



Engagement Following Restructure

**A TAM ^{UK} Case Study on the deployment of Team Action Management
within City of Edinburgh Council Corporate Property Division**

OBJECTIVES

We want to create an organisation where we can:

- ✓ *Create a culture where you and your suggestions count*
- ✓ *Build a better team spirit that allows us to be open, honest and flexible in how we do business, allowing us to do the right things at the right time for our customers*
- ✓ *Shape a more integrated approach to our service delivery, ensuring high standards of customer service and staff satisfaction*
- ✓ *Make a difference that people notice and celebrate*
- ✓ *Create a smaller but much better maintained operational property estate*
- ✓ *Do our bit to help the planet by reducing energy consumption and increase sustainability across the estate in line with the Council's Carbon Reduction targets*
- ✓ *Become an exemplar model of good practice that we can all be proud of*
- ✓ *Eliminate waste in all areas of practice, process and service delivery*
- ✓ *Identify our best practice and highlight it for use in other areas*

TAM^{UK} Deploys Innovative Solution to engage staff and assist in the finding of efficiencies and savings required by the Corporate Property Division.

Key Challenges

Edinburgh City Council Corporate Property staff have undergone a very uncertain time over the last few years, as such are anxious to protect the more traditional values that have underpinned employment within the Council, without exception they are seeking to communicate and include staff in an open and transparent way about changes that are to take place. We were conscious at all times of the need to engage and support staff through the transformation process the TAM programme will be used to encourage and respond to the employee voice.

Jennifer Wilson - iPFM Programme Change Manager:

“The City of Edinburgh Council opted for the TAM approach to staff engagement as it offered a unique package in terms of its structure, component elements, and delivery timeframe, and fitted well with the Council’s internal change methodology.”

Getting Value for Money

Value for money and return on investment are concepts critical to the Service’s long term plan, fundamental questions that were asked:

- ✓ Why are we considering this?
- ✓ What difference will it make?
- ✓ How will we benefit and who will benefit?
- ✓ How will we ensure the service gets the benefit of this proposed activity?
- ✓ Will the process identify gaps within the service?
- ✓ Will the process keep everyone involved and informed?
- ✓ Will we gain a better understanding of our people, and their abilities?
- ✓ Will we identify opportunities for savings and efficiencies?
- ✓ Will we be able to analyse the information gathered to plan and prioritise and meet the emergent needs within the service?

TAM – The Right Choice

The Team Action Management process (TAM) is a straightforward approach to organisational development; it needs and encourages every employee's view of the business, asking for comment, ideas and issues that need fixing along with suggestions for development in the company's future.

The TAM process is based on the simple reality that every single employee of a company has a personal stake in its future and that, for any organisation to progress; it needs to have the commitment of the entire workforce. The anonymous submission of forms aids this process, along with the communication process, people need to be reassured about how the information is handled, they also need to be satisfied that confidentiality will be respected and that something constructive will happen as a result and fed back.

The information gathering relies on:

- ✓ A structured approach
- ✓ The ability to get people to take part and expand on their ideas, suggestions and thoughts
- ✓ Our ability as a team to take in and absorb the information gathered
- ✓ Our ability to reinforce the importance and purpose of the engagement
- ✓ The ability to act upon the information received.

An Innovative Solution

TAM involves everyone in the strategic intentions of the organisation, resulting in a stronger more resilient workforce.

Keynote Speech to all staff across the Service from Mark Steed Head of Corporate Property:

The Have Your Say programme is all about you and the future of the service. As public sector employees we face uncertain times where everything seems to be changing and often these changes feel like they are outwith our control. I'm sure that you will agree that taking control of influencing changes where we can, will be hugely beneficial to all. To achieve this will require the involvement of all staff across the Service. This is a vitally important step forwards in harnessing the great ideas from staff at every level to bring about positive service improvements. Every suggestion will be read and considered for action.

The on-going desire to build on and improve our performance, our skills and our work is the aim of the IPFM Programme. To drive these improvements forward we want to be able to operate as one efficient team; a team that supports one another to get the job done, and one where we all take pride in the service we deliver.

TAM^{UK} do not operate as consultants, understanding that there is no value to the City of Edinburgh Council in having to pay for the service every time they wish to run the TAM programme. So, while fully facilitated and supported, TAM is delivered by knowledge transfer, to become embedded in the Council's culture. Key to the success of any change programme is having a workforce and management team who have the competencies, skills, confidence and motivation to perform at a high level.



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The Process

We undertook the Team Action Management Programme, a content free framework that would give every member of Corporate Property the opportunity to have their say anonymously via red post boxes that were placed across the service, or, alternatively, via online access or by post.

Whilst this was taking place the senior management team undertook training modules Leading Change

and Finance for non-Finance Managers giving them the understanding and tools to embark on this change journey. To follow are the Estimating and Forecasting and Organisational Theory these conclude the four cornerstone courses that make up the TAM Programme, the programme is also accredited as a Post Graduate Certificate in Change Management.

Statement of intent issued

A total of 313 suggestion forms were received back which were used in the change session, the number received was far lower than a normal session however is indicative of the reaction to the impending restructure. The biggest focus was around communication issues, engagement, restructure, ICT matters compression and work style issues.

All of the forms, without exception, were added to the programme, and became part of a change and improvement project. Some of the points made are already being dealt with in other work streams through the IPFM programme. Whilst we will pass these issues on to the work stream for action, the TAM committee will expect a report back to confirm that action has been taken. We will continue to hold and control the issues until we are satisfied that work is complete. The entire working from now on, will be briefed out as often as possible in team meetings; online intranet and newsletters.

The biggest focus was around communication issues, engagement issues and of course the restructure and the way that it has been affecting all staff.

Other matters included ICT matters, Compression and work style problems, and various other technical and procedural matters too.

The feedback generated through the Form 1s linked in well to the staff survey results of 2012, therefore linking key outcomes to both processes and allowing staff to link into the bigger picture.

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Soft Analysis

Each form is classified into each of the following four categories: Strength, Opportunity, Fault or Threat.

The SOFT analysis *(figure 1)* provides a framework for reviewing strategy, position and direction of the organisation.

Characteristically, of a first run TAM Session, a high number of **Faults** were identified; however, this was significantly less than a typical organisation (around 60% of the anticipated figure). This is mirrored by a reduced number of identified **Strengths** (57% of anticipated).

Of exceptional interest is the significantly higher number of identified **Opportunities**, around 520% of a typical workforce – evidencing a very forward looking and proactive team.

Of concern is the number of FORM1s received. Typically, one would expect an average return ratio of 1.7 forms per employee. The sampled workforce

returned an average of just 0.17 forms; highlighting a significant level of disengagement within the team.

Discussions focussed on how trust and re-engagement could be heightened to improve morale of a workforce that has undergone so many challenges and changes alongside the restructure taking place.

The process began with an appointed group of the council's management team being trained in the basics of change and financial management and how to utilise TAM to ensure successful aligned operations and strategic development.

Concurrently, the entire Corporate Property workforce were consulted for their opinions and ideas, identifying working practices which needed improvement or suggestions for future strengths. Collectively the team submitted 313 suggestions. These ideas were developed into a series of 25 manageable strategic activities.

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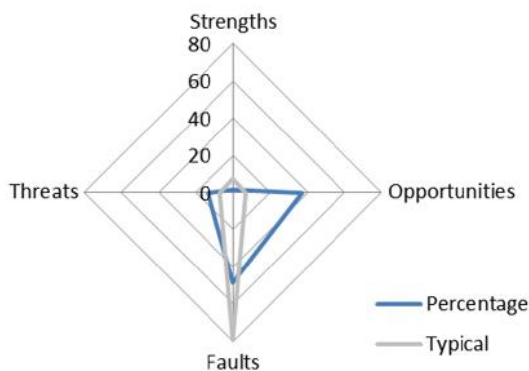


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Transformed Processes

The important concept behind TAM is that the resulting projects are designed to steer the direction of your job role. It isn't a case of having something extra to do, but one of adapting the way you work to become more productive.

Quantifiable savings will be published once projects have been completed; non-quantifiable savings were identified in increased morale and more cost-neutral projects such as staff re-engagement, improved training & development, improving working conditions and more coherent policies and procedures. These projects are seen as high priority to support staff on the change journey.



Mark Steed, Head of Service, stressed the importance of:

- *strong support from senior leadership;*
- *focussing on improving services to users;*
- *embedding engagement as a way of doing business rather than a “one off” initiative;*
- *ensuring best practice in areas such as appraisal and communication.*

Performance Dashboard

Performance dashboards have become the preferred way for busy executives, managers, and staff to monitor key business metrics at a glance and move swiftly through layers of actionable information to get the insight they need to solve problems quickly, efficiently, and effectively. Quick and easy to use, this was considered another way of keeping staff across the service engaged by being able to see how projects were progressing and enable continuous input into the changes taking place. TAM Committee members meet up on a monthly basis to discuss progress and next steps.

Reporting managers are measured by the project results and the ability for all to see progress and comments at all times and, the Head of Service can gain at-a-glance information of progress of any project.

By sharing a vision with our partners Edinburgh is a thriving, successful and sustainable capital city in which all forms of deprivation and inequality are reduced.

To achieve this we aim to build a more co-operative and prosperous Edinburgh that benefits every individual and community. We are improving our planning arrangements to focus on the delivery of outcomes and key priorities.

We have a good link between our hierarchy of plans and strategies. This ensures that there is a clear cascading of information and objectives from national and local priorities, through to thematic plans with partners, operational plans and individual performance objectives.

For Further Information Please Contact

Mark Steed
Head of Corporate Property
City of Edinburgh Council

Telephone: 0131 200 2000

Online: www.edinburgh.gov.uk

By post: City of Edinburgh Council
Corporate Property Facilities
Management
Waverley Court
4 East Market Street
Edinburgh
EH8 8BG

Philip Webb
Chief Executive Officer
TAM UK

Telephone: 01246 456304
Mobile: 0771 100 8350

Online: www.tamplc.com

By post: TAM UK
PO Box 743
Chesterfield
S40 9LZ

Leading Organisational Change

TAM UK
01246 456304

www.tamplc.com

PO Box 743, Chesterfield, S40 9LZ