

Report to Joint Consultative and Safety Committee

Subject: Current staffing issues

Date: 16 June 2015

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 During March a survey was conducted across the whole workforce to find out about how our Performance and Development Review (PDR) scheme was working. The survey was produced in electronic format for those employees with and email address and ready access to a computer and in paper format for all other employees.

The survey showed that although the PDR system was being carried out well in most areas, there were "pockets" in the organisation where either PDRs weren't being regularly conducted or if they were, the quality seemed to be poor.

As a result of this feedback Senior Leadership Team (SLT) considered a number of recommendations for change, some of which have already been implemented. These include:

- The provision of training to help improve the quality of PDRs which was targeted particularly to the teams where quality was perceived by team members as being poor.
- The redesign of the PDR form to help discussion to focus on how each employee's contribution relates to the Council's "Big Idea" of "Serving People, Improving Lives" (our strapline).
- Improved clarity about the period within which all PDRs will be carried out annually (April to June)
- Future work to include the reviewed Gedling Employee/ Manager and Leader Standards to focus discussion on what is important to us in terms of workplace behaviours.

2.2 A general employee survey takes place every two years. The next survey is due to be undertaken in July this year. Questions centre on employees' views of the Council, its procedures and workplace conditions as well as giving an opportunity to employees to comment on the effectiveness of senior management.

A summary of findings will be reported back to a future meeting of the JCSC together with proposed actions for improvement and change.

2.3 The collaboration arrangements between Gedling, Newark and Sherwood, and Rushcliffe Borough Councils continue to work well in relation to the shared Masters of Public Administration programme. A joint event is planned for 27 July to showcase the opportunity to employees of the three councils and to ascertain interest for participation in the second cohort of this three-year programme

2.4 The Chief Executive has been charged with conducting a review of the management arrangements for the Council and to bring forward proposals for improved ways of working and structural change.

It is anticipated that an initial proposal will be brought to this committee around late summer/ early autumn to commence formal consultation. It is our practice to consult on major proposals over a 30-day period at the end of which time a final report would be brought back to this committee to ask that recommendations be made which will then be considered by the Appointments and Conditions of Service Committee prior to implementation.

2.5 Linked to work on the structure of the organisation, the Hay Group has been commissioned to look into our current pay and reward package in order to determine if, as SLT suspects, our current arrangements present future risk to the Council in terms of loss of key post holders due to our pay being substantial lower than other pay in the region (both public and private sector comparators). Each year the Council is required to produce and publish a Pay Policy Statement. It is the information contained in this statement when compared to data provided by other similar organisations that has led to this concern over future risk together with the loss of certain key post holders over recent months.

Again, any proposals for change would be brought back to this committee for consultation prior to progression to the Appointments and Conditions of Service Committee as a change of policy (pay and conditions). It is anticipated that a report will be placed before the JCSC later this year.

2.6 The Chief Executive is leading on a programme of organisational development across the organisation. The purpose of the work is two-fold. Firstly to secure on-going improvements in residents' satisfaction with the Council and with Gedling as a place to work and live and secondly to enhance staff satisfaction and wellbeing. **Appendix 1** shows the report taken to Cabinet outlining the purpose and objectives of the programme.

The coordination and programme management of this work is being undertaken by a newly-constituted board comprising the Chief Executive and Service Managers of IT & Customer Services, Communications and Organisational Development. This has been named the Refresh Programme. **Appendix 2** shows the draft of a work programme that was taken for discussion to the first meeting of the Refresh Board; this gives a flavour of the work to be undertaken over the next two years.

In summary this programme of work will comprise a number of strands focussed around:

- Leadership and Management
- Employee recognition and reward
- Customer engagement, insight and responsiveness
- Employee engagement, health and wellbeing
- Digitalisation
- Workforce planning and development

Within this programme specific Corporate Directors and Service Managers as well as the Chief Executive will be tasked with delivery of specific actions. Clearly some of the major work undertaken in respect to senior structures and pay and rewards described above will fall within the remit of this board.

3. Recommendation

The Committee is asked to note this report.



Report to Cabinet

Subject: Refresh Organisational Development Programme

Date: 23 April 2015

Author: John Robinson, Chief Executive

Wards Affected

All

Purpose

This report launches the development of a programme of activity across the Council that seeks to kick-start further organisational change and improvement. It seeks to achieve two outcomes:

- On-going improvements in residents' satisfaction with the Council and with Gedling as a place to live and work
- An enhancement in staff satisfaction and well-being.

Key Decision

This is not a key decision

Background

- 1.1 In all sorts of ways, the Council is a very different organisation now from what it was just a few years ago.
- 1.2 It is smaller, employing approximately 15% (90) less staff than in 2009. It has less money, operating on a revenue budget that has fallen by over £3 million, with another £2.6 million reductions still to come. It interacts very differently with citizens, with digital innovations enabling new ways to communicate and provide access to services and information. It has a broader outlook, wider agenda and greater sphere of influence, fulfilling a community leadership role that is more typical of an upper tier authority. It has forged all kinds of new partnerships, co-locating and sharing services across the public sector family and increasingly trading within commercial markets.
- 1.3 Irrespective of the outcome of the general and local elections, the Council's operating environment will continue to be characterised by:-
 - Financial restraint
 - A strong focus on economic and housing growth

- Rising customer expectations for choice of access channels, personalisation and responsiveness
- Pressure/desire to collaborate
- Various models of local governance (eg. Combined Authorities, Local Enterprise Partnerships etc)
- 'Allsorts' of service delivery arrangements (in-house; shared; trading etc.)

1.4 This context presents a number of particular challenges for maintaining and developing our performance and community leadership role and preserving what are generally excellent industrial relations.

1.5 Given that 'business as usual' is not a viable option, this report proposes the introduction of a wide ranging and cross-cutting programme of organisational development, under the name of Refresh.

Proposals

2.1 The Council has undergone significant and in some respects unprecedented change in recent years. In many ways, we are performing well, have a strong reputation and a robust medium-term financial plan in place.

2.2 However, as the role of public services and the needs and expectations of our local community continues to change and evolve, the Council needs to keep in step and as far as possible get ahead. In the words of the CBI: "We must overhaul services in ways that match the needs of tomorrow's society".

2.3 The Refresh programme is proposed to be organised around the following themes to stimulate further cultural change and organisational improvement.

- Leadership and management
There are two aspects to this. Political leadership, political priorities and member: officer relationships have a significant impact on organisational culture and performance. At the start of the next administration's term of office, it is proposed to re-visit the current overarching vision, values and priorities to ensure these (a) remain fit for purpose and (b) are consistent with political ambitions/ethos. Flowing from this, it is also proposed to refresh the current leadership and management standards. These set out expected competencies and behaviours and though only four years old, they are in some respects dated and no longer fully reflect what's needed. While the emphasis of Refresh is culture and ways of working, the senior management structure needs some adjustment and proposals will be brought forward in the summer.
- Employee recognition and reward
In some parts of the organisation, recruiting and retaining staff has become problematic. Gedling's attraction as an employer is about much more than just pay but we need to ensure that we are not only competitive in the jobs market but also rewarding our staff appropriately.

- Customer engagement, insight and responsiveness
Intelligent gathering, analysis and use of customer data is increasingly important and can lead to better targeted support and intervention. The Council currently obtains customer data from a range of different sources but there is considerable scope for more sophisticated use of this.
- Employee engagement, health and well-being
It is widely acknowledged that there are strong links between customer and employee satisfaction. We already have a number of communication channels in place (staff briefings, weekly e-gen, team meetings etc.) and various sports and social activities are organised for staff. In addition, there are plans to improve some areas of the physical working environment. Notwithstanding the existing arrangements, this is a feature of organisational life that constantly needs to be kept under review, move on and stay fresh.
- Digitalisation
This theme will focus on identifying new ways of utilising technology to deliver services more effectively and enable staff to work in new ways. Society is becoming increasingly 'digitised' and as the typical man and woman embraces digital technology in all aspects of their daily lives, so too must the providers of public services.
- Workforce planning and development
As the role and operating environment of the Council changes, so must the skill sets of its employees. Teams need to be increasingly multi-skilled, flexible, able to work with new technology and a range of partners and combine a strong public service ethos with commercial nous.

- 2.4 A cross Council Programme Board is to be established to develop and oversee a work programme comprising representatives from different levels of the organisation, chaired by the Chief Executive. It is envisaged that different Corporate Directors and Service Managers will take the lead on specific work strands and it is further proposed to establish a cross party member reference group to oversee the programme and its impact – membership to be determined after the forthcoming elections.

Alternative Options

- 3.1 The Council could choose to stand still or adopt a 'business as usual' strategy. However, that is not considered appropriate given the financial environment, the Council's ambitions for its communities and the need to continually evolve/adapt.

Financial Implications

- 4.1 A Transformation Fund, currently containing £340,000, was established to support organisational change and development activity. Any costs arising

from the implementation of the Refresh programme will be accommodated within this budget.

Appendices

None

Background Papers

None

Recommendation (s)

That Cabinet:

- (a) endorses the establishment of a new organisational development programme as outlined in the report;
- (b) requests the Chief Executive to establish a cross party member reference group to oversee the progress and impact of the programme, the membership of which is to be determined following Annual Council.

Reasons for Recommendations

To enable the Council to continue its development/improvement after the forthcoming elections.

Refresh Theme:	Actions:	Lead:	Date to introduce at Refresh Board (project start):	Target end date:	Parent or related action:	Covalent Ref:
1) Leadership and management	1.1 Revise current employee, manager and leader standards	Chief Executive	1 st Jun 15	31 st Aug 15		OD14-15 02.05
	1.2 Redesign PDR's to reflect changes in employee, manager and leader standards	David Archer	1 st Aug 15	30 th Sep 15	1.1	OD15-16 06 Sect
	1.3 Review/refresh approach to team meetings and 1-1s	David Archer	1 st Oct 15	31 st Mar 16		OD 1516-17 SECT
	1.4 Put in place ongoing and structured 'Back to the Floor' programme	Chief Executive	1 st Jul 15	30 th Sep 15		SLT 1516-13 SECT
	1.5 Design and implement revised senior management structure	Chief Executive	1 st Jul 15	31 st Dec 15		SLT 1516-14 SECT
	1.6 "Dip test" PDR quality (through employee survey)	David Archer	1 st Jul 15	30 th Sep 15	2.3	SLT15-16 09.03.05
2) Employee recognition and reward	2.1 Undertake a review of pay and rewards and develop options arising from the review	Mark Kimberley	1 st Jun 15	30 th Sep 15		SLT 1516-10
	2.2 Review/improve annual Stars of Gedling/training awards	David Archer/STEPS	1 st Aug 15	31 st Dec 15		OD15-16 11 Sect
	2.3 Conduct employee satisfaction survey	David Archer	1 st Jul 15	30 th Sep 15		SLT15-16 09.02
	2.4 Develop and implement employee benefits scheme	David Archer	1 st Jun 15	31 st Dec 15		SLT15-16 09.01

Refresh Theme:	Actions:	Lead:	Date to introduce at Refresh Board (project start):	Target end date:	Parent or related action:	Covalent Ref:
3) Customer engagement, insight and responsiveness	3.1 Ensure every service area has a systematic way of gathering, sharing and using customer feedback including review and challenge current customer satisfaction measures and levels.	Caroline Newson	1 st Apr 15	31 st Mar 16		COM 1516 02
	3.2 Improve Civic Centre face to face reception arrangements <i>Assumption that reception is both enlarged and updated</i> <ul style="list-style-type: none"> • Options appraisal with partners • Present alternative plans for corporate approval • Commission works 	Mark Lane/ Partners (DWP)/ Corporate/ Building Services/	1 st Sep 15	30 th Jun 16		CSIT 1516-08
	3.3 Update current Customer Services standards and charter and embed in organisation Assume high level deliverables for the whole Council, supported by service specific ideals	Mark Lane/ Corporate	1 st Aug 15	31 st Dec 15		CSIT 1516-09
	3.4 Undertake residents' satisfaction survey and Gedling Conversation	Caroline Newson	1 st Oct 15	31 st Mar 16		COM 1516 04

Refresh Theme:	Actions:	Lead:	Date to introduce at Refresh Board (project start):	Target end date:	Parent or related action:	Covalent Ref:
3) Cont-Customer engagement, insight and responsiveness	3.5 Identify options for a customer contact point in Carlton/the surrounding area. <i>Assume this task covers <u>options only</u> and that another task is required to implement is approval is given? Currently there isn't an action for implementation</i>	Mark Lane/ Corporate/ Estates	1 st Jul 15	30 th Sep 15		SLT 1516-12
	3.6 Ensure the implementation of the mystery shopper 2014 action points	Caroline Newson	1 st Apr 15	31 st Mar 16		COM 1516-02.01
	3.7 Ensure smooth and seamless transition of customer contact/handovers between 'one stop' and service areas. <i>Assume this to be overhaul of group email accounts to clarify</i>	Mark Lane/ Corporate	1 st Sep 15	31 st Mar 16		CSIT 1516-10SECT
	3.8 Put in place measures to ensure consistent quality and responsiveness to customer contact (letters, emails, leaflets etc)	Caroline Newson	1 st Apr 15	31 st Mar 16		COM 1516-05 SECT
	3.9 Develop use of email newsletters using "Govdelivery" system and build up subscribers list	Caroline Newson	1 st Apr 15	31 st Mar 16		CSIT 1516-07.04

Refresh Theme:	Actions:	Lead:	Date to introduce at Refresh Board (project start):	Target end date:	Parent or related action:	Covalent Ref:
4) Employee engagement, health and well-being	4.1 Review current employee engagement and improve/modify where necessary	Caroline Newson	1 st Apr 15	31 st Mar 16		COM 1516-01
	4.2 Develop new depot welfare facilities <i>Currently in Covalent we have Consult with staff on new welfare facilities in the waste depot to ensure that they have an input in the specification and explain any financial limitations. Has this been completed?</i>	Vince Rimmington				
	4.3 Undertake more face to face communications events, especially at non Civic Centre sites	Caroline Newson	1 st Apr 15	31 st Mar 16	COM 1516-01	COM 1516-01.01
	4.4 Embed 'Serving People, Improving Lives' through branding on letters, logo, intranet, website, video based methods	Caroline Newson	1 st Apr 15	31 st Mar 16	COM 1516-01	COM 1516-01.04
	4.5 Review content of induction linked to 'Serving People, Improving Lives'.	David Archer	1 st Sep 15	31 st Dec 15		OD15-16 08 Sect
	4.6 Raise profile of employee opportunities to undertake volunteering	Lance Juby				
	4.7 Raise profile/increase support to Sports and Social Club	?				
	4.8 Widen/ maximise participation in annual Health Fair	Vince Rimmington				

Refresh Theme:	Actions:	Lead:	Date to introduce at Refresh Board (project start):	Target end date:	Parent or related action:	Covalent Ref:
5) Digitalisation	5.1 Put in place measures to encourage customers to access information and services online	Mark Lane	1 st Apr 15	31 st Mar 16	6.3	CSIT 1516-07
	5.2 Carry out transaction based re-design of the website and overhaul content and navigation	Caroline Newson	1 st Apr 15	31 st Mar 16	6.3	CSIT 1516-07.02
	5.3 Continue to develop use of the current and emerging social media <i>Background?</i>	Caroline Newson	1 st Apr 15	31 st Mar 16	6.3	CSIT 1516-07.05
	5.4 Investigate value of introducing on Council 'app' for customers to access service through tablets and smartphones <i>Don't we already have this?</i>	Caroline Newson	1 st Apr 15	31 st Mar 16	6.3	CSIT 1516-07.06
	5.5 Increase the number of services that can be paid online or electronically	Mark Lane/ Corporate	1 st May 15	31 st Mar 17	5.2	CSIT 1516-07.10

Refresh Theme:	Actions:	Lead:	Date to introduce at Refresh Board (project start):	Target end date:	Parent or related action:	Covalent Ref:
6) Workforce planning and development	6.1 Continue to invest in joint Masters in Public Administration Programme; identify new cohorts	David Archer	1 st Jun 15	30 th Jun 16		OD 1516 12 Sect
	6.2 Review then implement appropriate programmes of leadership and management development	David Archer	1 st Jun 15	30 th Jun 16		OD 1516.04.04
	6.3 Define the Council's customer care ethos and standards/ develop programme of training/ deliver training in appropriate formats across the Council	Mark Lane/ Caroline Newson/ David Archer	1 st Sept 15	31 st Mar 17	3.3	Linked to CSIT 1516-09