

# **BeWigan: our culture change and staff engagement journey**

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## Rewind to early 2012...

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- High sickness levels – approx 13 days per FTE employee
- Organisational change managed in a very traditional way
- Genuinely listening to staff was not part of our culture
- Focus on staff satisfaction rather than real staff engagement
- Appraisal process was a source of frustration – a tick box exercise with no meaningful or positive outcome
- Risk averse, innovation wasn't encouraged or celebrated – “we've always done it this way”
- Staff loyalty & exceptional performance wasn't formally recognised
- Limited investment in leadership & management development

# Our Response

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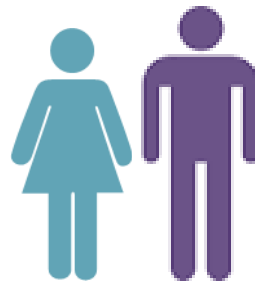
**We knew we needed to do something different....**

- **Have a fundamentally different relationship with our workforce**
- **Put staff at the heart of everything that we do**
- **Create the conditions that unlock the capability and potential of our workforce**
- **Empower & engage staff in transforming services and making Wigan a great place to work**
- **Create & sustain the right culture**

# Our Workforce

Directorate	Number of staff
Adult Social Care and Health	1060
Children and Families	818
Customer Transformation	728
Economy and Environment	1560
Resources and Contracts	242
<b>COUNCIL TOTAL</b>	<b>4408</b>

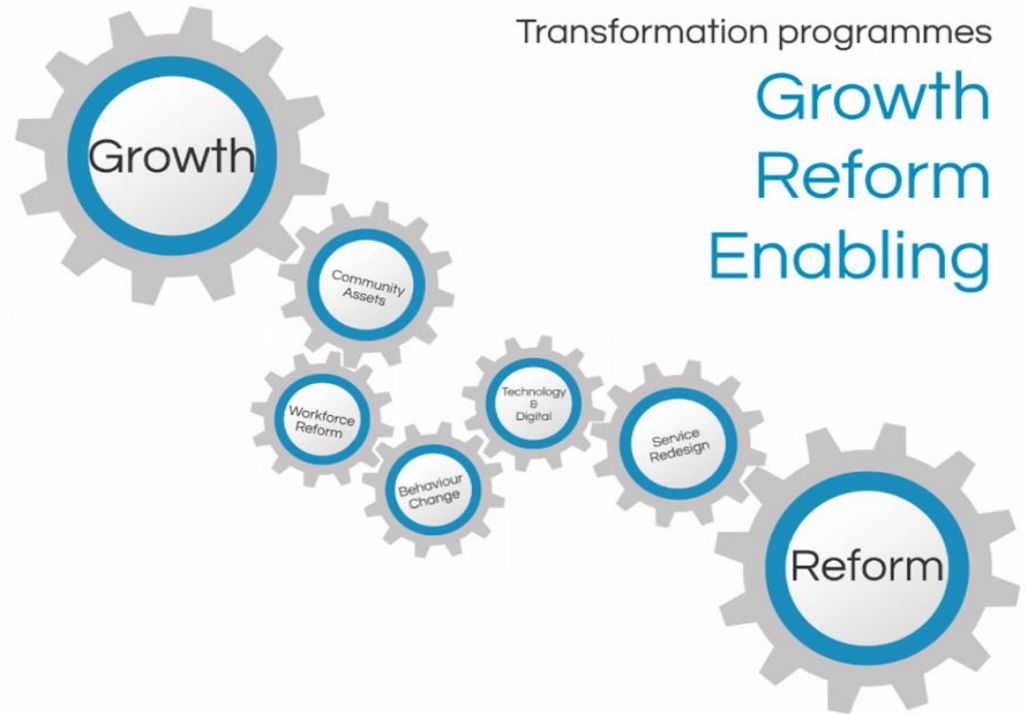
Approx **40%** remote  
workforce



**69%** Female  
**31%** Male

**16-24: 4%**  
**25-34: 16%**  
**35-44: 22%**  
**45-54: 33%**  
**55-64: 22%**  
**65+: 3%**

# Our Ambition



**An engaged workforce that delivers the Deal through the BeWigan behaviours:**

**Be Positive, Be Accountable, Be Courageous**

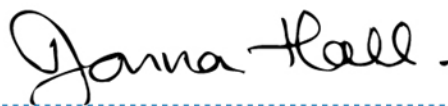
# Staff Deal



## Our part

- Provide strong, honest and visible leadership
- Reward your commitment and hard work
- Care for your health and well being
- Listen to you and put your ideas into action
- Support you to give something back
- Offer opportunities to learn and grow
- Be one team, one council
- Believe in you

Signed



Donna Hall CBE, Chief Executive

## Your part

- Listen, be open, honest and friendly
- Be efficient , flexible and professional
- Care for your health and stay active
- Tell us how we can improve
- Give something back whenever you can
- Take opportunities to learn and grow
- Be one team, one council
- Believe in yourself and our borough

Signed

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# Engagement Drivers



**Great managers**



**Empowering leaders**

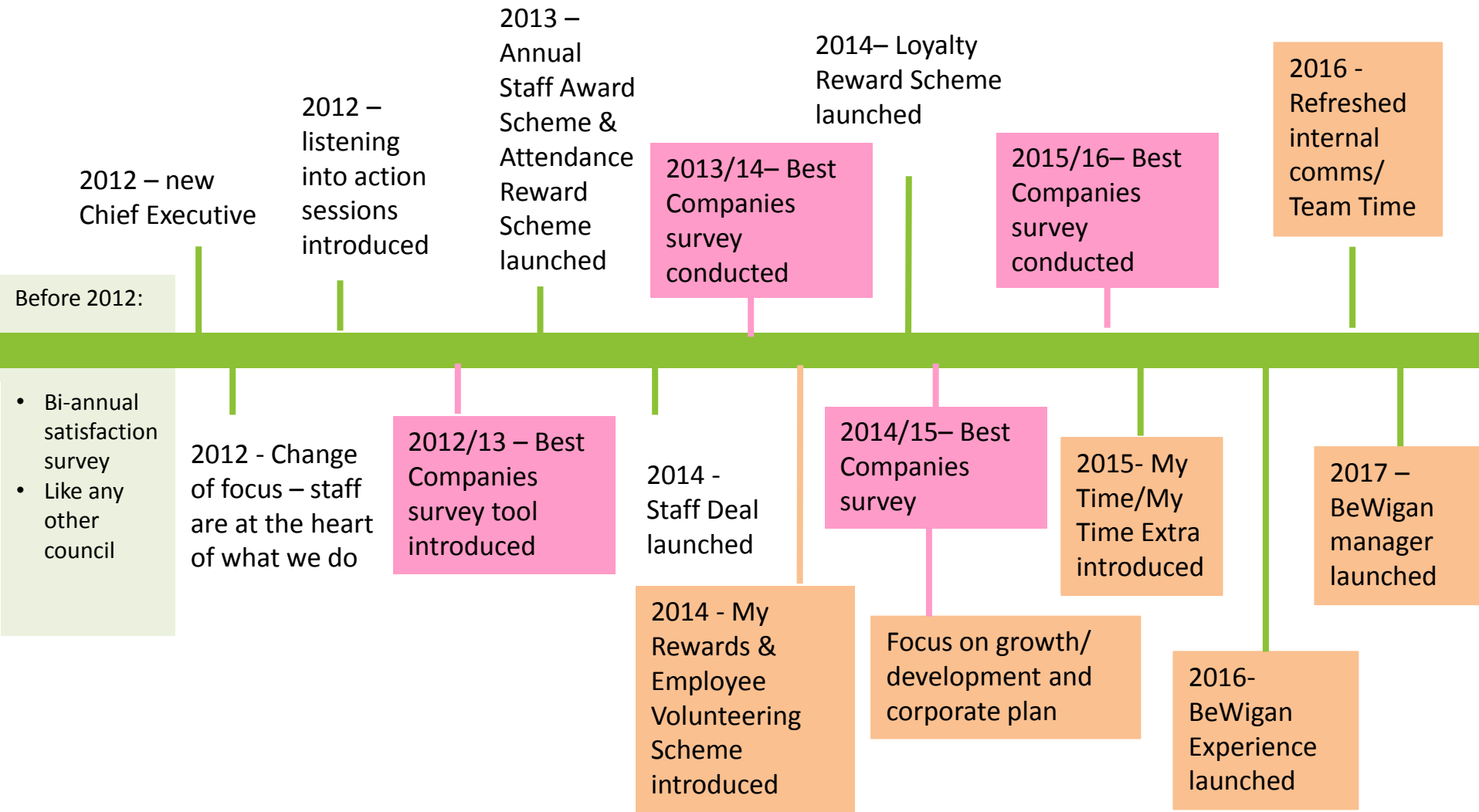


**Employee voice**

**BeWigan**

**Integrity – what you see is what  
you get**

# Our Staff Engagement Journey





## Listening into Action (LIA)

- Two types of sessions – **Corporate sessions** with Leader of the Council and Chief Executive held fortnightly (Jan to Aug), **Directorate sessions** with Directors (Sept to Dec).
- Opportunity for staff to hear the latest priorities, ask questions and get their ideas and opinions heard.
- **98%** of delegates find the sessions give them a better understanding of:
  - > The Deal and Deal for the Future and how their role fits in.
  - >The Chief Executive and Cabinet’s role in supporting employees to play their part in The Deal.
  - >Key achievements and priorities moving forward.

“It’s brilliant to be able to meet with our leaders in the ‘open door’ way. Long may this continue. Thanks for the inspirational leadership.”

“I found the task very helpful as it encouraged people to talk through issues, share good practice and suggest solutions. This encourages the sense that we are all working together – One Council. It was a good idea to move people around as we then met with colleagues from other sections that we would not necessarily meet.”



“I feel the Listening into actions are very beneficial as an employee and gives a clear informative process as to where we stand as a Council, the savings we need to achieve and the excellent services we provide and also areas which need further assistance. I find the sessions excellent.”

## My Rewards



### My total reward statement Year 2016-2017

Name:

Personal reference:

This personalised reward statement has been created to help you understand the value of the benefits you receive in addition to your basic pay. The information in this assessment provides you with the total value of your pay and benefits from 1 April 2016 to 31 March 2017.

The	Value	Additional benefits	Value	Salary sacrifice	Value
Basic pay		Annual leave entitlement		Car lease scheme	
Living wage supplements		Attendance reward day		Career development loan	
On call payments		Car mileage claimed		Childcare vouchers	
Overtime payments		Diad-day taken		Cycle to work scheme	
Electricity payments		Priority car user allowance		Home technology scheme	
		Volunteer days taken			
<b>GHF Pension</b>		<b>Value</b>		<b>Employee recognition</b>	
Employer contribution	28.9%	Attendance reward cash sum		Confidence reward reward voucher	
		Confidence reward reward voucher		Locally reward voucher	
		<b>Your total reward:</b>			
		£			

**More than just a payslip!**  
 Rewarding your hard work and commitment.





We've recently improved access to our **Fast Track Physio Service**

**FREE** to all employees



**Gym, Swim & Classes** £15 per month

**Staff Deal**

[Click here for details](#)



# Back to Basics



- **How do we help staff understand what Wigan's vision is and the part they play?**
- **How do we genuinely listen to staff and take on board their ideas and suggestions?**
- **How do we translate Wigan's story in a way that people feel proud to be part of it?**
- **Do staff know what's expected? How do we articulate how we do things around here?**
- **What can we do to support staff to feel empowered to work differently and co-create the future?**
- **How do we support leaders at all at levels to create conditions for our workforce to thrive?**

# BeWigan

how we deliver **The  Deal** together

# Our Behaviours

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**Be Positive...** take pride in all that you do

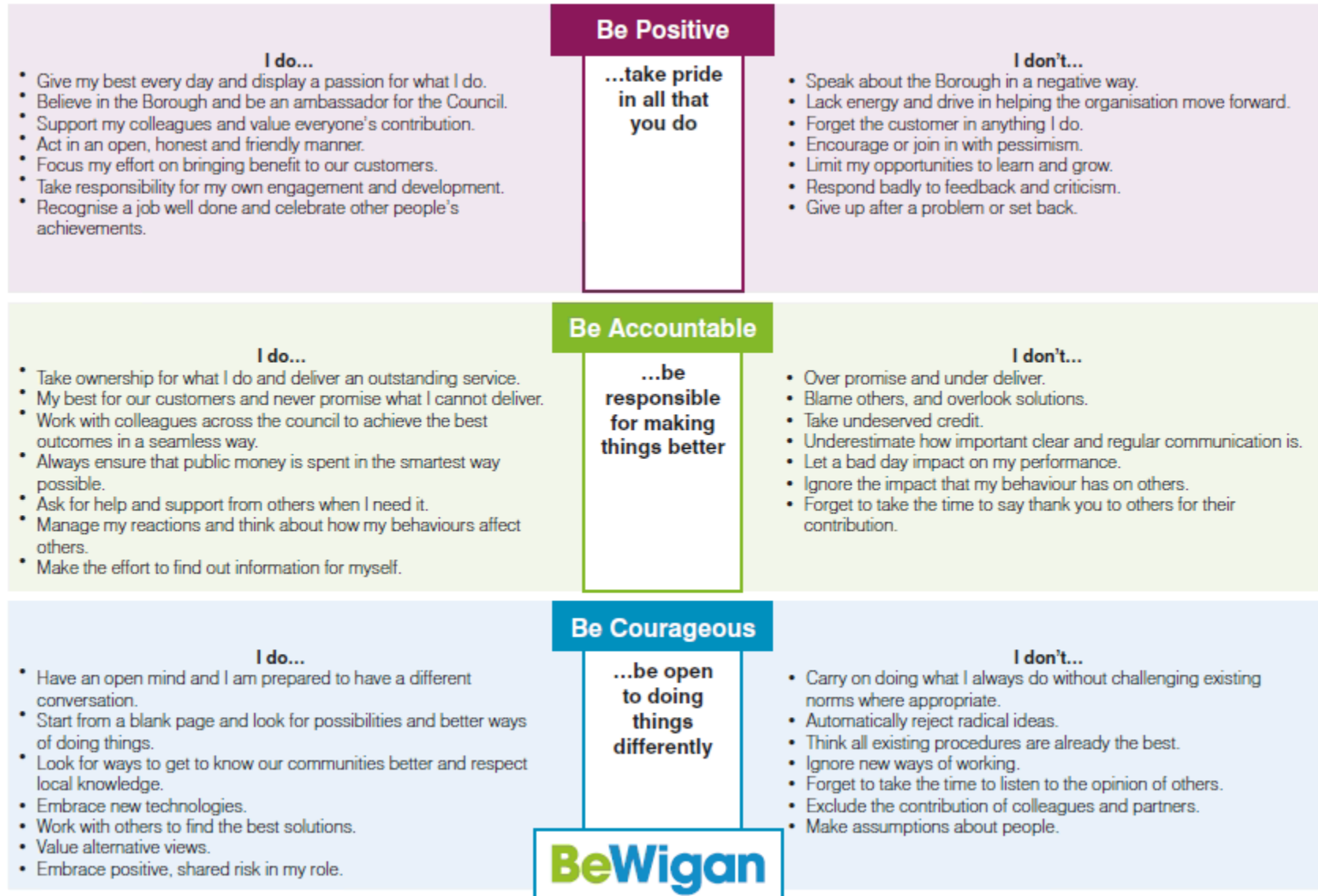
**Be Accountable...** be responsible for making things better

**Be Courageous...** be open to doing things differently

# BeWigan

Because how we do things is just as important  
as what we do

# Our Behaviours







**The Deal for the Future:**  
the next phase of the  
council's journey, setting  
out where we want to be  
by 2020 that replaces our  
corporate strategy



**BeWigan behaviours:** the  
kick start to our culture  
change programme



**My Time and My Time  
Extra:** tools to empower  
staff to take responsibility  
for their own engagement  
and development

Introducing the...

**BeWigan**  
 experience

# What is it?

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**An engaging and interactive walk through experience...**

and a completely new, modern and fresh approach to learning.

**It introduces the Deal for the Future and brings it to life...** and helps explain why change is necessary.

**It introduces our new behaviours and what they mean in reality...** to highlight to staff they have permission to take ownership of their own engagement and development.

**It introduces the new tools that support behaviour change...** and encourages staff to commit to action moving forward and be part of our journey.

# Let's take a peak...



## What impact did it have?

**96%**

of staff have  
visited

**95%**

rated it excellent  
or good

Over **4000**

pledges

**83%** of staff felt they left the Experience with a very clear picture about the long term aims of the council and the role they play in this

**85%** felt they no understand the role they play in delivering the Deal for residents

**80%** said that they feel they have a detailed knowledge of the BeWigan behaviours and how they can display them in the role

**95%** felt that after attending the Experience they know more about the My Time approach



Introducing...

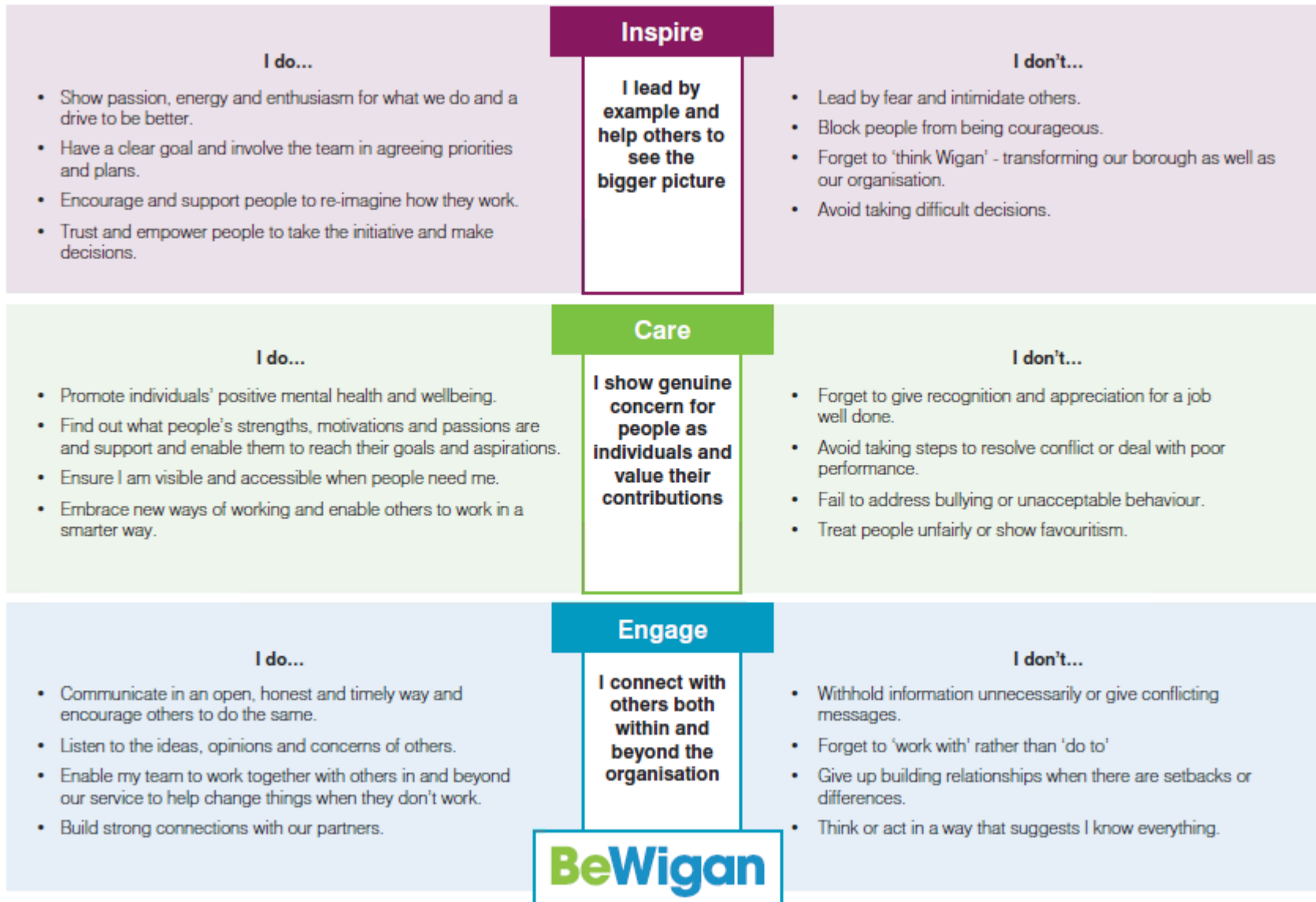
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# BeWigan



manager  
experience

# BeWigan Manager Behaviours





# Let's take a peak...





## What did managers tell us?

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**95% of our managers / supervisors have visited the BeWigan Manager Experience**

**They told us:**

**99%** rate the Experience as 'excellent' or 'good'

**100%** rate the BeWigan Manager behaviours as 'excellent' or 'good'

**97%** rate the support to enable them to be the best manager or supervisor they can be as 'excellent' or 'good'

# What difference has our approach made?

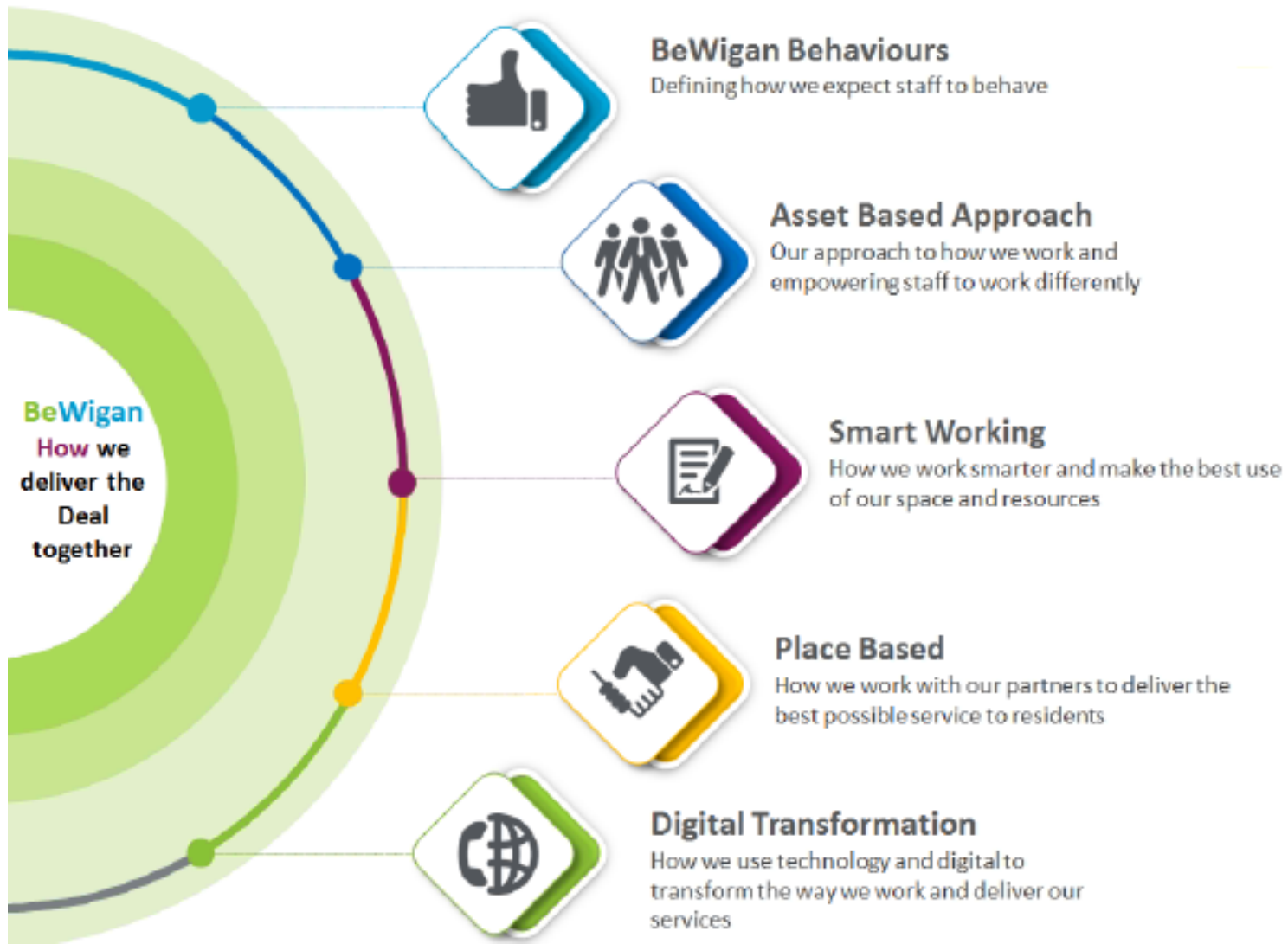
**92.5%** of staff feel the BeWigan behaviours are clear in explaining how they are expected to behave at work



Over **80%** of staff generally understand what the Staff Deal is

**92.4%** of staff understand what The Deal is and **87.8%** understand how The Deal is changing the way we do things as a council

# Where are we now?



# Looking Ahead: Workforce Reform

**2017 – 2020**

Continue to strengthen employee / manager relationships through better conversations

Move to 'always-on' engagement measurement,  
launch 'My Voice'

Continue to deliver the Deal for Your Street Experience & develop similar 'Experiences' for other directorates

Introduce new ways for managers & supervisors to connect and further develop their skills

Launch new ICE toolkit

Move to an asset based recruitment approach & tools

Launch interventions that will help our workforce to have a digital mindset & leverage digital skills & talents amongst our workforce





# Any Questions?



# Want to find out more about our approach?

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Book a place on our masterclass...

## **BeWigan:** a turbo charged engagement & culture change journey

We will cover...

- How we are delivering on our Staff Deal
- The BeWigan Experience; our unique and award winning innovative walk through learning experience
- How we are embedding an asset based approach
- How we are driving forward smarter ways of working and embracing digital
- My Time and My Time Extra; our fresh and modern approach to personal development and performance management
- Our business partnering approach
- And more!