

Report to Joint Consultative and Safety Committee

Subject: Current staffing issues (Standing Item)
Date: 25 November 2014
Author: Chief Executive
Service Manager; Organisational Development

1. Purpose of the Report

This is an information item highlighting to the Committee, any issues of particular interest that relate to the council's workforce.

2. Summary of current issues

2.1 Employee Conference

This year's Employee Conference was a huge success.

Run over three half days at the start of October in the newly-refurbished Bonington Theatre, the theme of the event was "Being Valued at work". Participants listened to Ben Heason, a world-renowned climber, who explained in words and beautiful graphic photographs what "being valued" meant to him in his work.

The event also focussed on what things could be improved in the workplace to help them feel more valued. The results identified, and the actions to be taken are summarised in the Chief Executive's briefing note that appeared on the Intranet soon after the conference and which is shown at Appendix 1.

Other parts of the event looked at the culture of the workplace and participants identified the sort of behaviours that they would want to see in their managers. These comments (shown at Appendix 2) will help inform the re-drafting of our Gedling Management and Leadership Standards that is currently taking place.

In all, almost 150 employees took part in the event and the feedback showed that most participants both really enjoyed the event and got something out of the day.

2.2 There is currently a dispute over the pay offer made for the current financial year. Following an official ballot, strike action was called for 10 July. Locally 41 employees took part in this action (approximately 8.2% of the workforce). This was reported to the last JCSC.

A further day of strike action was due to take place on 14 October but this was called off pending ongoing negotiations which have not yet concluded.

The current proposal being consulted upon is one which applies a sliding scale of pay improvements that is more heavily weighted to the lowest pay points. The pay improvement proposed ranges from 8.56% down to 2.2% all to be applied from 1 January 2015..

2.3 At the last JCSC the new collaboration agreement was introduced that outlined how staff might effectively be shared between partners. The start of November saw the first use of this agreement with a senior leisure professional from Newark and Sherwood District Council taking on our lead role in Leisure Services on an interim basis for a period up to about a year. This follows the resignation of the previous service manager.

2.4 Widely advertised in the national press is the current employee relations news story relating to the Employment Tribunal decision that requires employers to take account of casual overtime payments in the calculation of annual leave. Up to now this hasn't been the case and the decision could prove to be costly for industry. It is almost certain that that the decision will now be further appealed and until the appeal process has run its course any proposals to change to current pay arrangements either locally or nationally are unlikely.

2.5 The Employee Awards are to take place on the afternoon of 11 December in the Council Chamber. This annual event is a celebration both of employees who have completed training qualifications as well as those that have been nominated for the "Stars of Gedling" awards. Employees receiving awards, their managers and councillors are all invited to this popular event.

3. Recommendation

The Committee is asked to note this report.

e-Gen alert

10.10.14

A word from the Chief!

This week's SLT meeting took time out to consider the feedback from the recent Employee Conferences. I'm really pleased that the anecdotal evidence I picked up was born out in the satisfaction figures - 93% of attendees were satisfied with the event and ever so slightly more, 94%, said that they enjoyed it. If you were there, you'll remember being invited to vote on ideas to improve the workplace and practical things that would make peoples' jobs easier and help you to feel more valued and appreciated. I rarely use the internal telephone directory but it's clearly not up to scratch because lots of you said it needed updating and improving. That's going to happen. Secondly, this coming Monday, Corporate Directors and Service Managers are meeting to focus on refreshing the current Leadership and Management standards. Although they are only about 4 years old, they already appear to have past their sell by dates and we need to refresh them in the light of your feedback – about listening to staff, tackling poor performance, involving people in decisions and various other characteristics that we all want to see all of the time. The way that SLT and Service Managers behave has a massive impact on performance and morale so its right that we should take time out to reflect on your feedback. Finally, and no surprise, pay featured in your feedback. But it wasn't just pay, it was about being rewarded and recognised more broadly. There isn't an easy or quick fix answer to improving levels of pay - other than we've made a start at the bottom with the introduction of the Living Wage and recognise the need to address comparative low pay at other points in the organisation.



Just one other SLT item I wanted to mention was the fantastic work that is being done around Employment and Skills. I don't have the room to go into much detail but we've seen some real success in tackling youth unemployment through apprenticeships, work experience and various other employment initiatives. You can read the press release [here](#).

That's it for this week. Have a great weekend.

John

Employee conference; Feedback from SLT Session

Behaviours: Day 1

<u>High Performing & Wellbeing</u>	<u>De-Motivators</u>	<u>Changes Needed</u>
<ul style="list-style-type: none"> • Knowledge • Allowing staff to act and make mistakes (we are too risk averse) • Managers to know their staff • Show allegiance to the team • Trust • Integrity • Manager to “know the job” • Support staff • Value staff • Effective communication • Being valued • Praise to right person 	<ul style="list-style-type: none"> • Negativity/”closed door” • Poor communication • Not listening • Process-driven (not people-centred) • Not giving credit where it is due • Destructive criticism • Self-interest • Unapproachable • Passing the buck • Not valuing staff • Poor communication • Not prepared to learn • Being overlooked in round-robin emails 	<ul style="list-style-type: none"> • Listen more and take ideas on board • Be confident in own and staff ability • Listen • Remove fixed roles/be more flexible • Passionate • Value all employees • Recognise different work patterns (don't exclude people) • Support staff • Encourage better work/life balance

Behaviours: Day 2

<u>High Performing/Wellbeing</u>	<u>De-Motivators</u>	<u>Changes Needed</u>
<ul style="list-style-type: none">• See bigger picture but small things important• Integrity• Praise• Trust people• Approachable• Professional• Visible• Charismatic• “Got your back”• Supportive• Inspire• Trust• Honesty• Recognise and use skills in your team• Acknowledge and praise• Lead by example• Modesty• Effective listening• Show interest in each staff member	<ul style="list-style-type: none">• Blame culture• Lack of guidance• No credit where it's due• Crisis of confidence - inconsistency• Changing context/consistency• Being supported• Imposing• Critical• Unconstructive criticism• Bullying• Not leading• Undermining• Take credit not blame• Dictating to people• No personal interest in staff as people	<ul style="list-style-type: none">• Transparency• Be qualified –management qualification• SLT to stand united for benefit of staff and residents• An honesty about what is happening and appropriate support• Quick thinking• Strong• Encouraging• Openness• Honesty• Technical knowledge of how a department works• Consistent

Behaviours Day 3

<u>High Performing/Wellbeing</u>	<u>De-Motivators</u>	<u>Changes Needed</u>
<ul style="list-style-type: none">• Trust• Determination• Managers not over-controlling staff• Impartial• Equality• Integrity• Inspirational• Inclusive• Passionate• Articulate• Support• Lead by example• Listening skills• Compassionate• Inspiring• Give praise• Effective feedback• Good delegation• Respect• Keep informed• Listen• Recognition	<ul style="list-style-type: none">• People faffing with their phones• Negativity• Being fobbed off• “Do as I say not as I do”• “Mood hoovers”, “energy vampires”• Criticised behind back• Grumpy• Unapproachable• Negative• Inconsistent• Bad delegation• Intimidation• “Dear all” email• Blurred line of authority – manager can’t always be your friend• Slam doors• Having favourites	<ul style="list-style-type: none">• Innovation• Proactive not reactive• More mentoring• More explanation (why not just what)• More consultation• People can make mistakes• Have backbone• Realistic about expectations• Listen• Empathy• Entrepreneurial• Good will• Praise• Don’t micromanage• Consistency• Set example• Honesty