

# Agenda

## Employment Committee

Wednesday, 15 July 2020 at 7.00 pm

### Remote meeting via video link



This meeting will be held **remotely**. Committee Members will be provided with the details of how to connect to the meeting one day before the meeting.



Members of the public may observe the proceedings live on the Council's [YouTube](#) channel.

#### Members:

V. H. Lewanski  
M. A. Brunt  
J. S. Bray

C. M. Neame  
C. T. H. Whinney

#### Substitutes:

**Conservatives:** J. P. King, T. Schofield and R. S. Turner

**Residents Group:** R. J. Feeney, N. D. Harrison and R. Harper

**John Jory**  
Chief Executive

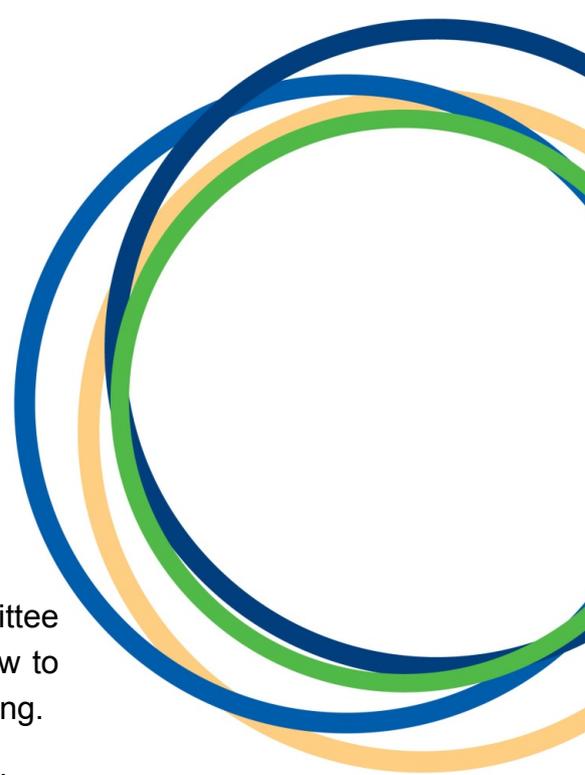
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Published 07 July 2020

**Reigate & Banstead**  
**BOROUGH COUNCIL**  
Banstead | Horley | Redhill | Reigate



**1. Election of Chairman for 2020/21**

To appoint a Chairman for the Municipal Year 2020/21.

**2. Election of Vice-Chairman for 2020/21**

To appoint a Vice-Chairman for the Municipal Year 2020/21.

**3. Apologies for Absence and Substitutions**

To receive any apologies for absence and notification of substitutes in accordance with the Constitution.

**4. Minutes**

(Pages 5 - 14)

To approve the Minutes of the reconvened Employment Committee meeting held on 2 March 2020; the adjourned meeting held on 19 February 2020, and the ordinary meeting held on 21 January 2020.

**5. Declarations of Interest**

To receive any declarations of interest.

**6. Workforce Summary – 2019/20 data, and Covid-19 Workforce Update** (Pages 15 - 30)

This report and annex material provides the Employment Committee with an overview of the Council's workforce for the 2019/2020 year.

The high-level summary of the workforce data including sickness absence, employee turnover and equalities data, is to give an indication of the organisation's health and workforce demographic.

The summary of our workforce during Covid-19 captures the different challenges the organisation and workforce have encountered during this period, and the effects on services and new ways of working for the future.

**7. Senior Vacancies and Recruitment**

Verbal update from the Chief Executive and the Head of Organisational Development.



### **Our meetings**

As we would all appreciate, our meetings will be conducted in a spirit of mutual respect and trust, working together for the benefit of our Community and the Council, and in accordance with our Member Code of Conduct. Courtesy will be shown to all those taking part.



### **Streaming of meetings**

Meetings are broadcast live on the internet and are available to view online for six months. A recording is retained for six years after the meeting. In attending any meeting, you are recognising that you may be filmed and consent to the live stream being broadcast online, and available for others to view.



### **Accessibility**

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**Notice is given** of the intention to hold any part of this meeting in private for consideration of any reports containing "exempt" information, which will be marked accordingly.

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# Agenda Item 4

Employment Committee  
2 March 2020

Minutes

## **BOROUGH OF REIGATE AND BANSTEAD**

### **EMPLOYMENT COMMITTEE**

Minutes of a meeting of the Employment Committee held at the Executive Meeting Room - Town Hall on 2 March 2020 at 11.30 am.

Present: Councillors V. H. Lewanski (Chair), M. A. Brunt (Vice-Chair), J. S. Bray, S. McKenna and C. M. Neame.

Also present: Councillors T. Schofield.

#### **69. RECONVENE MEETING OF 19 FEBRUARY 2020**

**RESOLVED** that the meeting of 19 February 2020 be reconvened.

#### **70. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

There were none.

#### **71. DECLARATION OF INTEREST**

There were none.

#### **72. EXEMPT BUSINESS**

**RESOLVED** that members of the Press and Public be excluded from the meeting for the following items of business under Section 100A(4) of the Local Government Act 1972 on the grounds that:

- (i) it involved the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 12A of the Act; and
- (ii) the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

#### **73. RESOURCING THE COUNCIL'S COMMERCIAL ACTIVITY**

The Committee received the report of the Head of Paid Service recommending the appointment of an existing Head of Service to the new role of Commercial Director. Having previously interviewed the candidate for the Director of Operations role, the Committee were aware of the strengths of the proposed candidate, but were not aware of the suitability of the candidate for the new role. The Committee conducted an interview in accordance with Procedure Rule 9 (Officer Employment), and expressed their support for the appointment, whereupon it was:

**RESOLVED:** That Caroline Waterworth be appointed to the post of Commercial Director with immediate effect and continue as the Council's Monitoring Officer.

The Meeting closed at 1.00 pm

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**BOROUGH OF REIGATE AND BANSTEAD**  
**EMPLOYMENT COMMITTEE**

Minutes of a meeting of the Employment Committee held at the Front Committee Room - Town Hall, Reigate on 19 February 2020 at 6.15 pm.

Present: Councillors V. H. Lewanski (Chair), M. A. Brunt (Vice-Chair), J. S. Bray, S. McKenna and C. M. Neame.

Also present: Councillors P. Harp.

**65. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

There were none.

**66. DECLARATION OF INTEREST**

There were none.

**67. EXEMPT BUSINESS**

**RESOLVED** that members of the Press and Public be excluded from the meeting for the following item of business under Section 100A(4) of the Local Government Act 1972 on the grounds that: (i) it involved the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 12A of the Act; and (ii) the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

**68. RESOURCING THE COUNCIL'S COMMERCIAL ACTIVITY**

Members received the report of the Chief Executive which set out a proposal to enable resolution (v) of the meeting of the Commercial Ventures Executive Sub-Committee on 30 January 2020.

Members considered the proposal and it was noted that:

- The Council's commercial agenda required a new leadership role to give impetus to achieving the Council's commercial ambitions,
- A balance of Local Authority *and* commercial experience was necessary for the role,
- Delay and uncertainty would be caused by testing the market at this stage; and
- Whilst a fixed-term appointment was discussed, it was not the preferred way forward, due to the consequential need to back -fill roles.

**RESOLVED:** that the Committee be adjourned to a later date in order to conduct an interview.

**Clerk's note:** The Employment Committee will reconvene on 2 March 2020 at 11.30 am.

The Meeting closed at 6.52 pm

## **BOROUGH OF REIGATE AND BANSTEAD**

### **EMPLOYMENT COMMITTEE**

Minutes of a meeting of the Employment Committee held at the Front Committee Room - Town Hall, Reigate on 21 January 2020 at 7.30 pm.

Present: Councillors V. H. Lewanski (Chair), M. A. Brunt (Vice-Chair), S. McKenna and C. M. Neame.

#### **54. MINUTES**

**RESOLVED** that the minutes of the meeting of the Employment Committee held on 4 December 2019, be approved as a correct record and signed.

#### **55. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

There were no apologies for absence.

#### **56. DECLARATION OF INTEREST**

There were none.

#### **57. MEMBER LEARNING AND DEVELOPMENT - PRESENTATION**

The Head of Legal and Governance presented to the Committee. The Member Learning and Development Programme had consisted of 32 sessions delivered between May and December 2019. It consisted of an induction day on Saturday 11 May 2019, and two comprehensive phases of training, which included Planning, Financial Scrutiny, Member/Officer relations and Chairing skills. Where attendance was mandatory, (Planning and Code of Conduct) more than 87% of Members attended. However, where attendance was optional, 35% of Members attended. The average attendance for sessions aimed at specific Committees, with optional attendance, was 45%. 92% of those that attended were either satisfied or very satisfied that the training session they attended met its objectives and that the sessions had helped them understand their role and responsibilities.

A 'be a councillor' campaign had been delivered between July and September 2018, in preparation for the May 2019 election. The aim of the campaign was to encourage a more diverse range of people to stand to be Councillors to ensure the council better reflected the demographics of the Borough. The campaign was successful and had started to change the gender demographic from 17.6% of Councillors being women in 2019 to 26% in 2020. Whilst the campaign appeared to have further changed the demographic of Councillors, no equality and diversity data was collected.

The following points were discussed:

- The street art initiative had a positive impact in encouraging more people to stand for election.
- RBBC should explore opportunities to share learning with the County Council for the election of County Councillors in 2021.

- If possible, some of the MLD sessions could be webcast and recordings made available throughout the year, or that more sessions be offered online, if those opportunities were available.
- There would be benefit in better understanding the equality and diversity characteristics of Members, in the same way that the Council already collected the data for Officers.
- This was a timely opportunity to prioritise the sessions offered.
- That a variety of timeslots should continue to be available, noting that offering evening sessions, did not lead to better attendance.
- Whether Group Leaders should play a bigger role in improving attendance.
- The MLD sessions should be aligned to the Objectives in Reigate and Banstead 2020 -2025.
- Each session of the induction, and the programme thereafter, would benefit from a better explanation of *why* Members should attend.
- That whilst cost had exceeded budget, the evaluation of the programme would lead to a streamlining of the programme for 2020/21.

Members were supportive of continuing to provide the induction day on a Saturday, as that had proven successful in 2019.

**RESOLVED:** that

1. The findings of the evaluation be noted.
2. A Working Group of Councillors Bray, McKenna and Neame be formed to consider how to improve the attendance and participation of Members in learning and development.
3. The Committee work programme be amended to provide for the Working Group to report back to the Committee with its findings before the start of the 2020/21 municipal year.
4. The date of the Member induction day, for new and existing Members be 16 May 2020.
5. In accordance with the Council's Equality Objectives, Members' equality and diversity data be collected.

**58. DRAFT PAY POLICY STATEMENT 2020/21**

The Human Resources Manager explained that the Pay Policy Statement was an annual statement required by the Localism Act 2011 to articulate the Council's own policies relating to the pay of its workforce, particularly its chief officers, and its lowest paid employees.

In response to questions from Members, Officers explained that:

- The Pay Policy did not yet extend to the Council's companies, since the companies did not employ staff.
- *Real Living Wage* accreditation was an ambition that would be achieved by including the requirement in contract specifications as contracts came up for renewal.
- A performance reward was based on consistently high or outstanding individual performance.
- The take-up of the cycle scheme, and of childcare vouchers was in accordance with demand, with no increase being experienced.

**RESOLVED:** that the Pay Policy Statement 2020/21 be forwarded to Council for approval.

## 59. ORGANISATION DEVELOPMENT STRATEGY UPDATE

The Head of Organisational Development presented the report, updating Members on the Organisational Development approach agreed by the Committee in July 2019. The key outcome of the approach would be *Employee Engagement* and the Council would benefit from employees that:

- Were more customer focused
- Were more creative
- Took less time off sick
- Put in greater effort
- Would do their best and be motivated

The approach would help to shape the culture of the Council, develop its future leaders, with the best people skilled to deliver the objectives set out in the new Reigate and Banstead 2020-25 Corporate Plan. The approach would now be known as the *Great People Programme* which would be delivered in three phases.

- i. Benchmarking and baseline tools had been researched and a preferred supplier had been identified with the aim that initial research would be undertaken by the end of the financial year.
- ii. Re-visioning work with all staff to review the Council's vision, values and behaviours.
- iii. Talent acquisition, to review the Council's recruitment and resourcing approach.

In response to Members observations, Officers:

- Clarified that the baseline data would help officers to understand how frequently thereafter the survey should be undertaken.
- Explained that improving employee engagement was a long-term ambition and would be an ongoing conversation.
- Undertook to provide more data about the take up of apprenticeship schemes.
- Undertook to clarify whether the survey would be funded from the Corporate Plan Delivery Fund or from another budget.

**RESOLVED:** that the progress on the approach to Organisational Development (Great People Work) be supported.

## 60. WORKFORCE DATA SUMMARY

The Head of Organisational Development presented the report which gave a high-level summary of workforce sickness absence and employee turnover data. The average of 9.72 working days lost for the preceding 12 months (Q2) was a significant improvement on the average days lost in 2016, but higher than the reported public sector average of 8.4 days. The Council had a comfortable and healthy turnover rate at a time when unemployment was low.

Members' discussion included:

- Acknowledgement of the improvement in sickness absence in recent years.
- The impact of long-term sickness absence on the overall outturn.
- That more comparative data would be helpful in understanding any trends.

Officers confirmed that the Council offered wellbeing and mindfulness resources for staff and that the *Bradford Factor* was used to measure and manage sickness absence.

**RESOLVED:** that the content of the bi-annual Workforce Data summary, comprising of sickness absence and employee turnover data, be noted.

#### **61. FUTURE WORK PROGRAMME**

The Chief Executive asked the Committee to note that the Commercial Ventures Executive Sub-Committee would be considering a report on the resourcing of the Council's commercial activity, and that consequentially, a special meeting of the Employment Committee would need to be formed in February.

#### **62. ANY OTHER URGENT BUSINESS**

There was none.

#### **63. EXEMPT BUSINESS**

**RESOLVED** that members of the Press and Public be excluded from the meeting for the following item of business under Section 100A(4) of the Local Government Act 1972 on the grounds that: (i) it involved the likely disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 12A of the Act; and (ii) the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

#### **64. HEAD OF FINANCE (SECTION 151 OFFICER) UPDATE (EXEMPT)**

The Head of Organisational Development explained that lessons had been learned from the previous recruitment process for the role, which included:

- That other Councils were looking for the same or a very similar role, and that the candidate pool was limited.
- An improvement to the promotion and search for candidates was necessary.
- That the salary, within the existing grade, should be advertised at the upper end of the range, due to the higher salaries offered in some neighbouring authorities.

Members felt that a further learning point was that the Council needed to be certain that the job description was better aligned to the specific skills that the Council needed, regarding both Local Authority *and* Commercial finance. Officers agreed to maintain a dialogue with the Leadership in preparation for the forthcoming recruitment.

Officers and Members commended the interim post holder for the significant support that she was continuing to give to the Council.

**RESOLVED:** that the update be noted.

The Meeting closed at 8.30 pm

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# Agenda Item 6



<b>SIGNED OFF BY</b>	Head of Organisational Development
<b>AUTHOR</b>	Kate Brown, Head of Organisational Development
<b>TELEPHONE</b>	Tel: 01737 276092
<b>EMAIL</b>	Kate.Brown@reigate-banstead.gov.uk
<b>TO</b>	Employment Committee
<b>DATE</b>	15 July 2020
<b>EXECUTIVE MEMBER</b>	Portfolio Holder for Corporate Direction and Governance

<b>KEY DECISION REQUIRED</b>	N
<b>WARDS AFFECTED</b>	N/A

<b>SUBJECT</b>	Workforce Summary – 2019/20 data, and Covid-19 Workforce Update
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<b>RECOMMENDATIONS</b>
<ul style="list-style-type: none"> <li>(i) <b>The Employment Committee is asked to note the content of the bi-annual Workforce Data summary, comprising of sickness absence and employee turnover data</b></li> <li>(ii) <b>The Employment Committee is asked to note the summary of challenges affecting our workforce during Covid-19, their effects and opportunities they provide.</b></li> </ul>

<b>EXECUTIVE SUMMARY</b>
<p>This report and annex material provides the Employment Committee with an overview of the Council's workforce for the 2019/2020 year.</p> <p>The high-level summary of the workforce data including sickness absence, employee turnover and equalities data, is to give an indication of the organisation's health and workforce demographic.</p> <p>The summary of our workforce during Covid-19 captures the different challenges the organisation and workforce have encountered during this period, and the effects on services and new ways of working for the future.</p>

# Agenda Item 6

## **BACKGROUND**

1. It was agreed at the Employment Committee of 29 July 2019, that Employee Demographic and Organisation Workforce Measures data be reported annually, at the first Employment Committee meeting of the municipal year, with the exception of sickness and turnover data.
2. Due to Covid-19 delaying this meeting until July, information is provided in this report/annex therefore relates to the 2019-2020 year. This data helps give an indication of the organisation's health.

## **KEY INFORMATION**

1. The Council needs to understand, plan and develop its workforce requirements for the future in order to provide excellent services to the community it serves and to support the Council's vision, aims and values.
2. Key workforce information helps to inform and shape this, also taking into account organisational health indicators such as turnover and sickness absence rates.
3. Ways in which the workforce has adapted to the Covid-19 crisis, the restrictions and challenges on a personal level, and the increased requirements to support our workforce and communities, have provided an opportunity of reflection on potential new ways of working in the future.

## **CONSULTATION**

1. The Employment Committee were provided with a mid-year Workforce Summary report at the meeting of 21 January 2020. Annex 1 of this report is the agreed end of year.

## **ANNEXES**

1. Workforce Summary – 2019/20 data
2. Covid-19 Workforce Update
3. NWoW – OD Great People Briefing Note

## Employment Committee

15 July 2020

### Workforce Summary – 2019/20 data, and Covid-19 Workforce Update

#### Annex 1 - Workforce Summary - 2019/20 data

RBBC's workforce is key to the success of our organisation and service delivery, and therefore consideration of our employee demographics is essential to future workforce planning and organisational strategy.

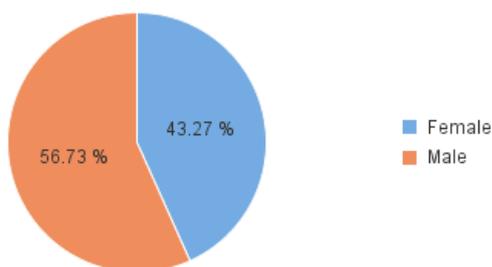
In addition to employee demographics, we also capture and analyse data to help us measure the success of our people management strategies, policies and procedures.

#### Employee demographics

The information below reflects the make up of our organisation workforce, under some of the protected characteristics as defined by the Equality Act 2010. This information is correct as at 01 July 2020.

##### Employee gender

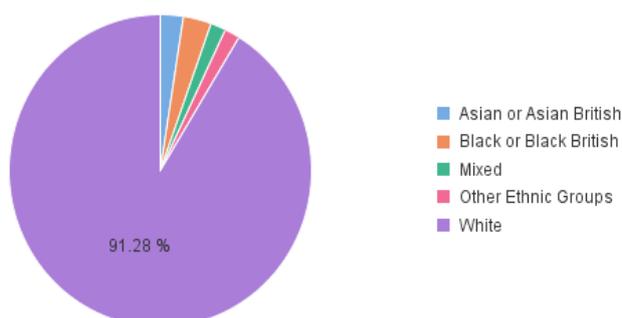
Gender Split\*



The gender distribution of our workforce is 57% male, 43% female. This is a slight change from 2019, where the split was 55% male, 45% female.

##### Employee ethnicity

Ethnicity of Employees (excludes unknowns and unstated)

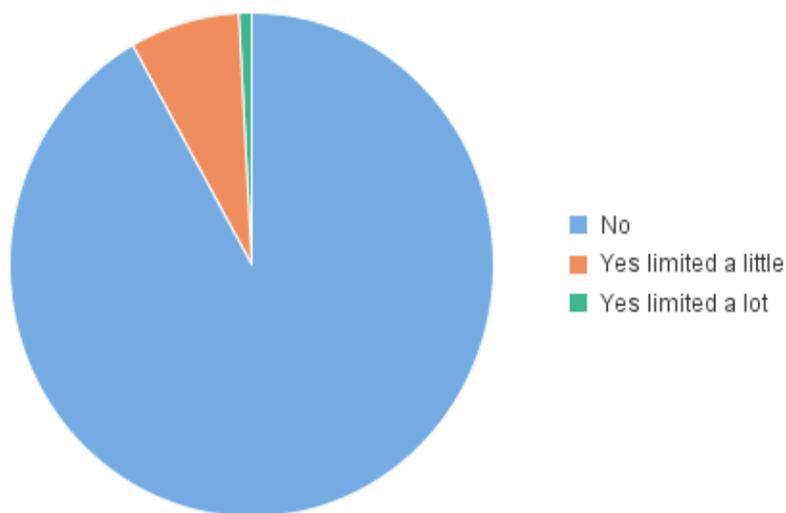


It is recognised that a significant proportion (20%) of our workforce have not provided us with information about their ethnicity. While they are under no obligation to do so, we are in the process of encouraging employees to provide this information to us, through a data cleansing exercise.

After 'White', the second largest ethnic group of borough residents is 'Asian' (5.1% of the population), which is also our workforce's second largest ethnic group at 2.5% of the workforce. This is a slight reduction from 2019, which was 3% 'Asian or Asian British'.

Employee's with a disability  
(as per definition under the Equality Act 2010)

Disability Type - excluding null values and 'Prefer Not to Say'



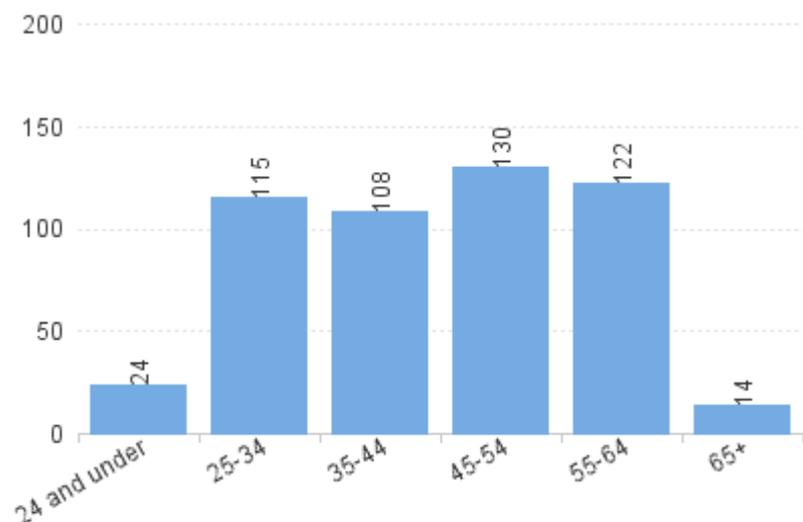
Where an employee deems they have a condition which affects their ability to perform 'normal day to day activities' for a period of 12 months or more, this is classed as a disability under the Equality Act. For the purposes of our workforce data, we ask employees to self declare this, and specify if they feel their disability limits them 'a little' or limits them 'a lot'.

7% of responders feel they have a disability which limits them a little, and less than 1 % feel they have a disability which limits them a lot. This is the same as reported in 2019.

Not all employees who select either of these two options choose to provide any further declarations about their disability. Where an employee or a manager feel that greater support can be provided to keep them in work, and /or working at the performance level required, we will discuss, assess and put in place reasonable adjustments (physical, policy or procedural) to aid this.

## Employee age

Age Band of Employees

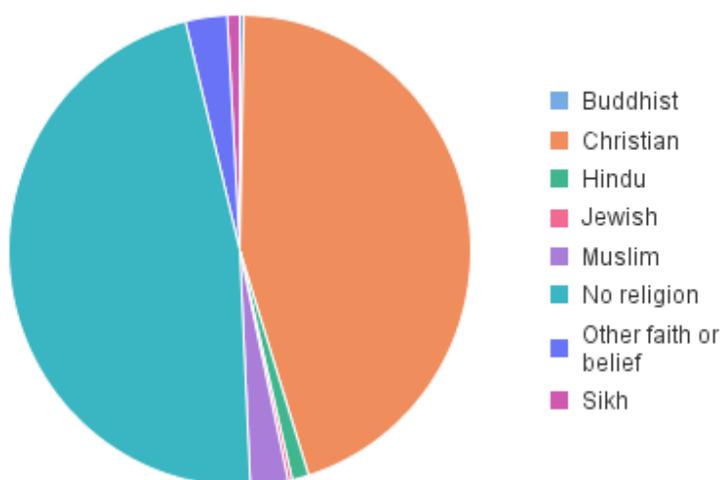


The age profile of the workforce is fairly evenly distributed across the middle most age brackets. As you would expect to see due to the UK's pensionable age being 66 years old, we have a few employees remaining in the workforce who are aged '65 years old and over'. 17% of the borough's residents are 65 years old and over.

This information is reviewed in more detail at a team level with managers on an annual basis, to aid succession and workforce planning.

## Employee religion or belief

Employee Religion - Excluding null values and prefer not to say



28% of our workforce have not provided us with their religion or belief. Of those who have provided this information, 45% identify as Christian, and 47% state they have no religious belief or faith. This is on par with 2019's data.

## Other protected characteristics

Data is collected from our workforce on a further 4 equalities protected characteristics; sexual orientation, gender reassignment, pregnancy and maternity, marriage and civil partnership. It is completely voluntary for employees to provide us with this information as is the case with all the information in the report so far, and therefore we do not have a significant amount of data in these categories.

As stated previously, we are in the process of encouraging employees to provide this information to us, through a data cleansing exercise.

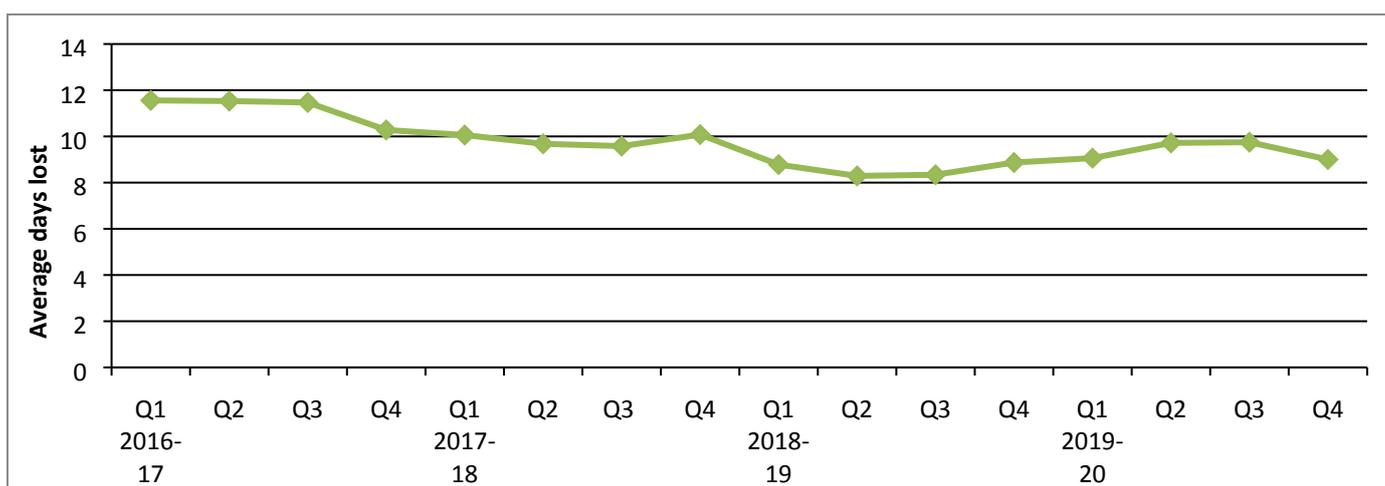
Employees are being encouraged to confidentially provide this to Human Resources, so that greater analysis of our workforce makeup can be performed in the future.

## **Organisation workforce measures**

On a quarterly basis, we collate data on a number of indicators to help us assess the organisation's health of workforce stability, performance and effectiveness of people management policy & procedures.

The information shown below is a cumulative total figure for the financial year of 1 April 2019 to 31 March 2020.

### Employee sickness absence



The current average of 9.4 days sickness absence per year per employee (inclusive of periods of long term sickness lasting 20 working days or more), is higher than other public sector organisations (8.0 days) according to the Chartered Institute of Personnel & Development's 'Health and Wellbeing at work report' March 2020. RBBC's average increased by 1 day compared to 2019's figures, likely due to long term sickness absence episodes.

### Employee turnover (attrition)

RBBC's voluntary (resignation) employee turnover rate has remained steady at around an average of 12% of the workforce for the past few years. In the last year 2019-20 year, our turnover rate was 10.2%, which is the lowest it has been for several years.

It is felt this is a comfortable and healthy turnover rate at a time when unemployment is low, and provides us the opportunity to regularly review our workforce, skills and experience requirements.

The 2019 XpertHR 'Labour Turnover Rates Survey' gives the 2018 average voluntary resignation turnover rate in for the Public Sector of 15.7%. The same for the Private Sector was shown to be 15.3%. The 2020 survey report (showing 2019 figures) is due to be released but may be delayed due to Covid-19.

### Recruitment advertising

In 2019-20 RBBC launched 73 job advertising campaigns to recruit to a combination of newly created and existing roles which had become vacant. The majority of these campaigns were successfully managed in-house, though external support was sought in the case of particularly niche, hard to fill, and executive level roles.

We are actively engaged with a specialist organisation OMNI to create refine our recruitment approach and techniques, as well as our on-boarding and induction practices as part of a wider 'Talent Attraction' programme of work, to improve candidate experience and seek more efficient and effective recruitment practices. We are also a key partner in the 'Live Local, Work Local' campaign to attract talent who live in our borough and surrounding areas, to work for us and other local companies, instead of community.

The collection, analysis and use of data to inform these changes is key and will include regular review of the success of recruitment campaigns and practices using metrics such as the time to hire, cost to hire, and success of new employee/ performance.

Pre Covid-19 there was an improved job market in the private sector (against whom we compete for many commercially skilled and experienced candidates), and we continued to be able to attract good quality candidates in the main. In the post Covid-19 employment market, we expect this to continue and improve even more for RBBC.

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## **Employment Committee**

**15 July 2020**

### **Workforce Summary – 2019/20 data, and Covid-19 Workforce Update**

#### **Annex 2**

#### **Workforce Update During Covid-19**

Since mid March 2020 our organisation has managed rapid adjustment and change to the services we provide, ways of working, and availability of our workforce. Despite these challenges, we have supported our communities and each other during the biggest worldwide crisis of our lifetime, and will be stronger because of it.

#### **During CV19, our workforce availability and ways of working significantly changed for various reasons including:**

- Periods of absence from work due to CV19 symptoms (pre and post test availability)
- Followed government guidance to shield, and/or been unable work due to the type of role they are employed for
- Worked part time hours or not at all, due to childcare and eldercare issues caused by the schools, nurseries, and day centres being closed
- Worked from home rather than an office environment
- Redeployed to alternative work, to fill gaps or support new CV19 related services
- Worked longer hours, undertaken more complex work, taken on more senior responsibilities, adapted the Councils response to CV19 as a result of changing government guidance almost on a weekly basis

#### **The affect of the CV19 period on our workforce:**

- Signs of physical and mental exhaustion, are evident by increased examples of low emotional mood, and minor physical ailments – though this has not been sign in sickness absence statistics
- Support and guidance has and continues to be provided to employees, to encourage healthy living, good mental health, improved communication and relationships between peers and managers.
- Encouraging all employees to take annual leave to refresh and refuel in August, traditionally a quiet month due to school summer holidays.
- Recognising, thanking and rewarding all for their contributions to the Councils CV19 response efforts – whatever part they played.

#### **What next?**

Through the New Ways of Working group, we will build on the positive and successful changes and experiences we have gained during CV19, to enhance how the Council and our workforce operates effectively and efficiently in the future.

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## Annex 3



**New Ways of Working Recovery Group – Organisational Development Briefing Paper**  
**FROM: Kate Brown, Head of Organisational Development**  
**DATE: 22 June 2020**

## Background

1. Pre-covid, engagement had taken place with the Council's 'wider Management Team' (CEX, Directors and Heads of Service) and with the Employment Committee to agree the approach to Organisational Development (or also known as our "Great People" approach).
2. RBBC has had to change and adapt rapidly over the last three months in order to respond to the crisis – we have had to maintain our core services and also evolved new services to best support our Borough residents, particularly supporting the most vulnerable, and supported the businesses in our Borough.
3. Although we are still responding to the crisis, we must think to the future and our recovery phase or reset and now is the right time to reflect on developing the organisation and our approach towards its Great People.
4. This paper sets out for the New Ways of Working (NWoW) group where the Great People programme of work got to pre-covid (the pre-covid priorities we had started to focus on) and makes recommendations on the priorities in terms of Great People as part of this recovery phase. Also shared are some wider views about organisational visioning that the NWoW Group may wish to consider (paragraph 20 b below).

## What is Organisational Development at RBBC? (Pre-Covid)

5. As mentioned, following engagement with the Employment Committee and Council's Management team, our approach to Organisational Development (aka our Great People approach) had been agreed.
6. It is appreciated not all those working as part of the NWoW group have seen the definitions around Organisational Development or Great People so it will be useful to provide this background information here.
7. There are a many ways that 'Organisational Development' (OD) can be defined. One way to define it, is as a systematic approach **to improving organisational effectiveness** – one that aligns strategy, people and processes.
8. OD can enable an organisation to be ready for the future by taking steps which create an environment that allows employees to understand, embody and deliver the organisation's objectives.

9. OD involves both “hard” issues – strategy, policies, structures and systems – and “soft” issues those that develop appropriate skills, behaviours, attitudes, culture and a style of leadership that will enable organisations to deliver optimum performance.
10. Management Team as well as the Employment Committee, discussed and agreed the approach for OD at the Council (see separate attachment “Great People Engaged People .pdf”), which has Employee Engagement as the key outcome. Great People at the Council = Engaged People. The approach or strategy is represented in a diagram form at this stage on one page. It has the outcome of Engaged People in the centre, with enablers (i.e. what helps make people engaged at work), in the boxes around the centre.
11. It has been recognised that the term ‘Organisational Development’ is confusing (even for those in the profession!) and it won’t mean anything to many of our employees. Given that for us, the OD approach has “Great People = Engaged People” at the centre, it was agreed that “Great People Programme” will be used to communicate the approach to managers, staff and to Members. Great People is a brand that is internally recognised already – it was developed as part of our original Organisation visioning work when our values and behaviours were designed with staff approximately five years ago.
12. It is important to understand the benefits of having an engaged workforce. 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.
13. This approach to OD will help shape our culture, develop our leaders and ensure we are the best organisation we can be, with the best people, skilled to deliver our ambitious Corporate Plan priorities.

### Great People Priorities (Pre-Covid)

14. As was agreed and supported by the Employment Committee pre-covid, the initial next steps for our Great People Programme of work was to be broken down into **three immediate baselining priority areas** as outlined –
  - a. It was agreed that we needed to undertake some ‘**baselining’ activity** – i.e. checking in with staff to get their views on the organisation, what is working well, what in their view would make working at RBBC better, how they perceive leaders and managers in the organisation, their individual motivation levels and ultimately how engaged they currently feel at work. This is important as it would help identify priority areas of work for our Great People Programme (the co-designing of the priorities with our workforce). A combination of **engagement methods** were being scoped to compile baseline data including running a **staff survey** and data gathering through team meetings run by Heads of Service. This would result in a mix of quantitative and qualitative data obtained during this baselining exercise. A preferred supplier for an ongoing engagement tool ([Hive](#)) had been identified and supported by the Employment

Committee and the procurement preparation had got underway pre-covid. For the benefit of the NWoW group members not familiar with the Hive engagement tool, a summary of how Hive can support us with our Great People journey is included in the second attachment with this report “Hive x Reigate Banstead BC Exec Summary.pdf”.

- b. The second priority area agreed was **‘Revisoning’ work**. This is a review of our Organisation Vision, Values and Behaviours – for all staff to consider and input into our organisation values and behaviours – what is important to who we are, our core organisational values. We need to review and make sure our vision, values and behaviours are still correct (do they reflect who we want to be?), understood and accepted through the organisation (as referenced above, these are what make up our Great People brand).

Work had started on this revisoning, working with an organisation called [Loving Monday](#). Their approach to help us consider our re-visioning exercise was to work through how we want people to *feel* at work (and conversely how we don’t want people to feel) and this will help determine the right Corporate Behaviours, Values and the Vision of the organisation and how this needs to be considered when thinking about the employee lifecycle at work. The first part of this work started just a week or so before lockdown in March – the Management Team plus Heads of Service had an Away Day with the Loving Monday consultants. The outcome from that day was an agreed ‘top 5’ list of the ‘wider Management Team’s’ view of the positive feeling we want people to have at work and those we do not want people to experience. We were in the process of working out the next steps of how to get a view from the rest of the organisation on their ‘top 5 lists’ when the covid crisis paused our work in this area.

- c. The final piece of the initial Great People baselining work that had started was a review of how we attract Talent to the organisation (aka Talent Acquisition) – **a review of the Council’s recruitment and resourcing approach**.

An organisation called OMNI (strategic resourcing specialists) was identified to help us carry out a strategic review of our recruitment approach, providing us with valuable insight into the effectiveness of our resourcing approach and help us identify areas where improvements are required and develop plans to transform the way we recruit for the better, ensuring that our approach is fit to deliver and recruit the talent we need to deliver our business objectives. Another outcome from the review was to include a recommendation as to how the organisation resources ‘recruitment’ long term (e.g. what dedicated resource in HR we need longer term to support the organisation acquire the best talent possible).

OMNI carried out this review in March, just before lockdown, working with our Wider Management Team, HR, recruiting managers, new recruits and applicants. Since we’ve been in lockdown, they have concluded their review and provided a report of their recommendations which is yet to be fully considered and the next steps/recommendations from this reported to Management Team/Employment Committee.

15. From the analysis of the data coming out of the initial three baseline areas of work, it was expected that our priorities for our Great People Programme would be shaped – we’d be listening to the views of staff in the organisation and where it is practicable address the issues raised – i.e. identify priority Great People projects.

16. Each Great People project will have its success measures but in terms of overall success measures for the Great People approach, we would continue to measure and expect to see lower/healthy turnover rate, lower/stable sickness levels, fewer employee relation issues, productivity increases, higher motivation amongst staff and engagement scores increase.
17. As has been discussed with the Employment Committee, it is worth highlighting that measurement of success of our Great People approach is difficult though as many benefits are intangible/unquantifiable – it is around **influencing our organisational culture**. Consider that 'Employee Engagement' is about:
- our employees feeling pride and loyalty working for us, being a great advocate of the organisation to our clients, users and customers, going the extra mile to finish a piece of work, loving coming to work.
  - drawing on our employees' knowledge and ideas to improve our services, and be innovative about how we work.
  - drawing out a deeper commitment from our employees so fewer leave us, sick absence reduces, accident rates decline, conflicts and grievances go down, productivity increases (can be measured – as outlined above).
  - organisation actions that are consistent with the organisation's values. It is about kept promises, or an explanation why they cannot be kept.
  - influencing our Employer Brand – helping us attract talent.

### Views on the Great People Approach (During/Post Covid)

18. As explained, the response to the covid crisis has paused the Great People 'baselining' work but now is the right time to consider how we start to pick this work up, alongside some more immediate work (described in the paragraph below).
19. As has been discussed at previous NWoW meetings, it is felt that the immediate focus needs to be on gathering data on how our people are doing right now as we continue to respond to the covid crisis - how people are feeling, what is worrying people and what they need right now to help them. The group has agreed we need this staff data now to help us figure out what immediate interventions might be needed to help support our people. Work has progressed on this and a verbal update will be provided to the NWoW group at our meeting on 22<sup>nd</sup> June.
20. The covid crisis has meant that staff engagement and looking after our people is needed more than ever. It is recommended that the three areas of baselining work described above continue although each of the three baselining areas might have a slightly revised focus as outlined –

#### a. Procurement & Implementation of Engagement Tool

It is recommended that we restart the work around procuring the preferred engagement tool (Hive), but we focus on a revised scope in terms of how we initially might want to implement the tool – arguably now there is more of a need to work with Hive to help us manage the impact that change is having on our people and to remain focused on the wellbeing of our people via timely feedback.

Another part of the engagement tool we may wish to implement earlier than perhaps we'd originally anticipated pre-covid is the tool's recognition functionality. Recognising

the great work that our staff deliver has always been important to us but the response to the crisis has brought this into focus even more. The opportunity that the tool gives us to revamp and our recognition scheme Our 'offline' workers in particular have previously really supported and valued the recognition scheme that we've run. Implementing a revamped version, via the Hive, will be a way to get them engaged with the tool. There are the ongoing IT challenges we face of them being offline given the nature of their roles but this is an opportunity to review connectivity for this group of staff and consider alternative ways that we can be connected with them (if we build trust, would they use personal devices for example, could we consider kiosk access at key sites, could we have shared tablets at key sites, etc. – the latter two options now with the added challenge of hygiene considerations of course.)

**Recommendation – Restart procurement and plan approach to a revised implementation of Hive.**

b. Organisation Revisioning

Arguably this is the area where the NWoW group need to focus and agree our approach to shape our future organisation.

It is recommended therefore that we review our approach to the organisation revisioning work that started pre-covid.

The covid crisis has given us the opportunity to step back and think about who we are as an organisation /what we stand for as an organisation. It is an opportunity to reflect on our **Core Ideology** -

- **our core purpose**  
(this should never change. For example, it might be 'governing our Borough and meeting the needs of our Borough Residents')
- **our core values**  
(again, these should be of fundamental importance to us/who we are and won't change. For example, it might include things like adaptability, agility, trust...)

It will be important that we involve staff and Members in figuring this out and that we make sure there is a common understanding of 'who we are/what we stand for' with staff and Members.

Then, we can focus on figuring out what our 'Envisaged Future' is – our NWoW – which will include our Corporate Plan priorities - assuming these have not changed - but is there anything else we want to achieve in the next 5+ years?

From this, we can then start to think about what this means in terms of –

- **our culture** – what does this need to look like? A thriving culture – what might that mean for us?
- **our people** - the feelings, behaviours and values, the type of people we need to attract and retain

- **our policies, processes and approaches** - adapt and align these (including the best technology to support our work and the physical workspace we require/work requirements).

This then brings me to think about the scope of the NWoW work, particularly as it's what we have currently drafted around culture.

So far, we have said one of the NWoW objectives is – “Supporting staff and maintaining organisational culture”.

If we are looking at New Ways of Working, I do not think that we do want to necessarily ‘maintain’ our culture. We want to refresh things – keep the things that are working well but we do want some change and for the organisation to develop. We don't necessarily want to get ‘back to normal’. Perhaps ‘**back to better**’ is a better phrase to have in mind.

I would like to suggest that we revise the objective and consider changing it to –

**“Supporting our Great People and reviewing our organisational culture.”**

This would mean that the revisioning work could extend beyond staff (“Great People” as our internal brand can encompass Members too, as they obviously do make up a significant part of who we are as an organisation). The NWoW group might like to give consideration how Members are engaged with to help our revisioning work.

**Recommendation – Further discussion is needed with the NWoW Group to consider how we best approach the review of our organisational culture and the Great People we need. This work might include continuing the revisioning work we had started pre-covid with our consultants ‘Loving Monday’ but with a revised scope in helping us think about our Core purpose and values for the whole organisation.**

c. Resourcing Review/Recommendations

It is recommended that we restart the work around the OMNI resourcing review – it is still key that we understand from this strategic review what improvements are required and develop plans to transform the way we recruit for the better, ensuring that our approach is better fit to deliver and recruit the talent we need in order for us to meet our business objectives.

This restart of work will involve me/key members of the HR team reviewing the recommendations and reporting back to the organisation (including Management Team, Employment Committee, this NWoW group), the key findings and recommendations made – broken down into short term/quick wins and longer term recommendations for improvement.

**Recommendation – Restart the strategic review work – digesting the recommendations and working out recommended next steps.**