruitment, induction, appraisal and management training are now all aligned.

Engaging Managers



The role of the manager is key to the engagement process. Unless the organisational narrative is linked, and the individual behaviours are seen to be lived, at team level then they can not fulfill their unifying purpose. At GCU the Behaviours Framework was warmly welcomed by managers, employees and union representatives alike as for the first time it clarified what is expected of each of us, not in terms of our tasks but in how we perform them. The Behaviours

Framework is now used in performance and development discussions and as a tool in conflict resolution. The higher level Organizational Behaviour Statements have been used as a focus in team building and planning meetings as they allow the teams to make connections between their current and planned activities and the broader aims of the organisation. We have held briefings and training sessions to support GCU managers and captured and acted on concerns expressed about using the tools, designing and delivering specific training courses or working with individuals on local issues. A 360 degree evaluation tool has also been designed based on the People Manager level of the GCU Behaviour Framework.



CASE STUDY: GLASGOW CALEDONIAN UNIVERSITY



Employee Voice

Engaging employees in the process of development was central to the GCU Values and Behaviours design philosophy. Before the Framework project was initiated a draft version, compiled from the staff and student values data, was shown to a representative sample of staff and students to check its potential.



Each statement went through an iterative process of discussion and debate in which everyone had the option to either accept it, reject it or suggest a rewording: the 'everyone' layer was open to all – staff and student, People Managers commented on their layer and the Executive Board had ownership of theirs. Only statements that met an agreed 70% consensus level were included in the final version.

'Not being heard' and 'contributions not being recognised' have been frequent cries from all areas of the university and the GCU Values Project provided one means of addressing this. While one aim of projects like ours is to improve performance, it is important to recognize that excellence already exists in many places across the organisation and also that it takes many shapes and forms. The GCU **Points of Pride** Exhibition is the end point of an annual collection process where staff nominate activities that they believe are exemplars of living the GCU values. The exhibition serves both to showcase and celebrate the efforts of staff and also to provide an opportunity to share best practice and stimulate new ways of thinking.

Employee voice in the form of our regular staff survey provided the starting point for this project and is a means of checking how well we are doing in our efforts to increase and maintain employee engagement.

Next Steps

Despite the progress made to date and the improved coherence of our **Strategic Narrative** there is still a lot of work to be done before we can say that we are fully living our values at all levels of the university and all of our activities. We believe that it is vital that the work of embedding values to ensure **organisational integrity** is undertaken by everyone as part of daily activity rather than being driven by a central service. With this in mind a Values Forum, made up of representatives from across the university, has been initiated. The Forum acts as a sounding board and problem-solving resource for colleagues seeking advice on using the values and behaviours to resolve local issues, it monitors embedding activities, and identifies opportunities for new activity. The dispersed ownership model adds to levels of **employee voice** and the support it provides to managers helps them to be more **engaging**. Data collection is another area of focus. While the staff survey is the obvious measure it does not take place very frequently and there is a need to implement more sensitive but unobtrusive measures of impact.



CASE STUDY: CRANMER PRIMARY SCHOOL

Empowering staff using strengths based approaches

Cranmer Primary School is a large three form entry primary school located in the London Borough of Merton. The organisation has approximately 100 staff members and 710 pupils. I have been the Headteacher of this large primary school since September 2015.

The aim of this case study is to encapsulate the approaches I am taking to move the school forwards. It provides useful examples of staff empowerment and engagement that can be used and developed by other organisations.

Appreciative Inquiry

“.... the co-operative co-evolutionary search for the best in people, their organisations, and the world around them..... it involves the art and practice of asking questions that strengthen a system’s capacity to apprehend, anticipate and heighten positive potential” - Cooperider, Whitney, Stavros, and Fry, 2008

When an organisation is in need of improvement it can be tempting to provide a quick fix, troubleshooting approach in which staff are given a mandate or directive.

As the newly appointed Headteacher of Cranmer Primary school I decided to use a very different approach - Appreciative Inquiry - to set the direction for my leadership of Cranmer.

The essence of an Appreciative Inquiry approach is that it focuses on highlighting existing strengths within an organisation; even when, to all intents and purposes, outcomes are poor.

The development day at Cranmer primary school consisted of using both an Appreciative Inquiry and World Café approach to enable staff to talk and listen to each other about their desired outcomes and future for the organisation. During the day I facilitated discussion of a series of questions, and reflections on our conversations. I organised the training space in a relaxed and convivial way so that staff felt at ease discussing and sharing their differing perspectives. This spirit of inquiry was the beginning of a journey in which staff views and perspectives were given value across the organisation. The approach I took gave a clear message to staff that as a leader I was going to listen to them and value their contributions. This was fundamental towards reinvigorating the morale of the staff team. I have continued to embed this conversational approach over the past two years. Opportunities for conversation and reflection are purposely planned for. Staff have many opportunities to ‘imagine’ (the ‘Dream’ stage of AI) the school operating at its very best. The belief that the school can be outstanding and is on a journey permeates the organisation.



CASE STUDY: CRANMER PRIMARY SCHOOL



Vision and Values

“Great leaders have a vision, and the ability to manifest it. Defining your own vision begins with looking and listening. You look and listen to the situation around you, but you also look and listen inside.” Deepak Chopra

Cranmer’s vision: Creating a community of collaborative, caring, creative and critical thinkers.

Values: Trust, Respect and Resilience

A well-crafted vision and clear values are fundamental for all organisations. Even more important is developing this so that all stakeholders ‘live and breathe’ the vision and the values. In my current organisation the school vision and values underpin everything that we do as a school.

Cranmer’s vision and values have been developed and refined with all stakeholders using an inquiry approach. Time and space is purposefully planned to discuss the whole school vision and values as part of a regular cycle of staff meetings to reflect on how our vision is developing and how we can embed it further. As a result, we have developed a collegiate culture of collaborative teamwork.

It is important to plan in strategic opportunities to embed our vision and values on an on-going basis. Not only does this reinforce key messages but involves all stakeholders in assessing progress towards the vision.

Leadership development days are planned within all layers of the organisation allowing staff to reflect upon and consider the progress of key targets and priorities against the school vision.

“Without exception [100%] staff understand what they are trying to achieve as a school. Most staff [96%] feel that senior leaders ensure a clarity of purpose, vision and school improvement priorities and the majority of staff believe that the school has clear values.”

- An external staff survey conducted in 2017

Everything that we do as a school reflects the vision and values. Our vision and values underpin our curriculum; they inform our school development plan and performance management. They are incorporated into assemblies and are reflected in our learning environments. Visitors to school will encounter them in the displays they see on the walls and the conversations they have with the two pupils assigned to meet and greet them on arrival. They will see children developing critical thinking skills, for example, through collective enquiries. Using a stimulus such as a video, an object, a piece of music, an image, and a concept such as love, or beauty, children create an enquiry by asking different types of questions. Our aim is to equip our children, whatever their background, to be able to think for themselves, ask questions, reason, debate and argue logically, developing self confidence and resilience, strengthening their mental and emotional wellbeing, and protecting them against, for example, radicalisation.



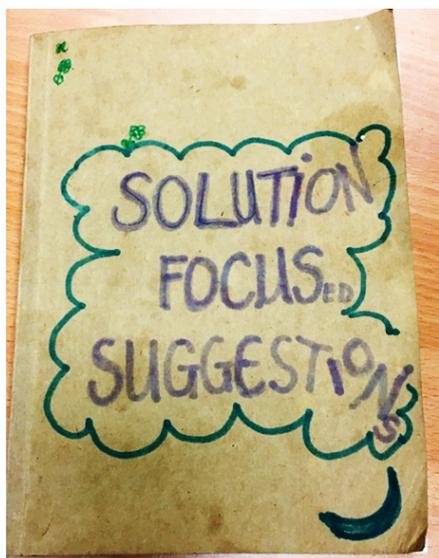
CASE STUDY: CRANMER PRIMARY SCHOOL

Coaching

“A one –to –one conversation focused on the enhancement of learning and development through increasing self-awareness and a sense of personal responsibility where the coach facilitates the self-directed learning of the coachee through questioning, active listening, and appropriate challenge in a supportive and encouraging climate.”

- Van Nieuwerburgh – 2012

As a leader I am passionate about creating a culture in which staff are empowered and listened to. I use coaching as a means to facilitate this.



The implementation of a coaching culture to support the school in raising standards and moving forward is a key priority of our school development plan. The aim is to empower staff by facilitating self-directed learning, personal growth and improved performance.

The strategy I am using to develop this is by training interested individuals within the school to coach others across the organisation using the GROW model. I believe that this has more impact than deploying external coaches. It allows individuals to develop another suite of skills, through two days of training, with an intervening period to practise coaching skills and write them up as case studies.

These and the learning achieved are validated through an external qualification. This motivates those seeking to develop themselves more broadly, and allows coaching across our school cluster group, thereby disseminating the new learning and approach more widely and increasing its impact.

Once trained these coaches are available for any staff who wish to be coached. Newly qualified teachers are automatically assigned a coach to support them through their first year of teaching. All coaching sessions are confidential. The impact of this has been the creation of a solutions focused culture in which staff feel listened to and empowered to come up with their own solutions. This has increased the effectiveness of our middle management team, who now run their own meetings to sort out many of the day-to-day issues that arise in running a school, leaving the senior leadership team to focus on the strategic thinking and direction of the school. A further benefit has been a reduction, against the national trend, of NQTs leaving, disillusioned and feel unsupported and unable to cope.



CASE STUDY: CRANMER PRIMARY SCHOOL

“My NQT mentor has supported me every step of the way and without the backing of Cranmer’s friendly, experienced and down to earth staff I would have not have made it through my NQT year. This is a school I want to continue to learn from as I am proud of the teacher I have become.”

- A recently newly qualified teacher at Cranmer

Staff Well-being

Teacher well-being is fundamental to the success of schools. Many studies highlight the impact that teacher workload has upon stress levels.

At Cranmer staff well-being is considered paramount. Staff well-being days are held bi-annually, and all new staff have a well-being session as part of our induction programme.

An example of what is on offer during our well-being days is illustrated here. Reiki and mindfulness are offered to staff on an on-going basis.

Cranmer is currently involved in an innovative project in which six teachers have been trained to Reiki Level 1; with six more teachers being trained in 2018. Reiki is a Japanese technique for stress reduction and relaxation that also promotes healing.

This is another approach which has had a key impact on the retention of staff, in a climate where teacher recruitment is a National issue.



Cranmer Wellbeing Day!
Thursday 30th March

Healthy Breakfast
Come and join us from Bam in the Court Hall to kick start your day with a healthy breakfast!

Forever Living
Have a relaxing hand massage or facial massage using the very best products from Forever Living—the largest grower, manufacturer and distributor of Aloe Vera products in the world.

Life Coaching
The coaching process addresses specific personal projects, business successes, general conditions and transitions in the client's personal life, relationships or profession by examining what is going on right now, discovering what your obstacles or challenges might be, and choosing a course of action to make your life be what you want it to be.

Work-Life Balance
Learn how to combat the cumulative effect of increased working hours and a busy home life, with a talk in the Court Hall after school. These daily struggles have an important effect on the lifestyle of a huge number of people, which is likely to prove damaging to their mental well-being.

Zumba
Join our taster class at lunchtime in the Crescent Main Hall. It's a total workout, combining all elements of fitness: cardio, muscle conditioning, balance and flexibility, boosted energy and a serious dose of awesome each time you leave class. Please bring appropriate clothing/footwear and water.

Reiki
Reiki is a Japanese technique for stress reduction and relaxation that also promotes healing. If one's "life force energy" is low, then we are more likely to get sick or feel stress, and if it is high, we are more capable of being happy and healthy.

Henna
Enjoy the intricate designs of traditional Henna on your hands and arms. Originally from ancient Egypt and India, this form of temporary tattoo was used for religious ceremonies, weddings and festivals.

Chill Out Room
Just need a break? Head to the Library for a stress free, work free safe haven! We will even play some relaxing music. How's that for chill?

Cake Decorating
Fancy yourself? A dab hand in everything frosting? Rita will be holding a sugar craft workshop in the Sunstone room after school. Please bring a container to take your goodies home in!

Tai Chi
Unwind with our taster Tai Chi class after school in the Studio Hall. A gentle and calming way to exercise and increase longevity.

Energy Management & Relaxation
Understand how to best utilise your time and energy and how to relax after a busy day, with Nicole Barrons.

**** Forever Living, Life Coaching, Henna, Reiki, Energy Management and Relaxation will be occurring throughout the school day and will be based in more private locations. Each will have a 20 minute session. Please email your preferences and I will allocate you a slot.**



CASE STUDY: CRANMER PRIMARY SCHOOL



Conclusion

Together, the whole staff team is turning this school into a great place to learn and develop, whether a pupil or a member of staff. Employee voice has been key to developing our strategic narrative, our vision, and developing a values-based and values-driven, collaborative, inclusive, solution-focussed culture that empowers our management teams to take the initiative and give of their best each and every day, so our pupils leave school with the best chance of reaching their potential.

“The teachers let you believe then you achieve.”

- A Year 10 pupil at Cranmer



CASE STUDY: GUY'S AND ST THOMAS'

In the two most recent staff surveys for the NHS in England, Guy's and St Thomas' had the highest overall staff engagement score of all trusts.

This case study discusses how organisational values have been identified and embedded at Guy's and St Thomas' NHS Foundation Trust, and how, over ten years, Appreciative Inquiry (AI) has been the organising principle for a range of interventions. The result has been a shift in culture leading to high levels of staff engagement and to high quality, safe and efficient services for our patients.

Guy's and St Thomas' is among the UK's busiest NHS foundation trusts. We provide a full range of hospital and community services for people in Lambeth, Southwark and Lewisham, as well as specialist services such as cancer, renal and cardiovascular for patients from further afield.

Evelina London Children's Hospital is part of Guy's and St Thomas'. It provides many specialist services, including treatment for complex heart conditions, general services for local children, and children's community services in Lambeth and Southwark.

St Thomas' Hospital has one of the largest critical care units in the UK and one of the busiest A&E departments in London. Guy's Hospital is home to the largest dental school in Europe and a new £160 million Cancer Centre. Our adult community services teams are at the heart of our local communities, working closely with other healthcare organisations, GPs, local authorities and voluntary and community groups. They provide a range of services across Lambeth and Southwark in many locations including in GP surgeries, clinics and health centres and in patients' homes.

In 2006, our NHS Staff Survey results showed that the Trust's staff were disaffected. Only 54% of respondents said they believed that the care of patients was the Trust's top priority and only half said they would be happy for a friend or relative to be treated by the organisation. This was very much at odds with the kind of organisation that Guy's and St Thomas' wanted to be, or felt it was. At the same time, the Trust was financially very challenged.

As part of our response to this, it was agreed that the Trust should identify its values. In his book *Good to Great*, Jim Collins identified that the long-term success of an organisation requires clarity on core values.

Rather than inventing a set of aspirational values, the Trust "discovered" them through a process of engaging with staff, patients, members, union representatives and others to identify what values the organisation already held. This led to five values being identified:

- Put patients first
- Take pride in what we do
- Respect others
- Strive to be The Best
- Act with integrity.



CASE STUDY: GUY'S AND ST THOMAS'

Appreciative Inquiry (AI) challenges our dominant problem-solving paradigm of trying to fix what is not working, which can actually amplify and exacerbate problems, and instead recognises the best in people and systems, and affirms past and present strengths. As a methodology, AI does this through involving people in discovery of the best of the current system, imagining the best possible future and co-creating what should and will be done.

AI is often described as having four phases: Discover, Dream, Design and Destiny.

From the outset of our work on values, the approach has been to work with what is working (e.g. the values that can already be felt) to co-create a better culture for the Trust.

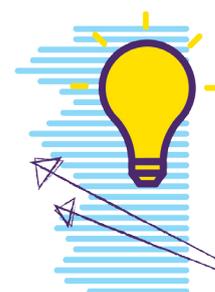
Having identified and publicised the five values, after the initial enthusiasm, there was little follow up. In fact, having a set of values that were publicised but not always experienced by people actually led to new dissatisfaction.

Therefore, in 2008, we used the Discover phase of AI again, working with 200 staff who exemplified our values in order to discover what living them actually meant. This led to the identification of many examples of behaviours or actions that staff did when living the values. From all the examples collected, we created our Values and Behaviours framework. The framework sets out behaviours at four different levels:

- **Everyone:** Lives the values using the behaviours
- **Specialist/team leader:** Leads others through specialist knowledge or through supervising a team
- **Expert/department manager:** Leads at a department/service level through expert knowledge or managerial role
- **Strategic leader:** Leads and directs at Trust level

The behaviours are cumulative, so a specialist/team leader aspires to the behaviours at the first and second levels of the framework. Managers and leaders are expected to role model the behaviours for the staff they lead.

At the end of 2008, the Trust established a small Organisational Development (OD) team with an explicit remit around embedding the Trust values. After initially trying to embed the values through a structured process in every directorate, it was agreed to follow where the energy was and work with the willing and with the opportunities that arose.



CASE STUDY: GUY'S AND ST THOMAS'

Over time, the values have been integrated into

- Leadership programmes
- Corporate induction
- Recruitment
- Appraisals
- Day-to-day performance management
- HR policies
- Other development programmes

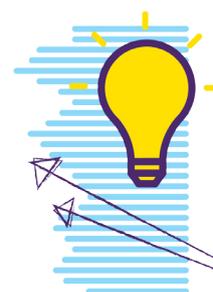
One of the most powerful interventions has been the creation of a very simple self-assessment which staff can use at any time, but are particularly encouraged to use as part of appraisal preparation. Staff use coloured stickers to self-assess each behaviour, rating their performance as red, amber or green, and then discuss this with their manager in the appraisal conversation.

Within the appraisal scheme, equal weighting is given to meeting objectives and the demonstration of the values.

In 2011, we used AI as the mindset and methodology for merging two local community health organisations with the hospital Trust. By focusing on the best of all three merging organisations, we helped create a positive culture in the newly-formed organisation. We adapted our Values and Behaviour Framework using AI Discovery; asking community staff to identify how, at their best, they lived their current values and mapping these to the framework, which was revised and re-launched in 2012.

In 2013, the Trust's transformation programme "Fit for the Future" was created with a focus on quality, safety and efficiency. The programme was as much about culture change as about hard deliverables, and the leadership needed to embrace different ways of thinking and working. AI was a counter-cultural process to use with the leadership, and enabled a creative space for the whole team to work together in a different and collaborative way.

Our 2013 and 2014 Listening Exercises were large-scale examples of using AI principles to engage staff with the implications of the Francis Inquiry report. Instead of asking questions like 'what stops us listening to patients?' we asked staff 'what do you do now to listen to patients?' and 'what should we do to listen to patients all the time?' This helped remind staff of the good practice already in place, bolstering confidence and trust in the organisation, and enabling them to be part of shaping what needed to change.



CASE STUDY: GUY'S AND ST THOMAS'

Our third Listening Exercise, in the winter of 2016/17, had an emphasis on improvement. It tied previous Listening Exercises together with both Fit for the Future and the Trust Values, especially 'Put Patients First' and 'Strive to be the Best'. Once again, AI questions were used, starting with 'What change for the better have I initiated or been involved in?' The exercise enabled individuals and teams to learn from what makes improvement happen and to commit to further action.

In summary, over the last 10 years Guy's and St Thomas' has:

- Worked to create a more engaged workforce by identifying its values
- Developed a Values and Behaviour Framework with the expectation that staff are involved and that leaders create engaging settings for staff
- Used the process of AI to underpin all of this work, generating energy and momentum

Once we stopped trying to roll out the values in a systematic, top-down way, we have faced few challenges from the organisation. AI builds on what is working and looks for opportunities to integrate the values into what we are doing, so the energy for change is constantly renewed. There are champions throughout the organisation, at every level, for the Trust Values.

AI provides an uplifting way into many conversations. Occasionally people have felt that it avoids dealing with problems. However, in the Design and Destiny stages of the process AI considers what would enable what is working well to be amplified, which can involve dealing with obstacles to success without having started from an emphasis on problems.

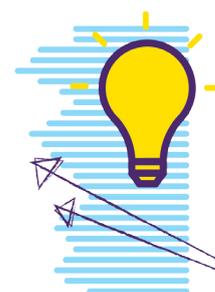
The Trust's overall score of staff engagement (introduced to the NHS Staff Survey in 2010) has steadily improved and has been the highest of all NHS trusts in England for the last two years.

Staff views about safety and quality have significantly improved. The percentage of staff believing that care of patients is the Trust's top priority has risen steadily from 54% in 2006 (slightly above the national acute trust average), to 90% in 2016 (the most recent survey).

In 2016 the Trust received a rating of 'Good' from the Care Quality Commission (CQC), with Evelina London and the Emergency Department rated 'Outstanding'. The CQC inspectors observed that:

'Staff we spoke with were aware of the trust's vision and how their work and individual service strategy supported the trust's overarching strategy. They were aware of the values and we observed them translated into practice across the services we visited'.

While the NHS is under pressure, with rising demand and tight finances, the Trust has made significant savings each year as well as reductions in infections and of length of stay in hospital.



CASE STUDY: GUY'S AND ST THOMAS'

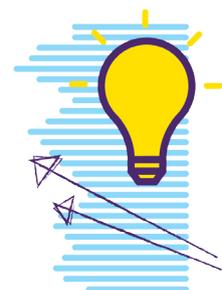


One member of staff who witnessed the introduction of the Values and Behaviours Framework says:

'It is much clearer what is expected from us to provide the best patient experience and to be the best colleague. The biggest change for me was becoming really clear about what respecting each other looks and sounds like.'

Our recommendations to other organisations are:

- Beware of amplifying problems in the way that you work on them
- Having a behaviours framework that is built on the best of what people are doing, rather than built on what some people would like some other people to do, is very powerful
- Be patient. Organisational Development expert Edgar Schein said that culture change takes seven years. With this in mind we have used all the opportunities that presented themselves to us to change culture over the last 10 years but without pushing where there was resistance.



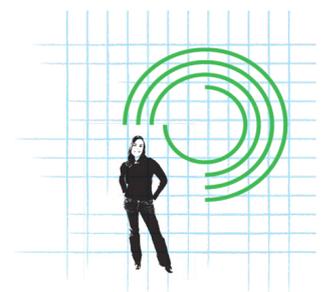
CASE STUDY: KINGSTON POLICE



LESSONS

If you are a leader looking to make a positive impact on team engagement here are some of the things you can do to get the ball rolling:

1. Find your most important data points and measure them throughout. This will help you manage expectations of others in your organisation.
2. Find a visible example of something that needs changing, that you can change and that will show 'you mean business'.
3. Build a plan with your team around the four Enablers: Strategic Narrative, Engaging Managers, Employee Voice, Organisational Integrity.
4. Develop a vision and direction with your whole team not just the senior people. That way everyone automatically becomes a part of it.
5. Role model the behaviours you are seeking from others. Open yourself up to be challenged, deal fairly and firmly with those who seek to undermine.
6. Open your channels of communication and input to everyone, act where you can, explain why if you can't.
7. Involve people from all levels in the creation of ideas and solutions.
8. Seek and encourage positive news stories about your team.
9. Celebrate success. Make it visible.
10. Find opportunities to 'Let go' and let others be the best they can be. It's not all on your shoulders.



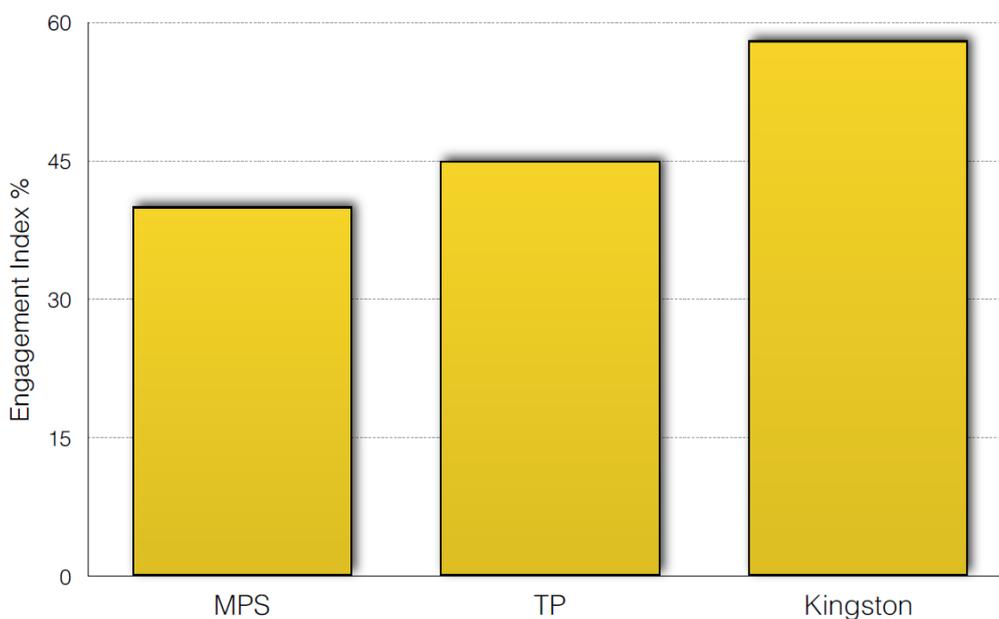
CASE STUDY: KINGSTON POLICE

‘Employee engagement is all very well but you won’t change the culture’ That’s pretty much what Glenn Tunstall, Chief Superintendent of Kingston upon Thames borough was told when he took responsibility for 450 police men and women. Always up for a challenge Glenn was determined to change the ‘trendy to be negative’ cynicism and negativity that seemed to permeate his team.



Glenn was determined to prove that there was a clear link between staff engagement and performance. He looked at the crime solve rates across the police force and mapped them against the engagement scores and found that they were almost identical. Now he just had to prove that the link went from engagement to solve rates and not the other way round!

In a little over 3 years, and after much persistence and effort, Glenn and his team have turned Kingston into one of the highest performing boroughs in the Met.



CASE STUDY: KINGSTON POLICE

In terms of staff engagement the borough outperforms the whole Met:

Engagement Score Met: 42%

Engagement Score Kingston: 59%

In the period 2014-15 alone the Kingston team have delivered substantial increases across a range of specific engagement metrics:

I feel motivated at work 70% (up 35% on 2014)

The Met treats me fairly 59% (up 40%)

I am confident in the leadership 59% (up 35%)

I am able and encouraged to do my best at work 69% (up 27%)

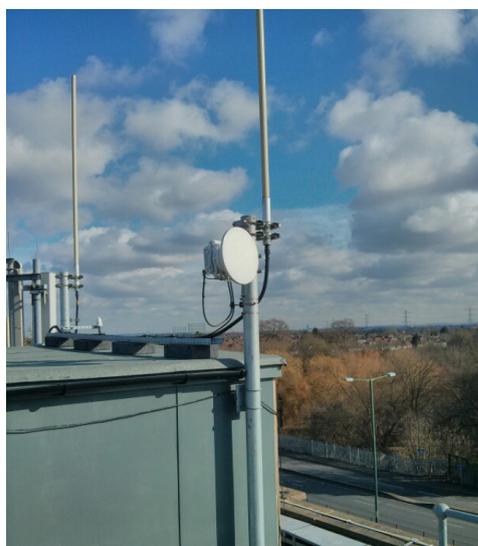
During the period mid-2013 until mid-2016 with all this engagement work going on the Kingston police borough doubled the % of crimes solved and reduced complaints from the community by 59%.

So the business case for driving engagement couldn't be clearer: more engaged staff perform better, serve better and feel better. And the numbers prove it.

So how was this achieved?

GAINING TRUST

"I knew the first thing I had to do was gain the trust of my team. I knew that until I had that, any talk of engagement and vision was going to go nowhere" Fortunately an opportunity to prove he meant business came along when one officer complained about the poor radio reception in the area, which the team felt was impacting safety. The issue had been raised with senior management over



the previous 2 years and nothing had been done. So Glenn swung into action, co-opted the officer who raised the issue and took him along to all the meetings to get a new aerial installed in the area. As the project progressed it was the officer who updated the team on progress and got to report first hand that this time things were different. A few months later the aerial was up and the team knew their boss meant business.

Glenn was also concerned that the performance culture of numbers and targets meant little to officers who just wanted to do their best every day. So he got rid of the targets, took down the endless performance graphs and gave



CASE STUDY: KINGSTON POLICE

responsibility for performance back to individual officers. The charts that filled the office walls were replaced with a “You said, we did” board, a visible reminder to the whole team showing that this was a command that listened and acted. The aerial project took pride of place on the wall with many other initiatives following on.



Once trust had been established Glenn then moved on to the next stage of building a wider plan, but he wasn't sure how to go about this:

“I had attended a talk given by David McCleod from Engage for Success and he went through the four enablers of engagement and as soon as I heard it things just clicked into place and I had my plan for moving forward” says Glenn.

Building a plan around the 4 Enablers of Employee Engagement

1. Strategic Narrative (Vision)

“I knew I needed a vision so that everyone was clear about what we wanted to achieve, a vision that gave hope to our employees that the future is bright” To engage the rest of the senior leadership team Glenn involved all his senior team: “I thought that getting them all involved would not only make it better but then they would all have a part to play in making it happen. It would be our plan.”

After a number of sessions and meetings across the borough the team settled on a Kingston Police Vision:

To be the BEST local police service in the country.



CASE STUDY: KINGSTON POLICE

We will know we are the best when:

- We have the trust and confidence of our community and they tell us they are proud of their police service
- As crime fighters or performance is second to none. By working closely with our partners our borough will be the safest in London
- All out staff are engaged, motivated and proud of the service they deliver.

In Glenn's own words "The vision was focused on being the Best, I am a bit competitive, and I deliberately put in a bullet about staff engagement as I wanted there to be no doubt that I was very serious about this".

Then came the hard part, selling the vision across the team.

2. Engaging Managers

The managers have the most influence on our workforce and they needed to get behind the vision if it was to succeed. Glenn personally delivered leadership training to all his managers to outline his vision and expectations and to confirm an open door and open ear to ideas and suggestions from the team.

He also influenced managers from the bottom up by introducing an open and transparent reward and recognition programme in which anyone in the borough could submit examples of great work. Glenn would personally say thank you to the winners and it soon got competitive with junior officers badgering their managers to raise their game and get recognition for the team.

As with any change programme there were some managers who were either unwilling or unable to make the change necessary and for those people alternatives were agreed upon.

3. Organisational Integrity

"A vision needs to be more than words on a page" says Glenn

"One of the agreements we made with our staff was that whenever we made a decision we would always explain the 'why' behind the decision. I encouraged anyone to challenge us if we did not. Funnily enough the more engaged the team got, the more they challenged us!"

Part of the vision was to gain the trust and confidence of the community and help them to feel proud of their police force. "I wanted to show the heroes behind the uniform" says Glenn. This had the double benefit of making the job of policing easier and increasing pride in the job as the community started to view the human side of policing. Glenn actively promoted stories in the local press and entrusted one officer with the task of looking after social media. Kingston police now have an active Facebook page which have attracted 15,000 likes and five million users in the last year.



CASE STUDY: KINGSTON POLICE



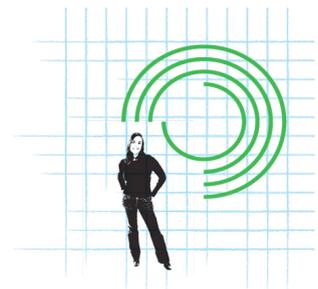
4. Employee Voice

Glenn knew that he needed his wider team to get more closely involved in how things were run so he started letting junior officers sit in on management meetings. He also formed Borough Improvement Teams for staff to raise issues that affect their happiness and performance in the workplace and gave them open access to the senior leadership to act on the findings. One of the most surprising benefits of involving the wider team has been in the generation of ideas for new ways of doing things. As Glenn eloquently explains:

“In relation to involving staff in our decision making groups, I openly say that every great idea that we have implemented at Kingston... has come from outside the leadership team”

I think the results speak for themselves.

Thank you to Glenn Tunstall Kingston Met Police for sharing his story.



CASE STUDY: NORTHERN IRELAND OFFICE

“We know what we’re here to do, but we need to be clearer about how we do it, and clearer about how we’re going to make the most impact with fewer resources. You need to build the best, most flexible, Northern Ireland Office we can with the resources we have. And whatever we do, we need to do it quickly”.

Ok, so this is paraphrasing a bit but this is the gist of the scenario presented to Colin Perry by Sir Jonathan Stephens, Permanent Secretary, when Colin joined the Northern Ireland Office as a Director in December 2014.

Prior to that, in autumn 2014, Sir Jonathan had commissioned a ‘Review of the Northern Ireland Office’ about the Northern Ireland Office’s role and purpose. The 2014 Review reported in November, noting that some improvements had been made following a 2012 review but identifying a number of pressing concerns that needed to be addressed.

The recommendations were wide-ranging but Colin was able to brigade the over-arching rationale for them into three distinct questions to help focus the aims of the change plan. These were:

- How do we understand our organisational purpose and develop our business plan?
- How do we organise ourselves to deliver our business objectives?
- How do we communicate and share this?

“This was a big challenge. Everyone I spoke to in Northern Ireland Office had a lot of pride in the organisation. But they wanted clarity about what we were now here for and to be part of shaping our future. This wasn’t going to be me or the Board dictating how we should be but to try to get everybody engaged in that future” - Colin



A Change plan was developed to communicate the scale, breadth and timings of the changes. The plan was set out in phases and also included some quick wins, to gain a sense of momentum. The core message was built around making the Northern Ireland Office Fit for the Future.

A significant early activity was to look at our operational structure. We knew that if we were to develop greater operational flexibility and resilience we needed to avoid working in silos and re-think our current operating model. The Civil Service Organisational development



CASE STUDY: NORTHERN IRELAND OFFICE



and Design Team was brought in to help with this work. It was in support of this particular change activity that a Staff Engagement Group was developed. The Staff Engagement Group was formed of a diagonal slice of staff (all grades and all parts of the business) across the London and Belfast offices. This group was invaluable in providing challenge to the Change Team and in helping to clarify issues about the aims of the future operating model.

“We relied on the Staff Engagement Group to be the sounding board for what we were doing about how we should be organised and to test if the Project team thinking made sense to the members of the SEG. This helped us significantly when we were developing our Design Principles (a set of guiding rules against which any proposed changes whether they are about processes, behaviours or structures, to the Northern Ireland Office can be tested. Design principles are the ‘must haves’ of any future design for how the Northern Ireland Office will operate).” - Colin

However, communicating this change and other changes more widely was still problematic. A balance between communicating but also listening, creating joined up messages was required. The scale and pace of the changes at times created a perception of confusion and lack of vision - and maybe in some cases it was more than perception!

“I realised that we needed to re-evaluate the way we were engaging with our people. The People Survey Engagement scores in 2015 weren’t bad but Leadership and Managing Change scored only 50% - we needed to do better. I wanted our people to understand what we were doing and why. This was important because in December 2015 we launched a Voluntary Exit Scheme, designed to create headroom to refresh our staff complement and skill-set, to enhance our policy capability. It was vital that all our staff understood why we needed to do that - we did not want to cause alarm or have our people feel that jobs were under threat; it was a voluntary scheme but nonetheless, this was an important message to get right.

Communications across the Northern Ireland Office were key to sharing the aims of the change plan and also for getting buy in, as well as a sense of collective responsibility for the changes at a senior level.”- Colin

To help us develop more effective **two-way communication**, conscious of the need to receive information and feedback as well as disseminate it, we designated 2016 as our ‘Year of Engagement’. We planned a number of engagement activities, designed to provide a range of ways for people to hear about and feedback on the change plan, context and progress. But it was also



CASE STUDY: NORTHERN IRELAND OFFICE

an opportunity for staff to ask questions and take part in the activities supporting the change projects and to tell management what they wanted the Northern Ireland Office to be like as a place to work. This was really the start of our bid to gather views for what we knew would be the second part of our change plan: cultural transformation.

“We needed the whole senior team to be on board with the changes. That was challenging. We had not only the usual turnover in the Senior Civil Servant cohort but also the challenges thrown up by an intense set of political talks in the autumn/winter of 2015. Delivering the talks as well as managing the day job meant that not all of the senior team had time to engage with the change plan. This was really important. I needed to maintain an effective change narrative across the top of the office to enable support for our initiatives and to get that all important buy-in for why we were making the changes. In January 2016 I led a Senior Team event - a day away from the office that was given over to a range of sessions about change, leadership and the future state of the Northern Ireland Office.

Our Permanent Secretary delivered his vision for the future of the Northern Ireland Office and a colleague opened a discussion on culture and behaviour, looking at what we want it to feel like to work in our department in the future. The event was very well received and was instrumental in creating a shared mission to make the Northern Ireland Office a great place to work. I have continued to lead these senior team days on a six-monthly basis, bringing the whole senior team together to create a cohesive team focus on our business delivery, challenges and leadership skills.” - Colin



In May one of our middle managers led an Appreciative Inquiry event that focussed questions around the themes of ‘Leadership, Trust and Empowerment’ and ‘Skills and Knowledge’.

Senior leaders get to grips with the change agenda



CASE STUDY: NORTHERN IRELAND OFFICE



These subjects were informed by engagement scores in the 2015 People Survey.

- Leadership and Managing Change: 50%
- Learning and Development: 49%
- My Manager: 74%
- My Team: 79%

This was the first time this type of event had been held and was a great success, garnering positive feedback from staff:

“Before the event I was a little pessimistic as I thought it may be just another tick box exercise as has been the case on some previous occasions. It could not have been more different and I left the event feeling I had provided a positive input and that the feedback provided from the group will be used in a positive manner for future strategic management and staffing decisions.”

The event closed with a “One Wish” exercise which asked staff to submit their one wish for what would make the Northern Ireland Office a great place to work. The wishes would eventually be used to inform the development of our cultural principles - more of which later.

June 2016 was a busy engagement month - the second of the senior leaders’ days was held and an All Staff Event, entitled Northern Ireland Office 2016 and Beyond! was held in Belfast.

The event featured stalls from all business areas to showcase their work and sessions on leadership and change. This was another opportunity for Sir Jonathan to share his vision of a future Northern Ireland Office. It was also a chance for Colin to share some of the themes that came out of the Appreciative Inquiry event and to share it with a wider audience.

He also got everyone there to write their own “One Wish” of what would make the Northern Ireland Office a great place to work. Staff really enjoyed having the whole office together in one location, to be able to give their views and further events are being planned for next year.

At the end of June, Colin met with junior staff in London and Belfast. This was an opportunity to hear from staff who may not have felt so comfortable in sharing their views in an open forum and to understand what the Northern Ireland Office felt like for them as a workplace.



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“Meeting with junior staff and being able to talk to them directly was very significant for me - how had the changes impacted on them? Our VES had been for staff at these grades, so amidst all the other changes 17 colleagues at these grades had left the Northern Ireland Office in March 2016. Since then, our resourcing focus had been on recruiting more staff at middle management level to reflect the Northern Ireland Office’s growing ambition to have a policy focus as the core of its business. I knew the department must be feeling a very different place for our junior colleagues. The discussions gave me a useful insight into the issues affecting them and how they perceived the changes.” - Colin

The data from these sessions would also contribute to the development of the cultural principles in due course.

All of these events were successful and well received but what about the regular, day to day, ongoing communications and engagement?

“Shortly after we joined the Northern Ireland Office in December 2014, Mark, my fellow director, and I implemented a Monday Morning Heads Up. These all-staff addresses are done simultaneously in London and Belfast and use a common script to provide staff with an update on key activities and business for the coming week. We cover the week’s priorities, all business areas and Ministerial business so that everyone has a snapshot of what the office is gearing up for in the coming week. It was important to us that everyone should have the same information, irrespective of whether you were in Belfast or London. I have been surprised by the positive feedback we have had from staff about the Heads Up and they have now become an embedded and accepted part of Monday morning”

- Colin

Feedback on the department’s weekly Heads Ups has included comments such as:

“Heads Ups are fantastic - very helpful to have these face-to-face updates. My team’s deputy director is also fantastic at keeping us updated. I found the Heads Up address from SofS at the post-election Heads Up really positive and engaging”.

- Feedback on Heads Up from the Northern Ireland Office Interim survey



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Every three months, Sir Jonathan and the directors host an open forum session in London and Belfast that provides another avenue for sharing information and seeking questions from staff. Whilst staff seem a bit more reticent to speak out at this slightly more formal event it does give the senior leadership team a useful window to set our work in the broader context of the government and the Northern Ireland political situation. It also allows them to update staff on what they have been working on and how the department is doing.

Colin also wanted to be able to talk to business areas on a regular basis during the change project and set up a schedule of quarterly change catch-ups with each team. This created a relaxed and informal environment to discuss all things change related and was really helpful in identifying where change communications could be better.

“These catch-ups were so valuable - I could hear first hand how staff felt about the changes. We could talk through the recent changes and how they were working, what impact they had had, as well as the impending changes and also get some views on what staff wanted to hear about and what they wanted to know. The meetings were, on occasion, challenging, but rightly so; if our communications weren't hitting the mark then I needed to hear that. It was also beneficial to hear how different changes were affecting the various teams, what was great for one team could have been more difficult for another. So hearing first-hand how teams were responding and benefitting from the changes was great. The best example for me was hearing how teams were making good use of our new, flexible IT and how we could share their practices across the department.” -Colin

Internal communications are key to any successful messaging and the communications team, project leads and the HR team worked closely together during the change project to ensure that messaging was clear and consistent. Staff leading on the changes were encouraged to blog about them and use photos to show the changes - these were particularly useful for showing staff across the two sites what was going on in the other. A deliberate approach to recognise the expert and not the grade meant that a wide range of voices were heard during the change project. Staff who would not usually be responsible for creating blogs or news items on the intranet found a voice and were soon happily uploading their latest bulletin and photos.

As autumn 2016 approached the change project began to draw to a close. The Northern Ireland Office felt very different and in the space of 18 months had:

- Seen the introduction of a new, flexible IT offer
- Refurbished accommodation
- A new strategic departmental plan
- Carried out a Strategic Review of Resources.



CASE STUDY: NORTHERN IRELAND OFFICE

- Run a voluntary exit scheme
- Submitted its Spending Review settlement to HMT
- Created new channels for staff engagement
- Created a new operating model, including the creation of a new Emerging Priorities team (to help manage surges in work and create operational resilience)
- Established a Staff Engagement Group
- Rolled out a programme of Continuous Improvement training
- Launched a mentoring project.

“Looking back at the Northern Ireland Office from when I arrived in December 2014 to how the office now looked and felt 18 months later was staggering. We had changed beyond recognition; not just in terms of technology and accommodation but in how we worked, creating a more flexible, resilient Northern Ireland Office that felt like a positive and rewarding place to work. But I was also aware that we still had more to do....we needed to complete our transformation by defining our culture, as to what it should feel like to work at the Northern Ireland Office; it should set for all of us how we should behave and expect others to behave.” -Colin

The 2016 People Survey would be the test of how staff perceived the changes had been managed. The 2015 survey results had been ok but not brilliant - how would staff respond following a year of such significant change?

November 2016 - the results were in...



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“We were amazed, beyond pleased, at what the survey said about how people felt to work here. The +20 for Leadership and Managing Change was particularly pleasing, given the sheer volume of change we had made in the year, and to see the increases in My Manager and My Team was also very gratifying”. - Colin

Survey results aside, had this first part of the change programme delivered what it set out to do? What evidence was there that the changes had made a real difference to how we understood our organisational purpose and how we organise ourselves to deliver our business objectives and how we communicated all of this?

“I think the change programme has really delivered a lot for us as a department. This has been demonstrated by our ability to respond more readily to new and simultaneous challenges; for example, managing the implications of the EU Exit as well as the political talks following the suspension of the NI Executive. The current political talks have been much more joined up and integrated with a wider range of input and contribution. We are seeing a greater distribution of leadership, increased resilience and reduced risk in how we organise ourselves. There is a sense now that we are more empowering, providing a space for our staff to show leadership and a greater willingness to recognise the expert and not the grade. I am grateful to everyone involved for making the changes work so comprehensively and so visibly”. - Colin

The next steps... cultural transformation

Everything we learned from the first phase was brought together in a set of 12 cultural principles. The principles reflect our aspirational behaviours and expectations - this is what staff have told the leadership team they want the Northern Ireland Office to be like and feel like. The draft was seen by the departmental Executive Management committee and then the Staff Engagement Group; subject to a couple of minor revisions the principles were roundly endorsed.

Continuing the practice of engaging with staff the internal communications team held ‘Cake and Culture’ launch events to get views on the principles from a wide range of staff and to see how staff would rank them in order of importance to them. The team got positive feedback on the principles:

- *I think they’re really good! They provide a set of ground rules for working in the NIO that will help us to challenge inappropriate behaviours & if everyone took them fully on board it would be truly transformative!*
- *I like the fact the sentences are generated by staff and feedback collected at various events - BUT not just words on a page - we all have to live them.*



CASE STUDY: NORTHERN IRELAND OFFICE

“I am pleased to have launched the principles and we are now at the start of seeing what this means in practice. I see them very much as a common set of aspirations inspired by feedback from our staff, providing us with an over-arching, aspirational vision for our culture. In making the Northern Ireland Office a great place to work we align our vision and values with those set out in A Brilliant Civil Service and the Civil Service Leadership Statement. We discussed the principles at the recent round of quarterly meetings and I have challenged teams to think about what do the principles mean to them - how can we share what we do well and how can we challenge when we aren't living up to them? I think the launch of the principles in June 2017 marks a new phase in our change journey; the challenge for me will be to ensure we keep them alive and that the Northern Ireland Office continues to be a great place to work. Some lessons learned and useful tips on engaging across the organisation are provided below”. - Colin

- **Ensure buy-in at senior level at the outset.** Develop a sense of ownership and buy-in for the changes and engagement plans
- Make a clear case for change - be clear on **“the what”** but also **“the why”**
- **Aim for some quick wins to gain momentum...** but don't declare success too early
- **Be clear about what the changes are for and why you are making them** - nail the early communications **and realise that you can't over communicate!**
- **Avoid letting the engagement be driven by one or two individuals**, bring on-board a range of voices and personalities to share messages and lead activities
- **Engage with all areas of the office and all grades** - seek out opportunities to hear from staff who are less vocal publicly
- **Make good use of your internal communications experts** - they can help make the best of your messages and increase impact
- **Celebrate your experts** - give them a voice and let them communicate the changes in their areas
- **Try something new** - experiment with new ways of engaging. We had great success with the Appreciative Inquiry Exercise.

The cultural principles are set out in Annex A.

Colin Perry

August 2017



CASE STUDY: NORTHERN IRELAND OFFICE



Annex A

We want to foster a culture where...

- We share a clear sense of purpose and direction.
- We put honesty, integrity, objectivity and impartiality at the heart of everything we do.
- We work as one team that is supportive and empowering and committed to the success of the Northern Ireland Office.
- We care about our well-being by promoting flexible working and a healthy work-life balance.
- We create channels for open, honest and effective two-way communication; we listen and respond positively to feedback and challenge.
- We inspire each other to develop our skills and to be the expert in our role.
- We exemplify great leadership and lead by example.
- We value all our people by embedding fairness, equality and diversity in all we do.
- We are innovative about creating opportunities for our people ... and finding solutions to challenges.
- We take pride in working in the Northern Ireland Office and acknowledge the sense of challenge and reward in delivering its objectives.
- We are prepared to take risks to try new things and learn from the outcomes.
- We embrace the principle of continuous development and the need to grow and learn in order to meet new challenges.



CASE STUDY: LAND REGISTRY

CREATING A DIGITAL VOICE FOR OUR PEOPLE

BY CAROLINE ANDERSON, HR DIRECTOR



*Caroline
Anderson*

A consultation on the privatisation of HM Land Registry, conducted in the spring of 2016 was the second in two years and was a challenging time for our staff. Following years of continual changes to our Board, plus a lack of strategic direction leading to poorly managed change our staff felt like their voices were not heard and their opinions did not matter.

The consultation's conclusion (that HM Land Registry would stay in the public sector) marked a watershed for the organisation and opened the opportunity for new, open and honest engagement from the Chief Executive and Board. Through a digital communications approach which enabled 2-way dialogue, senior colleagues were expected not only to engage in conversations with frontline staff in real time but also for action to be taken on their feedback – an accountability loop that was transparent and immediate and that had never been experienced by our staff. This was reinforced with regular visits and town hall style meetings, staff forums and networks. This approach saw significant increases in annual engagement scores and rises that were amongst the highest in the Civil Service, particularly around leadership and managing change.

What is HM Land Registry?

We are the Government department which is responsible for registering the ownership of land and property in England and Wales. Every day, our staff undertake 120,000 transactions recording ownership changes, mortgages or leases that affect it.

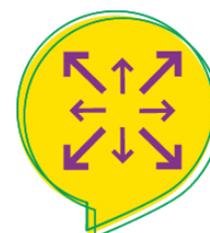
Our People

We are 5000 civil servants, located across 14 offices in England and Wales, with an average length of service of over 20 years and a 75% trade union membership.

Turbulence and uncertainty

Following two privatisation attempts in 2014 and 2016, five chief executives in the span of as many years and poorly managed transformation projects the morale of our staff was poor and trust in senior management was negligible. Structural issues included a lack of career progression for operational staff and little recruitment into the organisation with only one percent of employees under 30 in 2014.

Chronically low engagement scores reflected these issues and our scores against leadership and managing change were the lowest across the Civil Service. Our staff felt their views were being suppressed.



CASE STUDY: LAND REGISTRY



Using communication to rebuild relationships



Graham Farrant, CEO of HM Land Registry

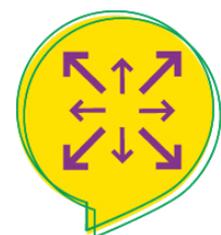
With the appointment of our current Chief Executive in 2015 we decided to radically change our approach to communications between senior management and our staff. We moved to a transparent and public two-way dialogue platform through our intranet and used face-to-face engagement to follow up on challenging issues.

We wanted to create a greater understanding of Board decisions, recognise the achievements of staff, and to make the relationship between seniors and staff more personal and more accountable.

Blogging and listening

A new blogging platform, embedded on our intranet, for our Chief Executive and Board allowed them to regularly discuss issues with our staff. There were weekly blogs from the CEO and Board Directors wrote every week on rotation. The key focus was to rebuild trust through frank conversations and feedback. This was encouraged in several ways:

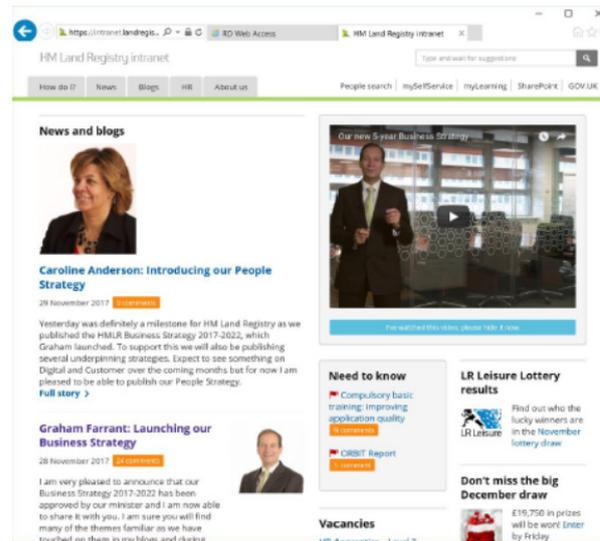
- Every feedback comment was attributable to a named colleague. Anonymous comments or avatar names were not possible;
- A thumbs-up function to enable people to indicate their approval of specific comments and allow senior leaders to focus on comments that were attracting the most likes;
- Light-touch and rapid moderation of the comments made sure that, providing they were in line with our values, all comments were published, no matter how critical they were. The quick publishing of comments made sure the conversations could flow;
- Honest appraisal of challenges and open invitations to discuss certain issues were offered and senior leaders were encouraged to follow up face-to-face to respond to critical or cynical comments;



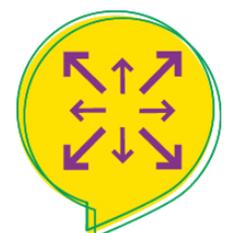
CASE STUDY: LAND REGISTRY

- Comment feedback led to changes to key policies such as performance management and career progression. This was explained to our staff and this active listening built trust and credibility. This enabled us to explore wider cultural issues such as the importance of diversity in the workplace and discussion around living our values;
- This new digital voice was backed up by face-to-face visits to offices which were then reported in CEO blogs every week, with individuals recognised for their involvement in communications;
- The Chief Executive sharing his passions for life inside and outside of work with regular updates including mentions of family, DIY, sport and travel. This meant that when he met staff, they had things in common and the discussion could be wider than purely work issues.

HM Land Registry's intranet was the platform for publishing CEO and Board blogs.



A face to face discussion led by Caroline Anderson, HR Director



CASE STUDY: LAND REGISTRY

Results

Our 2017 Civil Service People Survey results showed that over the last 3 years, we raised our engagement score by 12% and we moved up from 93rd to 59th in the Civil Service ranking. We also raised our leadership and change score by 22% and moving up from 102nd to 71st.

There has been a steady rise in HM Land Registry's People Survey Engagement score, compared to the Civil Service overall

To monitor progress, we conducted all-staff Pulse Surveys three times a year with response rates consistently above 60%. Results continued to show steady progress with the new communications channels and content cited as the main area of improvement in all qualitative feedback.

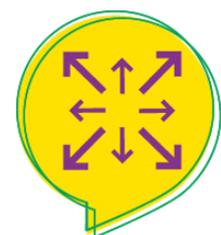
From June 2015 to September 2017, over 100 blogs by senior leaders generated over 5000 individual staff comments. Readership was well above industry standards with weekly blogs read by around 80% of our staff.

Progress was also made on some of the systemic structural issues, with increased recruitment into the organisation, particularly through apprenticeship schemes which also has the impact of increasing the total percentage for staff under 30 from 1% in 2014 to 10% in 2017.



The greatest rise in engagement scores since 2014 have been in the area of leadership and managing change

One regular staff commenter was voted by colleagues for a special 'People's Award' and invitation to the Queen's Garden Party for their contributions to the conversations.

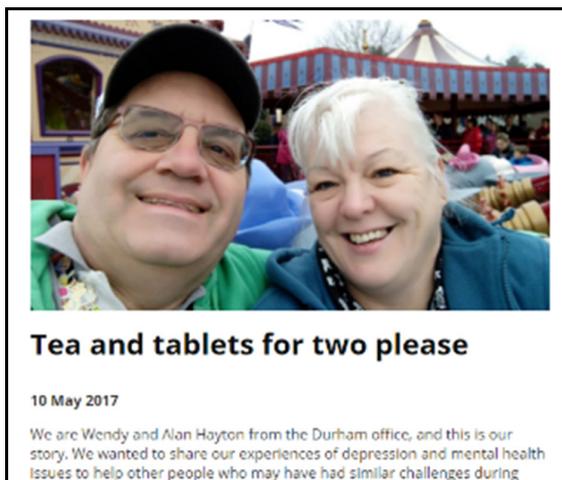


CASE STUDY: LAND REGISTRY

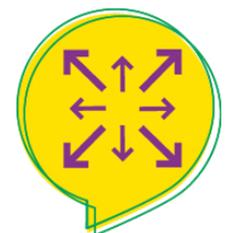
A blog on bereavement and depression, during mental health week, received 3171 unique page views, 34 comments, and 344 thumbs-up. One member of staff commented:

“Everyone seems to have written all I wanted to say, but just wanted you to know that I have felt very deeply moved by your poignant story. It must have been so hard to put into words. It feels so painful, yet honest. You have both been very brave to share your heart & soul. By the comments written, just by opening up, you have helped so many more people. I admire your spirit, bravery and zest to fight and survive.”

The weekly blogs from both leaders and staff have now become vibrant places where information and experiences are shared and different perspectives and voices are heard. It has become a powerful and empowering tool.



Blogs explored wider issues such as diversity and wellbeing, including one on bereavement and depression



CLOSING WORDS

This paper highlights the great practice already underway in the UK's public sector organisations. There is an immediate imperative to change ways of working and working culture in order to continue to provide public services, against a background of rapid technological, political and societal change. The stories told here make it clear that keeping people at the heart of what we do at work benefits our employees, our citizens, our societies and our economies.

The organisations featured have all recognised that 'building better work and working lives'¹ is not a one off exercise, but an ongoing journey. They are all at different stages of that journey, with some having a very clear understanding of how engagement is creating better outcomes for the citizens they serve, and some at the start of the journey in improving engagement within their organisations. We hope the compelling stories here inspire you to make changes within your own organisation.

In the words of the Department for Transport:

"It's not something that ends but something that we continually invest in – seeking to improve the organisation and the way people feel about working in it. Having strong leadership and enabling managers who listen and give people a voice will sit at the heart of future change and improvements"

Acknowledgements

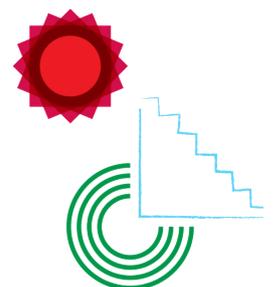
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Further Resources

You can find many other case studies, research papers and resources on Employee Engagement at **www.engageforsuccess.org** - the website for the UK's movement for employee engagement.

<https://www.cipd.co.uk/knowledge/fundamentals/relations/engagement>



¹ CIPD

