

Annex 3



New Ways of Working Recovery Group – Organisational Development Briefing Paper
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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 22nd 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.