

Notice of Meeting

People, Performance and Development Committee



SURREY
COUNTY COUNCIL

Date & time
Thursday, 29
October 2015
at 10.00 am

Place
Committee Room C,
County Hall, Kingston
upon Thames, Surrey
KT1 2DN

Contact
Andrew Baird
Room 122, County Hall
Tel 020 8541 7609

Chief Executive
David McNulty

andrew.baird@surreycc.gov.uk



We're on Twitter:
@SCCdemocracy

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This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Andrew Baird on 020 8541 7609.

Members

Mr David Hodge (Chairman), Mr Peter Martin (Vice-Chairman), Mr Ken Gulati, Mr Nick Harrison, Ms Denise Le Gal and Mrs Hazel Watson

Ex Officio:

Mrs Sally Ann B Marks (Chairman of the County Council) and Mr Nick Skellett CBE (Vice-Chairman of the County Council)

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETING: 29 SEPTEMBER 2015

(Pages 1
- 14)

To agree the minutes as a true record of the meeting.

3 DECLARATIONS OF INTEREST

To receive any declarations of disclosable pecuniary interests from Members in respect of any item to be considered at the meeting.

Notes:

- In line with the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, declarations may relate to the interest of the member, or the member's spouse or civil partner, or a person with whom the member is living as husband or wife, or a person with whom the member is living as if they were civil partners and the member is aware they have the interest.
- Members need only disclose interests not currently listed on the Register of Disclosable Pecuniary Interests.
- Members must notify the Monitoring Officer of any interests disclosed at the meeting so they may be added to the Register.
- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest.

4 QUESTIONS AND PETITIONS

To receive any questions or petitions.

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (23 October 2015).
2. The deadline for public questions is seven days before the meeting (22 October 2015).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 ACTION REVIEW

(Pages
15 - 22)

For Members to consider and comment on the Committee's actions tracker.

6 APPRAISAL COMPLETION REPORT FOR FINAL APPRAISALS CARRIED OUT IN 2015 (TO COVER PERFORMANCE IN 2014/15)

(Pages
23 - 30)

To provide an update on the final completion rates of appraisals for Surrey County Council, to cover performance from 1 April 2014 to 31 March 2015, carried out in 2015.

- 7 RESHAPING SENIOR OFFICER ROLES** (Pages 31 - 36)
- To further inform the Committee of the Chief Executive's ongoing review of senior officer roles and to ask the Committee to confirm the creation of a Directorate of Adult Social Care and Public Health, led by a single Director and the proposals for appointment to new roles.
- 8 UPDATE TO SPECIAL LEAVE POLICY** (Pages 37 - 66)
- To update Surrey County Council's Special Leave Policy with provision for time off for County Council employees who are prospective adopters, special guardians, foster carers, friends and family carers, former foster carers under a "Staying Put" arrangement and supported lodgings providers. Also to support those already providing these types of care by providing time off where necessary.
- 9 EMPLOYEE ENGAGEMENT CAMPAIGN UPDATE** (Pages 67 - 72)
- This report is being brought to the People, Performance and Development Committee to provide an update on the progress of the employee engagement campaign that launched in March 2015.
- 10 EXCLUSION OF THE PUBLIC**
- Recommendation:** That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Part 1 of Schedule 12A of the Act.
- 11 PAY POLICY EXCEPTIONS** (Pages 73 - 84)
- The People, Performance and Development Committee (PPDC) acts as the Council's Remuneration Committee under delegated powers, in accordance with the Constitution of the County Council. The purpose of this paper is to highlight decisions taken / recommendations on pay that fall outside the published Pay Policy.
- Exempt: Not for publication under Paragraph 1**
Information relating to any individual.
- 12 ADULT SOCIAL CARE - TRAINEE SCHEME - SOCIAL WORKERS AND OCCUPATIONAL THERAPISTS** (Pages 85 - 92)
- The Adult Social Care professional qualification trainee scheme has not been reviewed since 2009. This report proposes some changes to the terms and conditions of the scheme and also the fixed salary offer to ensure that the scheme is consistent with current working arrangements and is cost effective.
- The proposals represent a better offer from both perspective of both the Council's and that of the prospective trainees.
- Agreement from the Committee is sought for the proposed new arrangements.

Exempt: Not for publication under Paragraph 1

Information relating to any individual.

13 DATE OF NEXT MEETING

The next meeting of People, Performance and Development Committee will be on 27 November 2015.

David McNulty
Chief Executive

Published: Wednesday, 21 October 2015

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

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Thank you for your co-operation

MINUTES of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 1.00 pm on 29 September 2015 at G30, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting.

Elected Members:

Mr David Hodge (Chairman)
Mr Peter Martin (Vice-Chairman)
Mr Ken Gulati
Mr Nick Harrison
Ms Denise Le Gal
Mrs Hazel Watson

In Attendance

Ken Akers, Strategic HR Relationship Manager
Andrew Baird, Regulatory Committee Manager
Carmel Millar, Director of People and Development

69/15 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

There were no apologies for absence.

71/15 MINUTES OF THE PREVIOUS MEETING: 17 JULY 2015 [Item 2]

The minutes were agreed as a true record of the meeting.

72/15 DECLARATIONS OF INTEREST [Item 3]

There were none.

73/15 QUESTIONS AND PETITIONS [Item 4]

There were none.

74/15 ACTION REVIEW [Item 5]**Declarations of Interest:**

None

Witnesses:

Carmel Millar, Director of People and Development
Ken Akers, Strategic HR Relationship Manager

Key points raised during the discussion:

1. In relation to A10/15, (Appraisal Completion Update), information was requested on the percentage of appraisals that had been completed at the time of the meeting on 29 September 2015. The Director of People and Development advised that, excluding Commercial Services, 82% of appraisals had been completed although a potential delay in finalised appraisals being registered on the system could mean that this number would be higher. It was indicated that the hope was to have close to 90% of appraisals completed by the agreed deadline. The Chairman requested that the Director of People and Development take a report to the People, Performance and Development Committee (PPDC) meeting on Thursday 29 October highlighting the final number of appraisals completed by each Directorate.
2. Regarding A13/15 (Pay Policy Exceptions Analysis), the Chairman asked to be forwarded the acknowledgements from the Strategic Director in response to the letter they received from the Deputy Chief Executive about the rules governing pay policy exceptions which had been agreed by PPDC at a previous meeting.
3. In relation to A12/15 (Changes to Conditions of Service), the Chairman requested that the email which provided information on the impact of buying annual leave on the pensionable pay for staff members be re-circulated to Members of PPDC. The Committee gave their endorsement to the approach taken by HR in response to the impact of buying annual leave on pensionable pay.

Actions/further information to be provided:

The action tracker will be updated to reflect the points raised during the discussion.

RESOLVED:

To note the tracker.

Committee next steps:

None.

75/15 FOSTER CARER LEAVE, FRIENDS AND FAMILY CARER LEAVE AND STAYING PUT CARER LEAVE [Item 6]

Declarations of Interest:

None

Witnesses:

Hana Alipour-Mehraban, Commissioning Project Officer, Children's and Safeguarding Service

Linda Johnson, Fostering and Adoption Recruitment Officer, Children's and Safeguarding Service

Key points raised during the discussion:

1. Discussions took place regarding whether the policy should specify the number of days of special leave that employees would be able to take to ensure that they could fulfil their responsibilities as either foster carers, Friends and Family carers or Staying Put carers. Attention was drawn to employers mentioned in the report many of which had stipulated the number of days of special leave that staff with these caring responsibilities were entitled to. The Committee was informed that the proposed amendments to the leave policy did not include a specific number of days to ensure that there was flexibility in the amount of special leave that foster carers, friends and family carers or Staying Put Carers were able to take.
2. The Chairman requested further information on whether the special leave policy could also be extended to those who are prospective adopters and prospective special guardians. The Committee agreed that this should be given consideration as part of the proposal to change Surrey County Council's (SCC) Special Leave Policy. It was requested that the recommendations be expanded to include Surrey County Council employees who are prospective adopters and prospective special guardians and that the revised report be considered by PPDC at its meeting on 29 October.

Actions/further information to be provided:

The recommendations to be expanded to include Surrey County Council employees who are prospective adopters and prospective special guardians (**Action Review ref: A15/15**).

RESOLVED:

None.

Committee next steps:

The Committee will consider the revised report at its meeting on 29 October 2015.

**75/15 ENSURING OUR SERVICES ARE ACCESSIBLE AND RESPONSIVE:
TELEPHONE AND VOICEMAIL POLICY [Item 7]**

Declarations of Interest:

None

Witnesses:

Mark Irons, Head of Customer Services and Head of Customer and Communities Directorate Support

Key points raised during the discussion:

1. The Committee stated that the telephone and voicemail policy should apply equally to County Councillors in accordance with their responsibility to act on behalf of Surrey residents.
2. Members were advised that SCC's internal directory, Snet, was in the process of being updated which would ensure that the contact details of individual staff members were current while also instituting a more intuitive search function that would enable searches to be done by job title. Details were also provided of a new callback function which was being introduced by the Contact Centre. This would allow residents to request that their call is returned by a member of the Contact Centre rather than having to wait in a queue therefore enhancing customer experience.
3. Discussions took place regarding school applications and the large volume of calls made by residents to the Contact Centre around the time of the deadline for school applications. The Chairman requested further information on why so many applications were submitted after the deadline.

Actions/further information to be provided:

The Head of Customer Services and Head of Customer and Communities Directorate Support to provide the Committee with further information on why so many school application were submitted after the deadline (**Action Review Ref: A16/15**).

RESOLVED:

To Endorse the new telephone and voicemail policy and the approach to embedding this in the organisation.

Committee next steps:

None.

77/15 SOCIAL WORKER AND OCCUPATIONAL THERAPIST 'REFER A FRIEND' INCENTIVE SCHEME [Item 8]

Declarations of Interest:

None

Witnesses:

Ken Akers, Strategic HR Relationship Manager

Key points raised during the discussion:

1. The Strategic HR Relationship Manager introduced the report and informed the Committee that the Children, Schools and Families Directorate had indicated that there was a need to develop a strategy for embedding the initiative across the Service.
2. The Committee expressed their support for the scheme as a means of improving recruitment amongst social workers and occupational therapists. Members stated that the incentive scheme should be expanded to encompass positions in other areas of the Council where recruitment challenges existed, specifically schools and the district and borough councils. It was agreed by the Committee that the Strategic HR Relationship Manager be given the power to extend the scheme across the Council in order to help address existing recruitment challenges. The Chairman requested that a report be brought to the Committee at a future meeting highlighting where the 'refer a friend' incentive scheme had been introduced.
3. The Chairman further requested that a report be considered by PPDC every six months which included details of officers who had helped to fill vacancies to positions where recruitment challenges existed and had subsequently benefitted from the 'refer a friend incentive scheme'.

Actions/further information to be provided:

- i. The Strategic HR Relationship Manager to provide a report to the Committee at a future meeting demonstrating where the 'refer a friend' incentive scheme has been introduced (**Action Review ref: 17/15**).
- ii. The Strategic HR Relationship Manager to update the Committee every six months on the progress of the 'refer a friend' incentive scheme (**Action Review ref: 18/15**).

RESOLVED:

- i. To endorse the implementation of the 'refer a friend' incentive scheme.
- ii. To support the initial 'awareness' launch of the scheme at the Surrey County Council Adult Social Care Social Work Conference on 1 October 2015.
- iii. To endorse the development, by officers, of transparent conditions for the scheme which maximises benefits to the Council and minimises any potential or inadvertent abuse.

Committee next steps:

None.

78/15 ARRANGEMENT FOR THE APPOINTMENT OF SENIOR MANAGERS TO THE ORBIS JOINT PARTNERSHIP BETWEEN SURREY COUNTY COUNCIL AND EAST SUSSEX COUNTY COUNCIL [Item 9]

Declarations of Interest:

None

Witnesses:

Carmel Millar, Director of People and Development

Key points raised during the discussion:

1. The Director of People and Development introduced the report, highlighting that the process outlined in the report had already been adhered to for Orbis senior management appointments but it was felt that it would be to the benefit of both Surrey and East Sussex County Councils if these arrangements were formalised.
2. Concern was expressed by Members regarding Section 13 of the Local Government and Housing Act 1989 which limited potential opportunities for collaboration and partnership working between local authorities particularly in light of the discussions that were taking place in regard to regional devolution in England and Wales. The Chairman, as the Leader of the Council, indicated that he would send a letter to the Secretary of State for the Department of Communities and Local Government suggesting that Section 13 of the Local Government and Housing Act 1989 be reviewed.

Actions/further information to be provided:

The Chairman of PPDC to send a letter to the Secretary of State for the Department of Communities and Local Government requesting that Section 13 of the Local Government and Housing Act 1989 be reviewed (**Action Review ref: A19/15**).

RESOLVED:

- i. To recommend to the Council that the Constitution be amended to institute a formalised arrangement for the appointment of senior managers to the Orbis Joint Partnership, where Surrey County Council is the authority paying for the post, to allow a Member of East Sussex County Council to sit on and participate in the Appointments Sub-Committee as a co-opted Member without the ability to exercise voting rights.
- ii. To agree that, pending a decision being made by the County Council at its meeting on 13 October 2015, a Member of East Sussex County Council be invited to attend and participate (but not vote) in Appointments Sub-Committees for appointments to senior manager positions within the Orbis Partnership.
- iii. To endorse and support the commitment made by East Sussex County Council to institute the same arrangement and to invite a Member of Surrey County Council to attend Appointments Sub-Committees where East Sussex County Council are the authority who pay for the post.

Committee next steps:

None.

79/15 EXCLUSION OF THE PUBLIC [Item 10]

RESOLVED: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Schedule 12A of the Act.

80/15 SENIOR PAY PROGRESSION [Item 11]

Declarations of interest:

None

Witnesses:

Carmel Millar, Director of People and Development

Key points raised during the discussion:

1. The Director of People and Development introduced the report. The Committee asked a number of questions which were responded to by the officers present, before moving to the recommendations.

Actions/ Further information to be provided:

None

RESOLVED:

The Committee amended and approved the recommendation set out in the confidential report, this recommendation is highlighted in the Part 2 minutes which are attached as Annex 1 to these minutes.

Committee next steps:

None.

81/15 PAY POLICY EXCEPTIONS REPORT SEPTEMBER 2015 [Item 12]**Declarations of interest:**

None

Witnesses:

Ken Akers, Strategic HR Relationship Manager

Key points raised during the discussion:

1. The Strategic HR Relationship Manager introduced the report. The Committee asked a number of questions which were responded to by the officers present, before moving to the recommendations.

Actions/ Further information to be provided:

The actions arising from this item are laid out in the Part 2 minutes.

RESOLVED:

The Committee approved all but one of the recommendations set out in the confidential report, these recommendations are highlighted in the Part 2 minutes.

Committee next steps:

None.

82/15 ADULT SOCIAL CARE - TRAINEE SCHEME - SOCIAL WORKERS AND OCCUPATIONAL THERAPISTS [Item 13]**Declarations of interest:**

None

Witnesses:

Ken Akers, Strategic HR Relationship Manager

Key points raised during the discussion:

1. The Strategic HR Relationship Manager introduced the report. The Committee asked a number of questions which were responded to by the officers present, before moving to the recommendations.
2. The recommendations were not approved by the Committee, the reasons for this are highlighted in the Part 2 minutes.

Actions/ Further information to be provided:

The actions arising from this item are laid out in the Part 2 minutes.

RESOLVED:

None

Committee next steps:

None.

83/15 DATE OF NEXT MEETING [Item 14]

The next meeting of People, Performance and Development Committee will be on 27 November 2015.

Meeting ended at: 2.30 pm

Chairman

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People, Performance and Development Committee
29 October 2015

Action Review

Purpose of the report:

For Members to consider and comment on the Committee's actions tracker.

Introduction:

An actions tracker recording actions and recommendations from previous meetings is attached as **Annex A**, and the Committee is asked to review progress on the items listed.

Recommendations:

The Committee is asked to monitor progress on the implementation of actions from previous meetings (Annex A).

Report contact: Andrew Baird, Regulatory Committee Manager

Contact details: 020 8541 7609, andrew.baird@surreycc.gov.uk

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People, Performance & Development Committee – ACTION TRACKING

ACTIONS

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A2/15	6 March 2015	Action Review	Reinforce the Think Resident Think Councillor message with officers and Members.	Director of People and Development/ Democratic Services Lead Manager	The Acting Lead Manager of Democratic Services to liaise with the Leader to agree a Strategy.
A7/15	12 May 2015	Officer Code of Conduct amendment	Reinforce the Seven Standards of Public Life.	Chairman/ Lead Manager for Democratic Services	A letter from the Chairman to all Members and Senior Officers is currently being drafted by the Acting Lead Manager of Democratic Services, reminding them about the Seven Standards of Public Life.
A10/15	17 July 2015	Appraisals Completion Update	If 100% of appraisals within a directorate are not completed by 29 September 2015, the relevant Strategic Director will be invited to attend the committee to explain.	Director of People and Development	Director of People and Development to inform PPDC Members of the final number of appraisals completed and to brief Leader and Deputy Leader on this directorates which did not complete 100% of appraisals.
A11/15	17 July 2015	Changes to Conditions of Service	Officers to develop a promotional campaign aimed at Councillors regarding access to MyBenefits	Strategic HR Relationship Manager/ Lead Manager for Democratic Services	A promotional campaign on Member access to MyBenefits is currently being developed.

People, Performance & Development Committee – ACTION TRACKING

A13/15	17 July 2015	Pay Policy Exceptions Analysis	The Chairman to write a letter to all relevant Strategic Directors and Heads of Service to explain the rules for pay exceptions. All officers are to acknowledge receipt of the letter.	Chairman/ Director of People and Development	A letter has been drafted and it is agreed that this will be sent by the Deputy Chief Executive. The letter was held back until the summer holidays had finished to make sure that all managers are aware of the approach. The email was circulated by the Deputy Chief Executive on 21 September 2015 with instructions to cascade to direct reports. This email was forwarded onto PPDC on 5 October 2015.
A16/15	29 September 2015	Ensuring our Services are accessible and responsive: Telephone and voicemail policy	The Head of Customer Services and Head of Customer and Communities Directorate Support to provide the Committee with further information on why so many school application were submitted after the deadline.	Head of Customer Services	The trend in missing school applications is currently being explored and further information will be sent to the Committee once the outcomes of this research become available.
A17/15	29 September 2015	Social Worker and Occupational Therapist 'Refer a Friend' Scheme	The Strategic HR Relationship Manager to provide a report to the Committee at a future meeting demonstrating where the 'refer a friend' incentive scheme has been introduced.	Strategic HR Relationship Manager	The Regulatory Committee Manager and Strategic HR Relationship Manager will discuss the best time to bring this item to the Committee for consideration.
A18/15	29 September 2016	Social Worker and Occupational Therapist 'Refer a Friend' Scheme	The Strategic HR Relationship Manager to update the Committee every six months on the progress of the 'refer a friend' incentive scheme	Strategic HR Relationship Manager	This has been added to the Committees forward plan for consideration by the Committee every six months.

People, Performance & Development Committee – ACTION TRACKING

A18/15	29 September 2015	Arrangements for the Appointment of Senior Managers to the Orbis Joint Partnership Between Surrey County Council and East Sussex County Council.	The Chairman of PPDC to send a letter to the Secretary of State for the Department of Communities and Local Government requesting that Section 13 of the Local Government and Housing Act 1989 be reviewed	Regulatory Committee Manager	The letter is in the process of being drafted and will be sent to the Secretary of State before the next of PPDC meeting on 29 October 2015.
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People, Performance & Development Committee – ACTION TRACKING

COMPLETED

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A5/15	2 April 2015	Declarations of Interest	Officers review the training offer for all Members on interests.	Director of People and Development/Director of Legal and Democratic Services	Two training sessions for Members have been scheduled to roll out guidance The possibility of creating an e-learning facility is also being considered.
A15/15	29 September 2015	Foster Carer Leave, Friends and Family Carer Leave and Staying Put Carer Leave	The recommendations to be expanded to include Surrey County Council employees who have assumed responsibility as carers by way of adoption or through guardianship orders. The amended report to be considered at the meeting on 29 October 2015.	Commissioning Project Officer	This item has been added to the forward plan for the PPDC meeting on 29 October 2015 and the revised report will be considered at this meeting.

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People, Performance and Development Committee
29 October 2015

Appraisal Completion report for final appraisals carried out in 2015
(to cover performance in 2014/2015)

Purpose of the report: Performance Management

To provide an update on the final completion rates of appraisals for Surrey County Council, to cover performance from 1 April 2014 to 31 March 2015, carried out in 2015.

Recommendation:

- i. That the People Performance and Development Committee note that the final completion rate for eligible appraisals, as recorded on the system, stands at **91%** completion, which is a great achievement across the organisation.
- ii. That the Council will now focus on the appraisal year 2016 and the support which services will need in relation to completing high quality appraisals. The proposal for 2016 will be to link appraisal to the new pay and reward strategy which People Performance and Development Committee (PPDC) Members will consider later this year.
- iii. That the Committee continue to request reports for appraisal completion data on a quarterly basis.
- iv. That Members note a period of two years for completion of a significant programme of appraisal training for over 300 team leaders has commenced for Commercial Services to facilitate completion of all appraisals for the 1,500 staff in that service (see paragraphs 5.4 to 5.6 below).

Introduction:

1. Surrey County Council (SCC) is a values led organisation. Where managers sit down with their staff to reflect on how the year has gone, and provide them with the space and opportunity to discuss opportunities, successes, and if required, areas of improvement in a safe environment. This is an essential part of SCC's organisational culture.

2. In previous years, SCC had achieved rates of 62% appraisal completion. Services were not engaged with the process and found it difficult to log completions on the system.
3. In 2014, the organisation achieved a completion rate of 98% for eligible staff. Services were given intense, often one to one support, from HR with the whole year to finalise their appraisals and log them on the system.
4. This year, services took a more proactive approach to completing their appraisals, with limited support from HR and just six months to complete the conversations, with a final deadline of 30 September 2015. This has resulted in a positive 91% completion rate.
5. In 2016 the aim will be to have 100% of appraisals completed by June 2016, so year on year completion rates and timescales are improved.
6. Eligible staff are defined as 'All centrally employed staff within the organisation including Fire & Rescue and Commercial Services'. There are also specific exclusions around new starters (those still in their probation period), those on notice, bank staff, maternity leave and long-term sick absence. The Chief Executive and Coroner Service are also excluded. NB the Chief Executive's appraisal is scheduled to take place in November this year.
7. In this report figures and comments are specific to those deemed eligible.

Current completion rates and analysis:

8. SCC has, for the appraisal year 2015/15 a final completion rate of **91%**.
9. The breakdown of the Directorates is in the attached Annex A.

Overall Directorate Responses:

10. **Adult Social Care** had an overall completion rate of 99.46%.
11. **Business Services** had an overall completion rate of 91.85%.
12. **Chief Executive's Office** had an overall completion rate of 90.97%.
13. **Children, Schools and Families** had an overall completion rate of 75.54%.
14. **Commercial Services** have put in place a clear programme to support managers in completing appraisals. Training for district managers has been completed and they will now take this forward with their team leaders throughout the remainder of 2015.

- 14.1 Team leaders in Commercial Services have started to book their appraisals to ensure that once the training has been completed, the appraisal can be completed soon after. It is a significant undertaking to train over 300 team leaders to carry out appraisals effectively, particularly as this will be a new skill for the team leaders. Hitherto, appraisals have been carried out by district managers but this has meant the district managers have had to carry out too many appraisals for any one manager and it has proved to have a detrimental impact on the business. It is expected that a large proportion of staff will achieve an appraisal for 2015, however, due to timescales and 'cut-off' period of reporting, a period of two years will enable the service to properly complete the training programme and fully complete all appraisals by team leaders in a way which does not impact negatively on schools.
15. **Customers and Communities** had an overall completion rate of 99.40%.
16. **Surrey Fire and Rescue Service** had an overall 100% completion rate.
17. **Environment and Infrastructure** had an overall 100% completion rate.

Conclusions:

18. The organisational performance as regards appraisal completion continues to improve.
19. There are some areas which still need continued support to ensure they can complete within the set timescales.
20. An embedded culture of performance management is essential if the Council were at any time in the future to establish a link between movement within the pay grade and performance.

Financial and value for money implications

21. An embedded culture of performance management is an essential part of ensuring proper control of the pay bill.

Equalities and Diversity Implications

22. Annual appraisals are an essential way in which the Council ensures its values and behaviours are embedded across the organisation, as standard. This is a way of ensuring a culture which is supportive of all cultures and difference.

Risk Management Implications

23. Appraisals are an essential element of a health and safety management culture.

Next steps

24. HR will be taking forward a piece of work looking at the quality of appraisal conversation, which will help to inform the pay and reward project.

Report contact: Carmel Millar, Director of People and Development

Contact details: carmel.millar@surreycc.gov.uk

Sources/background papers:

Annex A – Breakdown of final service appraisal completion figures

Annex A – Final Completion Rates October 2015

Personnel Area	Personnel Subarea	Employments	Eligible Employments	In Process	% In Process	Completed	% Completed	% In Process/Completed
Adult Social Care Services	Comms & Ops	978	662	0	0.00%	655	98.94%	98.94%
Adult Social Care Services	Ser Delivery	1036	688	1	0.15%	687	99.85%	100.00%
Adult Social Care Services	Enterprise B&A	177	141	0	0.00%	141	100.00%	100.00%
Adult Social Care Services	Mental Health	252	203	13	6.40%	28	13.79%	20.20%
	Total (excl. MH)	2192	1492	1	0.07%	1484	99.46%	99.53%

Personnel Area	Personnel Subarea	Employments	Eligible Employments	In Process	% In Process	Completed	% Completed	% In Process/Completed
Customer and Communities	Fire & Rescue	797	731	0	0.00%	731	100.00%	100.00%
Customer and Communities	Programme Team	34	30	1	3.33%	28	93.33%	96.67%
Customer and Communities	Trade Standard	126	73	1	1.37%	70	95.89%	97.26%
	Total	960	835	2	0.24%	830	99.40%	99.64%

Personnel Area	Personnel Subarea	Employments	Eligible Employments	In Process	% In Process	Completed	% Completed	% In Process/Completed
Business Services	St Dir for BUS	24	17	0	0.00%	17	100.00%	100.00%
Business Services	Property	187	158	0	0.00%	155	98.10%	98.10%
Business Services	Finance	108	97	1	1.03%	94	96.91%	97.94%
Business Services	HR & Org Dev	130	79	0	0.00%	79	100.00%	100.00%
Business Services	Info Man & Tech	206	182	38	20.88%	135	74.18%	95.05%
Business Services	Proc&Com	59	51	0	0.00%	45	88.24%	88.24%
Business Services	Business Ops	280	225	4	1.78%	210	93.33%	95.11%
Business Services	Customer Serv	128	99	0	0.00%	99	100.00%	100.00%
	Total	1122	908	43	4.74%	834	91.85%	96.59%

Personnel Area	Personnel Subarea	Employments	Eligible Employments	In Process	% In Process	Completed	% Completed	% In Process/Completed
Chief Executive Office	CEO	16	13	3	23.08%	10	76.92%	100.00%
Chief Executive Office	Communications	26	23	0	0.00%	21	91.30%	91.30%
Chief Executive Office	Cultural Serv	1583	699	15	2.15%	624	89.27%	91.42%
Chief Executive Office	Legal&Demo Ser	137	97	0	0.00%	95	97.94%	97.94%
Chief Executive Office	Policy & Perf	40	32	0	0.00%	32	100.00%	100.00%
Chief Executive Office	Public Health	120	44	0	0.00%	44	100.00%	100.00%
	Total	1922	908	18	1.98%	826	90.97%	92.95%

Personnel Area	Personnel Subarea	Employments	Eligible Employments	In Process	% In Process	Completed	% Completed	% In Process/Completed
Childrens Sch & Fam Service	St Dir for CSF	11	8	1	12.50%	3	37.50%	50.00%
Childrens Sch & Fam Service	Resources	68	54	5	9.26%	37	68.52%	77.78%
Childrens Sch & Fam Service	Sch & Learning	694	432	22	5.09%	369	85.42%	90.51%
Childrens Sch & Fam Service	Childrens Serv	1441	901	108	11.99%	581	64.48%	76.47%
Childrens Sch & Fam Service	Serv Yng People	566	310	6	1.94%	298	96.13%	98.06%
Childrens Sch & Fam Service	Comm Servs	612	547	1	0.18%	72	13.16%	13.35%
Childrens Sch & Fam Service	Comm Servs - Catering	1026	800	0	0.00%	50	6.25%	6.25%
	Total (excl Comm Servs)	2780	1705	142	8.33%	1288	75.54%	83.87%

Personnel Area	Personnel Subarea	Employments	Eligible Employments	In Process	% In Process	Completed	% Completed	% In Process/Completed
Environment & Infrastructure	Highways	419	250	0	0.00%	250	100.00%	100.00%
Environment & Infrastructure	Economy, T&P	71	59	0	0.00%	59	100.00%	100.00%

Environment & Infrastructure	Environment	232	133	0	0.00%	133	100.00%	100.00%
	Total	723	443	0	0.00%	443	100.00%	100.00%
	SCC Total	9699	6291	206	3.27%	5705	90.69%	93.96%

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People, Performance and Development Committee
29 October 2015

Reshaping Senior Officer Roles

Purpose of the report:

To further inform the Committee of the Chief Executive's ongoing review of senior officer roles and to ask the Committee to confirm the creation of a Directorate of Adult Social Care and Public Health, led by a single Director and the proposals for appointment to new roles.

Recommendations:

- i. To agree the amalgamation of Adult Social Care with Public Health and the creation of a new post of Strategic Director of Adult Social Care and Public Health, with effect from 27 November 2015.
- ii. To convene a meeting of the People, Performance & Development Committee on a date to be agreed in November, which will:
 - a. Interview Helen Atkinson for the role of Strategic Director of Adult Social Care and Public Health.
 - b. Interview shortlisted candidates with a view to appointing to the newly created post of Deputy Director (Adult Social Care) and note that the post of Deputy Director (Public Health) already exists and that Ruth Hutchinson matches to this role.
- iii. To note that the Assistant Chief Executive has left the employment of the Council and that the Chief Executive will not be replacing her post on a like for like basis.

Introduction:

1. It is important that the Council keeps under review its arrangements for providing strategic leadership at the top of the organisation, particularly in the current fast moving world of public service. Recent personnel changes and the imminent retirement of Mr David Sargeant, the current Strategic Director of Adult Social Care, present the opportunity to change and consolidate roles within the leadership team.

2. This report deals with the proposed creation of an Adult Social Care and Public Health Directorate, in advance of wider proposals that will be presented to the Committee in November. The reasons that this proposal is being brought forward now is to enable a new Director and Deputy Director to be recruited in advance of the retirement of the current Strategic Director of Adult Social Care.

A New Directorate: Adult Social Care and Public Health

3. As the Committee is aware, there is a clear policy direction nationally to integrate adult social care with health. Residents, users and patients will all derive benefit from this integration but there are also considerable obstacles to be overcome in order to ensure a successful outcome. In particular, the very different cultures between health and local government need careful handling.
4. There is a growing trend nationally to structure together adult social care services, health and public health. Councils, including Manchester City Council, Lancashire County Council, Worcestershire Council, Herefordshire Council, Bracknell Forest and others are now structured in this way.
5. In June 2015 the Committee endorsed the Chief Executive's proposed direction of travel towards the amalgamation of the Adult Social Care and Public Health functions of Surrey County Council (SCC). Since then, a successful period of closer working between the two current directors has enabled the Chief Executive to confirm his view that to create a single directorate from January 2016 is the best way forward for the County Council.
6. Restructuring in this way delivers an effective arrangement to bring together oversight of the Council's statutory responsibilities in these areas and also provides an opportunity to trim down senior capacity at the very top of the Council.
7. The Committee will also wish to note that consideration has been given to the current market for quality directors of Adult Social Care. This has been a weak market for some time and shows no signs or trend towards improving. This was confirmed earlier in the summer from two separate executive recruitment agencies.
8. The restructuring will result in the:
 - a. Deletion of the current posts of Strategic Director Adult Social Care and Director of Public Health (DPH).
 - b. Creation of the new post of Strategic Director Adult Social Care & Public Health.
 - c. Creation of a new role of Deputy Director (Adult Social Care). There is already a Deputy Director (Public Health) which will match to the existing incumbent who is Ruth Hutchinson.

- d. Deletion of the Chief Operating Officer for Adult Social Care post which is currently vacant. This post will be replaced by the new Deputy Director (Adult Social Care) role.

HR Procedural Implications for the current Director of Public Health

9. The current Strategic Director of Adult Social Care retires in December 2015 so there are no adverse implications for the current incumbent from the deletion of this post.
10. The current Director of Public Health is Helen Atkinson. She has previously had significant strategic responsibilities in the Surrey Primary Care Trust (PCT) around quality, innovation and performance. Upon the deletion of the post of Director of Public Health, Helen Atkinson will become technically at risk of redundancy.
11. The legislation, as well as the County Council's own procedures, require that the Council, as her employer, looks for any suitable alternative work at the status, remuneration etc of her current post.
12. There are currently no other roles at Helen's grade (15C). However, the procedures would then require that we ask for her expression of interest in the new role which is at a grade 16F and afford Helen a preferential interview for this role before considering the outside market.
13. The Council is also required to take this step as mitigating action to try and avoid any unnecessary redundancy payment to an employee when a potential suitable alternative position exists.
14. This would entail the PPDC convening to interview Helen Atkinson for the role of Strategic Director of Adult Social Care and Public Health. The proposal is that this takes place in November.

Deputy Director (ASC)

15. This post will be advertised internally within Adult Social Care.
16. The role has been evaluated at Grade 15D.
17. It is essential that the person who takes on this role has a strong competence around Adult Social Care (ASC) in Surrey to be able to support the new Strategic Director who will lead at the strategic level.
18. There is a strong cadre of second tier senior people in place currently in ASC and expressions of interest will be sought from these officers.
19. Similarly at the Director level, from our own recent experience of trying to recruit at deputy level in January of this year, the market for talent at this level is also weak. After an extensive national search in January for two senior roles, we were unable to find any suitable candidates.

Ongoing Review

20. In July 2015 the Committee endorsed the Chief Executive's proposal to create a Deputy Chief Executive post, with responsibility for children Schools and Families. Mrs Julie Fisher has taken on that role, including that of the statutory DCS and is leading the development and delivery of an action plan in response to the Ofsted report received earlier this year. The Committee agreed this as an interim arrangement and in November 2015 the Committee will receive a report reviewing these arrangements.
21. In August 2015 the Assistant Chief Executive, Mrs Susie Kemp, started discussions with the Chief Executive regarding her potential voluntary redundancy. Those discussions resulted in Mrs Kemp leaving the employment of the Council on 30 September. Mrs Kemp has exited from the Council in accordance with its usual policy. The Chief Executive intends to take this opportunity to streamline his senior team and will therefore not replace this post on a like for like basis. In tandem with the review of the Deputy Chief Executive post the Chief Executive will bring forward further proposals to confirm the senior structure of the organisation.

Conclusions:

Financial and value for money implications

22. The initial changes to management posts proposed in this paper as a result of the creation of a new Adult Social Care and Public Health Directorate will result in savings compared to the current cost of existing posts. The implications of the wider proposals will be considered as part of the subsequent paper due to be brought to the Committee.

Risk Management Implications

23. The Council's Leadership Risk Register has identified a risk that a significant number of senior managers may leave the organisation within a short space of time and cannot be replaced effectively. The proposals contained in this report address that risk through effective succession planning and arrangements

Equalities and Diversity Implications

24. There are no identified risks to protected groups as a consequence of the action proposed in this report.

Next steps:

25. Suitable dates for the Committee to meet will be identified
-

Report contact: Carmel Millar – Director of People & Development

Contact details: 020 8541 9824

Sources/background papers:

- All background papers used in the writing of the report (eg previous reports/minutes, letters, legislation), should be listed, as required by the Local Government (Access to Information) Act 1985.
- A copy of any background papers which have not previously been published should be supplied to Democratic Services with your draft report.

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People, Performance and Development Committee
29 October 2015

Update to Special Leave Policy

Purpose of the report:

To update Surrey County Council's Special Leave Policy with provision for time off for County Council employees who are prospective adopters, special guardians, foster carers, friends and family carers, former foster carers under a "Staying Put" arrangement and supported lodgings providers. Also to support those already providing these types of care by providing time off where necessary.

This report is being brought to the People, Performance and Development Committee because the Committee determines policy on pay, terms and conditions of employment of all staff according to the Scheme of Delegation.

Recommendations:

It is recommended that the Committee:

- i. Agrees to the introduction of an additional leave category in the Council's Special Leave Policy for Council employees who are prospective and approved foster carers, prospective and approved friends and family carers, prospective special guardians, prospective adopters, former foster carers under a "Staying Put" arrangement and supported lodgings providers, to support looked after children and those young people previously in foster care who may be transitioning into adult services or in becoming independent.
- ii. Recognises foster children and young people under a "Staying Put" arrangement or in supported lodgings as dependents for the purposes of emergency leave.

Introduction

1. Surrey County Council (SCC) looks after on average 800 children per year. In line with national trends, this number is increasing, with younger children entering care following abuse or neglect and more teenagers needing to be looked after following family breakdown. 75% of our children are placed in foster care and the remaining children are in residential homes, placed for adoption, in independent living or placed with parents.
2. The shortage of foster families has resulted in a growing number of children being separated from their siblings, or being placed out of county in a placement that better meets their needs.
3. The demographic profile of foster carers, many of whom are approaching retirement age, places further pressure on future foster carer numbers. Research by the Fostering Network in 2009 shows that 94% of foster carers nationally are aged 40 and over and 65% are aged 50 and over.
4. Special guardianship orders were introduced on 30 December 2005 as part of the Adoption and Children Act 2002. The use of special guardianship orders in Surrey has been predominantly for looked after children placed with foster carers who wish to care for the child permanently, but do not wish to adopt, and for Kinship Carers who wish to permanently care for a child known to them who is the subject of care proceedings to SCC. Since 2005, the use of special guardianship orders in Surrey has increased and in recent years has surpassed the number of adoption orders.
5. Surrey's Adoption Service works to secure adoption for children who are unable to live with their birth parents or a connected person. There is currently no provision for County Council employees to take time off during the assessment to approval process, to attend meetings or training. However the Children and Families Act 2014 introduced new adoption arrangements to help people to better balance their work and home life. The Committee is asked to note that the Council's HR Team will be updating the Council's Adoption Leave and Pay Policy to be in line with changes to adoption leave and pay arising from the Children and Families Act 2014. These changes give employees statutory rights to leave and pay of prospective adopters with whom looked after children are placed as well as the right to paid and unpaid time off work to attend adoption appointments.
6. Transition into adulthood is often a turbulent time for any young person. For many young adults, transition to adulthood can be extended and delayed until they are emotionally and financially ready. Young people who are looked after may not have this option and many care leavers are expected to cope with independent living too early and without adequate support. Consequently, the Department for Education (DfE) introduced a new duty on local authorities called "Staying Put". The primary aim of "Staying Put" is to promote a gradual transition for young people from care to adulthood and independent living. It focuses on ways to extend this transition within a family setting for young

people who are or who have been looked after by the local authority.

7. Supported lodgings services enable single people aged sixteen and over to be offered accommodation in a home environment when leaving foster care or residential care. The householder, or host, provides a safe and supportive environment, working alongside professionals to help and support the young person in gaining skills for independent adult life. Young people leaving care are often expected to live independently at a much younger age than young people who have lived at home with their families, and supported lodgings is set up to bridge that gap. Many young people have lived in children's homes or have moved many times in their childhood and need stability, support and guidance to help them move on to successful independent adulthood.
8. To address the challenges around fostering, the Government has called on employers to become "foster family friendly". This report outlines SCC's approach to becoming both a foster friendly employer and introducing further family friendly initiatives for prospective adopters and special guardians in achieving the best outcomes for children and young people in Surrey.

Proposals

9. To introduce more family friendly measures, SCC's Special Leave Policy will be updated to support employees who are prospective and approved foster carers or friends and family carers, prospective special guardians or adopters, former foster carers under a "Staying Put" arrangement or supported lodgings providers in accessing time off. Proposals for time off for staff who are prospective and approved foster carers and friends and family carers are in line with the DfE's Foster Carer Leave and Friends and Family Carer Leave policy.
10. Annex 1, section 5.0 of this report outlines the time off a SCC employee can take under the policy proposals. It also refers to other Council policies that may apply.
11. Currently, any SCC employee who is a prospective or approved foster carer or friends and family carer, a prospective or approved supported lodgings provider, a former foster carer under a "Staying Put" arrangement, a prospective special guardian or adopter, must attend any meetings or training in their own time. In comparison, SCC provides leave to support employees in other circumstances where this supports family friendly or wider public duties benefits, for example managers may grant up to five days paid special leave for absence of staff where they are the "nominated carer" of the birth mother or adoptive mother and/or father.
12. There is no statutory duty on employers to provide time off for their staff who are prospective or approved foster carers or friends and family carers, prospective special guardians or adopters, former foster carers under a "Staying Put" arrangement or supported lodgings providers. Employers do however, have a statutory duty to provide employees who are prospective adopters with time off to attend adoption appointments between being notified of a match with a child and the date that the child joins the family, under the changes to adoption leave and pay from April 2015.

13. A number of local authorities, universities and private sector companies have foster care friendly policies in place:

Tesco and O2	Up to five days paid leave for to attend related meetings and training as part of the fostering assessment process. Tesco recognises foster children as dependents for the purposes of emergency leave and their foster carers also have access to a shift swap scheme.
Brighton and Hove City Council	Up to a maximum of three days paid leave to attend any meetings, home visits or mandatory training as part of the fostering assessment process. In addition, employees who are approved foster carers may be granted up to a maximum of five days paid leave in any leave year to enable them to attend the required training courses, review meetings and any other meetings in connection with the child's placement. Requests for emergency leave are considered under the council's special leave policy.
Leicester City Council	Three days paid leave to attend the fostering assessment and training process, as well as access to other family friendly policy provisions around flexible working.
Birmingham City Council	Up to eight days paid leave during the fostering assessment process.
Norfolk County Council	Up to eight days paid leave during the fostering assessment process.
University of Dundee	A maximum of two days paid leave following a formal fostering arrangement. This is subject to a maximum of four days paid leave per year. This arrangement is only applicable to long term fostering, which would not normally be less than six months. Their policy also applies to friends and family carers.
Department for Education	Leave during assessment for approval - discretionary special paid leave for up to five days in a 12-month period. Can be taken in whole or half days. Additional leave during approval process or when child is in placement - an additional five days' paid or unpaid leave in a 12-month period at line manager's discretion (e.g. for meetings, training, unforeseen emergencies relating to their fostering role, to accommodate an emergency placement, etc). Additional leave at the start of a planned permanent placement - additional discretionary special paid leave for up to ten days in a 12-month period. If both

	parents are employed, one parent would receive up to 10 days and the other up to five days.
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14. In light of the time off required to complete the assessment to approval process and once a child is in placement, it is requested that this additional category of leave is introduced for SCC employees in the Council's Special Leave Policy.

Encouraging other employers to adopt and adapt the scheme within their organisations

15. SCC is working together with Reigate and Banstead Borough Council to become foster friendly employers. It is hoped that this partnership will encourage the other 10 district and borough councils and other organisations based within the county to follow this example.
16. As part of this initiative, SCC's Fostering Service will also identify and engage with big businesses based in the county in the first instance, to encourage them to become foster friendly employers.

Resource implications

17. Foster care is significantly more cost effective in providing care to children than other types of placement. Alternatives to in-house foster care include residential care (which is considerably more expensive), foster care placements through an Independent Fostering Agency commissioned by the Council or friends and family care. The average cost of a Surrey in-house fostering placement is £16k per annum. This compares with an average cost of £44k per annum for an independent fostering agency placement.
18. This proposal forms part of SCC's Fostering Service's strategy to recruit more foster carers. It is anticipated that only a small proportion of foster carers, friends and family carers, and "Staying Put" Carers would come from the Council's workforce, with the majority of these carers coming from the wider Surrey population.

Conclusions:

Financial and value for money implications

19. The update to SCC's Special Leave Policy will be promoted to staff through an internal communications campaign, which will include fostering recruitment event stalls across SCC buildings and information made available on the intranet. It will also be promoted on the website jobs pages as one of the benefits of working for Surrey. As such, any costs incurred will be minimal; communications on the intranet will incur no costs and fostering recruitment events will be run by SCC staff, with any costs for recruitment events being met out of the Fostering Service budget.
20. Costs for paid time off during the assessment to approval process for prospective foster carers, friends and family carers, adopters and special

guardians, as with all other Special Leave, will be absorbed within team budgets. “Staying Put” Carers do not undergo an assessment process and so this does not apply to them.

Equalities and Diversity Implications

21. All SCC employees who are prospective foster carers, friends and family foster carers, adopters and special guardians and are accepted onto the appropriate training programme run by their chosen agency or are a former foster carer under a “Staying Put” arrangement will be able to make a request to access time off under this category of Special Leave. Decisions regarding eligibility for training programmes will be made within the statutory provisions for foster care and adoption.
22. Those staff who work in frontline social work teams in the Children’s and Safeguarding Service and who have direct involvement in the planning and decision making for looked after children may be unable to become approved SCC foster carers. The reason being the potential conflict of interest between their professional role and that of a foster carer. Any conflict of interest may be of detriment to the interests of looked after children and therefore must be avoided. These will be considered on a case by case basis by the Council’s Fostering Service.

Legal Implications

23. The arguments for or against adopting such a policy are not matters for legal review as to whether it will achieve its purpose, its cost, its desirability. The Council is free to adopt policies that go beyond the statutory requirements.

Risk Management Implications

24. None.

Next steps:

To implement the recommendations if agreed by the Committee

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Sources/background papers:

- Brighton and Hove City Council. Foster Carers Support Policy.
- Children and Families Act 2014. Part 7.
- Cumbria County Council. Become a Foster Friendly Employer.

- Department for Business, Innovation and Skills. Changes to Adoption Leave and Pay. Technical Guidance for Employers. April 2015.
- Department for Education. Foster Carer and Friends & Family Carer Leave Policy.
- Leicester City Council. Hours and Leave Policy.
- Norfolk County Council. Foster Training Leave.
- O2, Fostering Leave Policy.
- Surrey County Council. Flexible Working Policy. 2015
- Surrey County Council. Special Leave Policy / Time off for dependents. 2011.
- Surrey County Council. Guidance on Unpaid Leave. 2013.
- Surrey County Council. Management information systems workforce data. 2015.
- Tesco. Foster Care Leave.
- The Fostering Network. The Age of Foster Care. 2009.
- Annex 1 - Policy Proposals. Time off for Surrey County Council employees who are prospective and approved foster carers and friends and family carers, former foster carers under a "Staying Put" arrangement, Supported Lodgings providers and prospective adopters and special guardians
- Annex 2 – Process to become a foster carer with Surrey County Council
- Annex 3 – Process to become a family and friends foster carer and special guardian through Surrey County Council
- Annex 4 – Process to become an adoptive parent with Surrey County Council
- Annex 5 – "Staying Put" arrangement in Surrey County Council
- Annex 6 – Process to become a supported lodgings provider with Surrey County Council
- Annex 7 – Changes to adoption leave and pay. April 2015.

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Policy proposals - Time off for Surrey County Council employees who are prospective and approved foster carers and friends and family carers, former foster carers under a “Staying Put” arrangement, Supported Lodgings providers and prospective adopters and special guardians.

1.0 Introduction

Surrey County Council is keen to support its employees who are prospective adopters, special guardians, foster carers, friends and family carers, former foster carers under a “Staying Put” arrangement and Supported Lodgings providers, and also to support those already providing these types of care by providing time off where necessary.

Leave for Surrey County Council employees who are prospective and approved foster carers and friends and family carers (kinship carers), former foster carers under a Staying Put arrangement, supported lodgings providers and prospective adopters and Special Guardians is time off work which may be granted under the umbrella of special leave. It can be granted for a variety of reasons and may be granted in addition to other leave entitlements. This type of leave should be used to enable employees to become foster carers, friends and family carers, former foster carers under a “Staying Put” arrangement and Supported Lodgings providers and to continue to provide care where a child is in placement, a young person is in a “Staying Put” arrangement or in a Supported Lodgings scheme. This leave should also be used to support employees who are prospective adopters and special guardians.

This category of leave may be granted to attend formal meetings (including home visits) and undertake training to become a special guardian, an approved adopter, foster carer or friends and family carer, Supported Lodgings provider, as well as to deal with unexpected emergencies. Former foster carers under a “Staying Put” arrangement (known as “Staying Put” Carers) do not undergo an assessment process and so will only need time off to attend formal meetings or to deal with unexpected emergencies. This category of leave must not be used where other forms of leave such as annual and/or flexi leave are more appropriate to the circumstances.

It is essential that employees spend the substantial majority of their contracted hours carrying out the role for which they are employed, however, managers will want to show support for their staff undertaking an assessment, and to those already providing these types of care.

The law entitles employees to a reasonable amount of unpaid time off for emergencies involving dependants and this will also apply to Foster carers, Friends and family carers, and “Staying Put” Carers. Time off for emergencies already applies to adoptive parents and special guardians, as they hold Parental Responsibility for their dependents.

2.0 Definition

A foster carer is defined as a person who is approved as a foster parent in accordance with the Fostering Services (England) Regulations 2011, or is temporarily approved as a foster carer under the Care Planning Placement and Case Review (England) Regulations 2010.

Foster carers are approved as such by a local authority fostering service or an Independent Fostering Agency. Foster carers care for children placed with them by a local authority (a looked after child), who is the child's corporate parent. A Looked After Child may stay with their foster carer for a short period or for longer periods of time; some children remain with their foster carer until they reach adulthood. Some foster carers provide respite care, which allow the child's parents or usual carers to take a break.

Family and friends carers are defined by the Department for Education as someone who can be a relative, friend or other person with a prior connection with somebody else's child who is caring for that child full time. An individual who is a "connected person" to a looked after child may also be a family and friends carer. A child who is cared for by a family and friends carer may or may not be looked after by the local authority (Department for Education. Family and Friends Care: Statutory Guidance for Local Authorities. 2011).

Department for Education uses "Staying Put" to define the following arrangements where:

- A young person who was looked after immediately prior to their eighteenth birthday (as an eligible child) continues to reside with their former foster carer/s
- The carer/s were acting as foster carers to the child immediately prior to the young person's eighteenth birthday (that is, the carers were approved as foster carers in accordance with the Fostering Service (England) Regulations 2011 and the child had been placed with them by the local authority, or via an Independent Fostering Agency)
- A young person is deemed an eligible child, within the meaning of paragraph 19B(2) of Schedule 2 to the Children Act 1989, immediately before he/she reached eighteen
- The "Staying Put" arrangement is set out in the child/young person's Pathway Plan
- A proportion of the allowance paid to the "Staying Put" Carer/s is paid by the Local Authority Children's Services under section 23C of the Children Act 1989
- The "Staying Put" arrangement extends until:
 - the young person first leaves the "Staying Put" arrangement; or
 - the young person reaches their twenty-first birthday, if continuously, and still living in the arrangement; or
 - the young person completes the agreed programme of education or training being undertaken on their twenty-first birthday, if continuously living in the arrangement since their eighteenth birthday.

Department for Education “Staying Put” arrangements can therefore cover all young people who were previously eligible children living in foster care, and who were looked after immediately prior to their eighteenth birthday, as long as the arrangement meets the above criteria, regardless of whether the young person is undertaking full or part education, training or employment or none of these activities.

The Children and Families Act introduced the new duty for local authorities to enable a “Staying Put” arrangement, beginning after a fostered young person reaches the age of 18, whereby they can remain living with their foster carer up to the age of 21 (or 25 if in full-time education). In this way, stable family homes can be guaranteed at a crucial transitional period in the lives of some of the most vulnerable in our society. Legally, the arrangement is not the same as a foster placement. The “former relevant child” can no longer be a Looked After Child once they turn 18; they are a young adult and a care leaver. The foster carer, with whom they were placed immediately before they ceased to be looked after, is no longer acting in the capacity of foster carer for that young adult. They are their former foster carer. The foster placement becomes a “Staying Put” arrangement and is not governed by Fostering Services Regulations.

Supported Lodgings Services enable single people aged sixteen and over to be offered accommodation in a home environment when leaving foster care or residential care. The householder, or host, provides a safe and supportive environment, working alongside professionals to help and support the young person in gaining skills for independent adult life. Young people leaving care are often expected to live independently at a much younger age than young people who have lived at home with their families, and Supported Lodgings is set up to bridge that gap. Many young people have lived in children's homes or have moved many times in their childhood and need stability, support and guidance to help them move on to successful independent adulthood.

The Adoption and Children Act 2002 introduced special guardianship and special guardianship orders. Special guardianship is an order made by the court that places a child or a young person to live with someone permanently and gives legal status for non parents who wish to care for that child or young person in a long term secure placement.

3.0 Circumstances for Special Leave

The following are examples of when an employee may request time off work for reasons relating to their caring role. The list is not exhaustive and each request should be considered.

Leave during assessment for prospective foster carers, friends and family carers, adopters and special guardians

An employee wishing to become a foster carer, a friends and family carer, an adoptive parent, or special guardian will have to undergo an assessment process to gain approval that they are suitable to undertake the role.

The foster care assessment process includes a number of home visits in addition to the requirement to undertake specific training which may be during the day time.

“Staying Put” Carers do not undergo an assessment process, so time off does not apply in this situation for “Staying Put” Carers.

Leave at the commencement of a foster care placement and/or friends and family care placement.

It may be necessary for the employee to take time off when the child is first placed with them in order to settle the child, or to ensure appropriate child care arrangements can be put in place to allow the employee to continue to work.

Leave to attend meetings or other activities related to caring for the foster child and young person in a “Staying Put” arrangement

Foster Carers and Friends and Family Carers are often asked to attend meetings to discuss the child’s well-being and progress (such as their education and health care plan, personal education plans, looked after children reviews or social worker reviews), or to be available for other reasons related to their fostering role. Due to local authorities and independent fostering agencies working practices these may be during office hours.

“Staying Put” Carers will need time off to attend meetings to discuss the young person’s well-being and progress (such as review meetings, supervision meetings with staff from the leaving care service or fostering service, review meetings) or to attend training. Due to local authorities and independent fostering agencies working practices these may be during office hours.

Adopters and special guardians have Parental Responsibility for their child once the adoption order and special guardianship order has been granted. Any leave taken following the Order should therefore be considered under the council’s Parental Leave Policy, Adoption Leave and Pay Policy, Unpaid Leave Policy and other categories within the Special Leave Policy.

Does the employee have additional annual or flexi leave over and above their contractual annual leave entitlement available? Unlike the statutory leave entitlement these are not just to be used for holidays or rest. Employees are expected to cover both their planned and unplanned absences using such additional contractual annual or flexi leave and this should always be considered as an option as part of your decision-making (employees cannot be made to use their statutory entitlement to time off for circumstances that would be covered by special leave paid or unpaid). Managers should be prepared to fully explore this with the employee, for example special paid leave would not be appropriate to enable an employee to take a dependant to a pre-planned medical appointment.

Emergency leave

Anyone looking after a child will face situations where they are needed at home at short notice. This can include when a child falls ill or arranged child care is

unexpectedly unavailable. Such situations are already covered by the existing statutory entitlement to reasonable unpaid leave for time off to care for dependants under Section 57A Employment Rights Act 1996.

The county council's Time off for Emergencies Policy states that employees have the right to take reasonable amounts of time off work to deal with unexpected or sudden emergencies relating to a dependant, and to make any necessary longer-term arrangements.

They are entitled to as long as it takes to deal with the initial emergency (normally one or two days). There is no right to paid leave, but managers can decide whether leave should be paid or unpaid. Longer periods of absence may be covered by Special or Compassionate Leave. There is no limit on the number of times an employee can be absent from work, and no qualifying period of service.

It is proposed that time off for emergencies is also extended to foster carers, friends and family carers, "Staying Put" Carers and Supported Lodgings providers:

Examples of time off for emergencies

Time off may be required for:

1. Illness, injury or assault

This includes mental or physical illnesses that don't have to be life-threatening or need full-time care. It could be an existing condition that has worsened.

For example, if a dependent is mugged without being physically hurt, you could take time off to comfort to help them.

Another example could be where a child or young person falls ill and the foster carer, friends and family carer, "Staying Put" Carer, adopter or special guardian may need to take time off to go to the doctor and make care arrangements. The county council may then ask the employee to take annual leave if the child or young person needs to be looked after for longer.

2. Disruption of care arrangements

A childminder does not turn up to look after a child.

3. If the child was involved in an incident during school time

Employees may ask for time off under emergency leave if the child has been involved in a fight, injured on a school trip, or suspended from school, for example.

Exceptions

Foster carers, family and friends carers, "Staying Put" Carers, adopters and special guardians cannot take time off as an emergency if they knew about the situation beforehand e.g. if they wanted to take a child to hospital for an appointment.

Adoptive parents and special guardians have parental responsibility and so are already covered by the existing statutory entitlement to reasonable unpaid leave for time off to care for dependants under Section 57A Employment Rights Act 1996.

4.0 Qualifying Conditions for Leave

Every employee who is a prospective and approved foster carer, friends and family carer, special guardian, adopter, “Staying Put” Carer or Supported Lodgings provider is entitled to make a request for time off under the policy, regardless of hours worked. Employees are entitled to this right from their first day of work.

Eligible employees and agency workers with 12 weeks service are now entitled to time off to attend adoption appointments in the period between being notified of a match with a child and the date that the child joins the family. Please see the council’s Adoption Leave and Pay policy and changes to Adoption Leave and Pay 2015 for further details.

Surrey County Council staff who work in frontline social work teams in the Children’s and Safeguarding Service may be unable to become approved Surrey foster carers. The reason being the potential conflict of interest between their professional role and that of a foster carer. Any conflict of interest may be of detriment to the interests of looked after children and therefore must be avoided.

Factors to consider when making decisions for special leave under this category:

- special leave can be granted exceptionally for a specific purpose.
- employees are expected to spend the majority of their contracted hours carrying out the role for which they are employed.
- employees can make a reasonable request for time off, based on the circumstances of individual cases. Employees may be expected to make a contribution of their own time.
- all special leave requests will take into consideration all other requests made by the employee in the previous 12 month rolling period
- requests for leave will be considered in line with business needs. This means that sometimes requests may not be granted.
- this may be an emotional time for the employee, which can impact on both their professional and personal life. Ensure that they are aware of the help and support available to them through the employee assistance programme.
- read the special leave policy and be familiar with the request process and keep a record of all applications and the outcome of the request.

Annex 1

5.0 Outline of proposed leave entitlement for Surrey County Council employees under the policy

	Leave during assessment for approval	Additional leave	Additional leave at the start of a planned permanent placement
Adopters	<p>Up to five days paid special leave in a 12-month period.</p> <p>Can be taken in whole or half days.</p> <p>To be used for attending meetings, home visits and training.</p>	<p>Additional leave during matching and introductions:</p> <p>An additional 5 days' paid or unpaid leave in a 12-month period (e.g. for meetings, training).</p> <p>Statutory time off to attend adoption meetings also applies. See Changes to Adoption Leave and Pay.</p>	<p>The council's Adoption Leave and Pay Policy applies here.</p> <p>The council's Parental Leave Policy allows eligible employees to take unpaid parental leave to look after the child's welfare.</p>
Dual Approved Prospective Adopters (Foster to adopt)	<p>As above.</p>	<p>Additional leave during matching and introductions:</p> <p>Statutory time off to attend adoption meetings applies. See Changes to Adoption Leave and Pay.</p> <p>The council's Adoption Leave and Pay Policy applies here.</p>	<p>The council's Adoption Leave and Pay Policy applies here.</p>
Foster carers and friends and family care	<p>Up to five days paid special leave in a 12-month period.</p> <p>Can be taken in whole or half days.</p> <p>To be used for attending meetings, home visits and training.</p>	<p>Additional leave during approval process or when child is in placement:</p> <p>An additional 5 days' paid or unpaid leave in a 12-month period (e.g. for meetings, training, to accommodate an emergency placement, etc).</p>	<p>Additional special paid leave for up to ten days in a 12-month period.</p> <p>If both foster carers are employed, one foster carer would receive up to 10 days and the other up to 5 days.</p>
Special guardians	<p>Up to five days paid special leave in a 12-month period.</p> <p>Can be taken in whole or half days.</p>	<p>Not applicable.</p> <p>A special guardianship order means that the child lives with special</p>	<p>Not applicable.</p> <p>The council's Parental Leave Policy allows eligible employees to take</p>

Annex 1

	To be used for attending meetings, home visits and training.	guardians who have Parental Responsibility for them until they are grown up. The child is no longer the responsibility of the local authority. Consequently there are no meetings with social services or medical appointments that the special guardian will need to attend. The council's Parental Leave Policy allows eligible employees to take unpaid parental leave to look after the child's welfare.	unpaid parental leave to look after the child's welfare.
Former foster carer under a "Staying Put" arrangement	Not applicable. There is no assessment process for a "Staying Put" arrangement.	Up to 5 days unpaid leave in a 12-month period (e.g. for meetings, training). Whilst fostering regulations no longer formally apply, a "Staying Put" Carer will need time off in some instances.	Not applicable.
Supported Lodgings provider	Up to five days paid special leave in a 12-month period. Can be taken in whole or half days. To be used for attending meetings, home visits and training.	Up to 5 days unpaid leave in a 12-month period (e.g. for meetings, training).	Not applicable.

Individuals should request and agree the dates for time off with their manager. This provision for time off cannot be used for any other purpose. Individuals must also inform their manager immediately if they cease to be Foster Carers, Friends and Family Carers, “Staying Put” Carers, Adopters or Special Guardians.

6.0 Pay

There is no statutory right for employees to be paid time off for being a prospective or approved foster carer, family and friends carer, “Staying Put” Carer or special guardian. Statutory rights to leave and pay for employees who are prospective adopters with whom looked after children are placed only applies in the period between being notified of a match and the child being placed with the family for adoption. Dual approved prospective adopters may be eligible for adoption leave and pay where they have agreed to have a child placed with them in accordance with section 22C of the Children Act 1989 with a view to them adopting that child. Leave for foster carers, friends and family carers, and “Staying Put” Carers referred to in this policy is in addition to any statutory right to time off to care for family and dependants provided for by Section 57A of the Employment Relations Act 1996.

All time off during the assessment to approval process for attending meetings, home visits and training, including travel and waiting time, will be paid at the employee’s normal weekly rate of pay. If working hours vary from week to week, pay will be based on the average pay for the previous 12 complete working weeks, excluding overtime unless it is compulsory. Employees are also expected to use flexible working where appropriate.

When a child is placed in foster care, family and friends care, or a young person is in a “Staying Put” arrangement, the cost of caring for them is paid to the foster carer in the form of an allowance. Many fostering services also pay a fee on top of this allowance, in recognition of the work foster carers, friends and family carers, “Staying Put” Carers and Supported Lodgings providers do in caring for these children and young people.

7.0 Notifying of the need for Leave

When making a request for time off under this category of leave, the employee must:

- Advise their line manager that they intend to take time off under the Special Leave Policy as soon as they are aware of dates. This will allow their manager time to plan for their intended leave period.
- Provide a written letter/ email from the local authority fostering service or Independent Fostering Agency to attend a training course, written notification of an assessment appointment or other meeting with social services. These documents must originate from the course provider or assessing body.
- Provide a written letter / email from the local authority adoption service or independent adoption agency to attend a training course, written notification of an assessment appointment or other meeting with social services. These documents must originate from the course provider or assessing body.

8.0 Approving a request (managers)

Line managers will need to discuss and agree with the employee the time that will be taken as paid special leave during the assessment process and confirm this via email. Line managers will also need to do this when an employee wishes to take unpaid leave and managers should update SAP records accordingly. Please see guidance on unpaid leave for further information.

Line managers will also need to check documents originating from the course provider or assessing body.

9.0 Refusing a request

There may be occasions where line managers are unable to agree a request for time off. Managers should explain the specific reason(s) for the refusal and demonstrate that their request has been considered seriously and fairly. This should be confirmed in writing.

Requests for special leave under this category should be made as early as possible, and conditions such as high-demand leave weeks and peak work periods should be taken into account when considering such leave requests. Where there is a strong business need it may be necessary for managers to ask an employee to find more appropriate dates for attending meetings relating to the assessment process or training, or to make alternative arrangements.

10.0 Abuse of time off

Abuse of the right to this category of special leave will be dealt with in accordance with the Disciplinary Procedure.

11.0 Legal positions

Employees are legally protected from suffering any detriment or disadvantage because they are taking or seeking to take time off during the assessment process to become an approved foster carer, friends and family carer, adopter or special guardian or where they are having time off to support a child settle into their foster care placement or when a child is placed for adoption.

12.0 Terms and conditions

As any time off taken under this category of special leave will be for short periods, all terms and conditions of employment will continue to apply.

Process to become a foster carer with Surrey County Council

Early interest

Search for information about fostering via internet

And/ or attend a fostering recruitment event

Enquiry stage

Phone enquiry line

Home visit to discuss fostering in depth (2 hours, sometimes during office hours)

If enquirer thought suitable to foster, application form sent

Application Stage

Checks and references carried out by business support

Attend skills to foster training (**six 3 hour sessions weekday evenings and 1 whole Saturday**)

8-10 assessment home visits to applicants (**visits last approximately 2 hours, tends to be during office hours**)

Following Approval

Once approved family and friends carers are expected to attend:

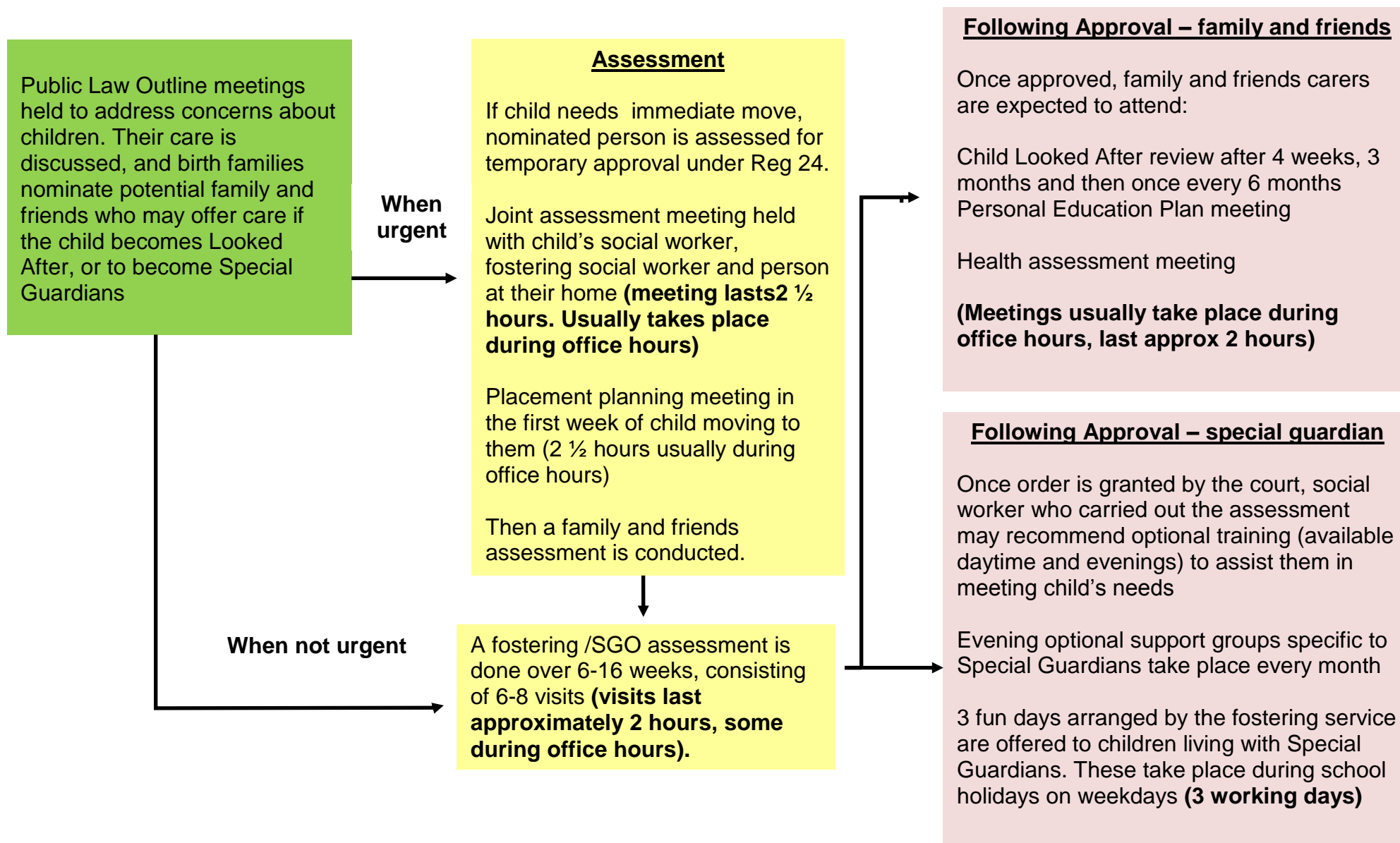
- Placement planning meeting in the first week of child moving to them
- Child Looked After review after 4 weeks, 3 months and then once every 6 months
- Personal Education Plan meeting
- Health assessment meeting

(the above meetings last approximately 2 hours and usually take place during office hours)

- Also meetings with the Home Office if UASC.

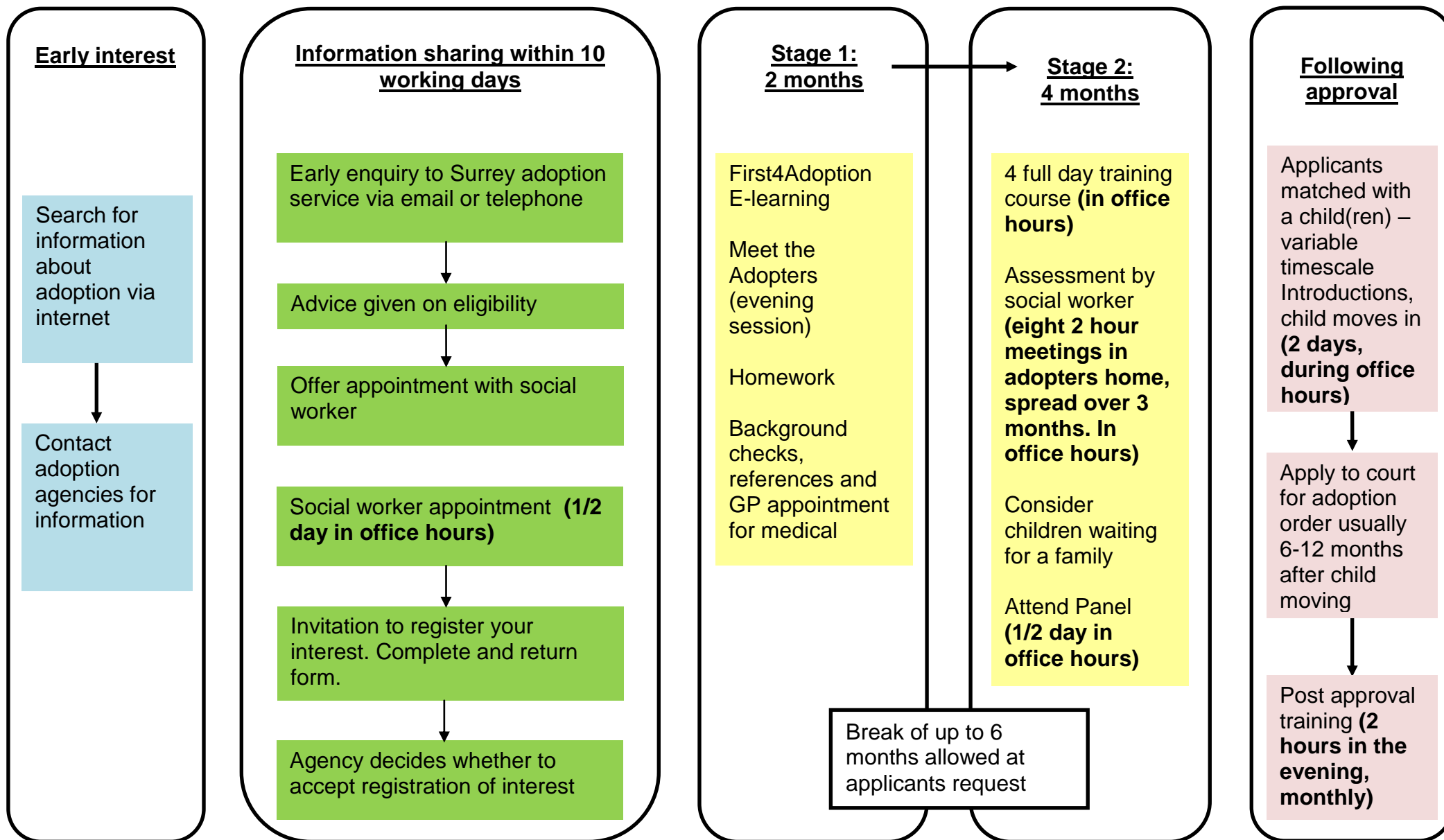
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Process to become a family and friends foster carer and special guardian with Surrey County Council



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Process to become an adoptive parent with Surrey County Council



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“Staying Put” arrangement with Surrey County Council**During Foster Care**

- The “Staying Put” arrangement is set out in the child/young person’s Pathway Plan, whilst they are still a Looked After Child

During the “Staying Put” arrangement

Whilst fostering regulations no longer formally apply, a “Staying Put” Carer will need time off in the following instances:

- Returning to fostering panel where there is a significant change of circumstances in the carers lives
- Yearly reviews and monitoring of the “Staying Put” carer
- Regular supervision from the supervising social worker or supported lodgings allocated worker
- Attending required training.

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Process to become a Supported Lodgings provider with Surrey County Council

Early interest

Search for information about being a Supported Lodgings Provider via internet

Enquiry stage

Phone enquiry line / email

Home visit to discuss supported lodgings

If enquirer thought suitable, application form sent

Application Stage

Checks and references carried out by business support

4-6 home visits **(during office hours)**

2 day induction training **(during office hours)**

Following Approval

Once approved Supported Lodgings Providers are expected to attend an annual training day **(and usually takes place during office hours)**.

Children and Families Act 2014 - changes to adoption leave and pay

Adopters are now entitled to similar rights to birth parents:

- Adoption leave is now a 'day 1 right' (i.e. employees will not need to have a qualifying period of service); and
- Statutory adoption pay is paid at the earnings related level in the first 6 weeks – mirroring the arrangements for statutory maternity pay.
- The qualifying requirements for statutory adoption pay are unchanged

New groups of parents now qualify for adoption leave and pay:

- Dual approved prospective adopters who have a child placed with them under section 22C of the Children Act 1989 with a view to them adopting that child (this is sometimes referred to as fostering for adoption); and
- The intended parents in a surrogacy arrangement where they are eligible for and intend to apply for a Parental Order (or where they have already obtained such an order) making them the legal parents of the child that they are having with the help of a surrogate mother. These parents are referred to as 'Parental Order parents' in this guidance.

New groups of parents now qualify for paternity leave and pay:

- The partner of the dual approved adopter or, in the case of joint dual approved adoptions, the parent who will not take adoption leave and pay; and
- One of the Parental Order parents (the parent that doesn't take adoption leave and pay).

Eligible employees and agency workers with 12 weeks service are now entitled to time off to attend adoption meetings:

- The time off to attend adoption appointment must be taken in the period between being notified of a match with a child and the date that the child joins the family:
 - Single adopters are entitled to paid time off to attend up to 5 adoption appointments.
 - In the case of joint adoptions (i.e. a couple who have been jointly matched to adopt a child) one of the adopters will be entitled to paid time off to attend up to 5 adoption appointments. The other adopter may be entitled to unpaid time off to attend up to 2 adoption appointments.
- Where there are joint adopters, the adopter who took paid time off to attend adoption appointments cannot claim paternity leave and pay. This means that the parent who intends to take adoption leave and pay is likely to take the paid time off and the other parent is likely to take the unpaid time off.

Parental Order parents are now entitled to time off to attend antenatal appointments:

- On 1 October 2014 Parental Order parents became entitled to take unpaid leave to enable them to accompany the surrogate mother to up to 2 of her antenatal appointments. This is subject to meeting certain criteria, including a 12 week qualifying period of service where the Parental Order parent is an agency worker.

Adopters and their partners and Parental Order parents may be eligible for shared parental leave and pay:

- Working parents who adopt a child may also be eligible for shared parental leave and pay where the parent that is eligible for adoption leave and/or pay ends this early to opt into the new shared parental leave and pay system.



People, Performance and Development Committee
29 October 2015

Employee Engagement Campaign - Update

Purpose of the report:

This report is being brought to the People, Performance and Development Committee to provide an update on the progress of the employee engagement campaign that launched in March 2015.

Recommendations:

It is recommended that:

- a. the Committee note the achievements to date;
- b. the Committee support the further events being suggested, and
- c. officers report back to the committee in March 2016 with an update on the campaign and outcomes from the survey.

Introduction:

1. Employee engagement is key to developing a committed, positive workforce and a high performing and customer focused organisation. ACAS and CIPD research support that committed employees take less time off, are happier and perform better than employees who are disengaged and report stronger advocacy rates when asked about the work they do for their employer.
2. In March 2015 both the Communications and HR and Organisational Development teams were asked to create an engagement strategy to support the organisation in becoming better connected to its residents, staff and Members. It was recognised that improving the experience our residents have when they come into contact with our staff is the primary aim of the engagement strategy. When staff are motivated, well-trained and rewarded fairly, they are happier at work and this affects how they interact with residents and customers.

3. To support this the Council has introduced a strategy to make Surrey a better place to work by ensuring our staff are better connected, better supported and have a better leadership team.
4. The strategy was agreed and would focus on a range of initiatives and improvements designed to:
 - a. Deliver Great Management and Leadership - by developing in-house leadership programmes; increasing the opportunity for leaders to attend coaching programmes and bringing Members and officers together to work collaboratively.
 - b. Enable involvement in decision making – by committing to a three year employee survey and by providing everyone with the opportunity to ‘have their say’ through reviews and open forums.
 - c. Supporting Personal Development - by training and supporting 120 managers in the art of engagement and supporting the completion of appraisals; defining performance levels and applying 360 feedback universally.
 - d. Ensuring every role counts – by connecting people both in terms of technology and in celebrating and recognising successes;
 - e. Promoting a safe and health work environment – by investing in a restorative approach to conflict, by investing in fairness champions to support staff and by introducing health checks across all of the Council’s offices.
5. The Head of Customer and Communities would work with both Members and officers in developing a new Customer Service Strategy.
6. A renewed focus on the values has been emphasised by regular messages from the Chief Executive. In the re-shaping of the pay system, the values are also being embedded more prominently in the performance management system with a proposal to link to reward.

Campaign Progress

7. Since March 2015 the Communications Team have created a new look and feel to the campaign with bright colours, clear messaging and an upbeat tone.
8. Conversations have been undertaken with the facilities teams in the Council’s main offices across Surrey to implement the new look and feel and help improve engagement. There are now campaign posters in these locations.
9. New graphics on the intranet home page and in corporate emails have been introduced.
10. Work has been done with a number of people across the organisation to develop case studies that link to the Chief Executive’s Six Monthly Review and continue to tell the Council’s strategic story.

11. Case studies have been promoted via the s-net homepage and through the Chief Executive's all-staff email. Views to the case studies were higher than average and feedback about the new look and feel has been positive.
12. The Seven standards of Public Life have been available across the county, along with copies of the Corporate Strategy and Customer Promise which are now available in all meeting rooms, across the county.

<h3>The Line Manager Role</h3>

13. One of the most important ways the Council can better engage with all staff is through an inspirational leadership team and managers. To support managers in engaging with their staff the following steps have been taken since March:
 - a. Two 'Leading with Confidence' events for 120 managers. This event was to tutor managers in the art of engagement, through the use of storytelling. They were given a toolkit to take away and use with their teams to identify challenges and how they can influence change. They were also given the opportunity to ask members of the senior leadership team questions around key issues relating to the organisation and its goals/challenges.
 - b. An s-net page was developed and uploaded for the Leading with Confidence network in April 2015. The page has links to videos, the toolkit, checklist and resident and officer stories.
 - c. A comprehensive feedback report was also provided on all the questions and answers that were posed during the event.
 - d. In May the 120 managers that attended the event were given the opportunity to work with a 'buddy' to develop a coaching relationship. This relationship was to support managers in using the toolkit and sharing key messages with their teams.
 - e. In July a review session for 60 managers was hosted which focussed on the impact of the toolkit; an opportunity to network and knowledge share; and focus on living the organisation's values.
 - f. Following the session in July delegates were asked again how the toolkits have gone and for hints and tips on how to use them. The s-net pages were then updated with information for managers on how the toolkits were being used.
 - g. Feedback to date has been positive, with a quarter of those colleagues who have attended the Leading with Confidence events feeling they had a better understanding of Surrey's journey; feel connected to Surrey's Values and understand how their role supports the residents of Surrey.
14. Another set of events are to be delivered to a further 280 managers in February 2016, which will provide the organisation with a large-scale

network of leaders who feel engaged and better connected to the organisations goals and strategies.

15. Further engagement will be undertaken early 2016 with staff on the results of the staff survey.
16. In collaboration with the Digital Team, explorations are underway into procuring an on-line collaboration system, which will initially be piloted to the Leading with Confidence network at the end of 2015. This system will eventually be available to the wider organisation and will enable the Council to better connect staff to each other and to key messages.

How will we know if this has been successful?

17. The impact and success of the strategy will be measured through a series of actions:
 - a. An increase in employee advocacy. An increase in the number of people saying they are proud of the work they do for Surrey's residents is anticipated- increase advocacy rate from 41% to 55% by 2016 and 71 % by 2018.
 - b. A decrease in employee turnover.
 - c. A decline in short term sickness absence.
 - d. An increase of resident satisfaction with Surrey staff.
18. The results of the staff survey will be announced in January 2016 and we will work with Members and our Extended Leadership Team on communicating the results.

Conclusions

19. Strong research evidence and the practices of all the top businesses in the Times Best Companies list demonstrate that an engaged workforce is higher performing and happier, which in turn has direct benefits for improved resident experience.
20. The County Council has invested significantly in its workforce over the last five years in particular, and this strategy is aimed at ensuring all employees understand and can take advantage of what is on offer.
21. Managers are pivotal to achieving better engagement with the workforce and we need to inspire and support managers around this key aspect of their roles.
22. This Engagement Strategy is a response to the above and is ultimately aimed at improved resident satisfaction and staff advocacy.

Financial and Value for Money Implications

23. The events in April were supported by an external company (procured through a full procurement process earlier in 2015), and the same

company will support the events in November. All other events will be designed and facilitated by the in-house team. The costs of this initiative will be found within the existing training budget.

- 24. It is anticipated that this strategy will contribute to efficiency and increased productivity as an expected outcome is expected to be more confident and resilient staff who take fewer days off work for stress.
- 25. The staff survey will be paid for by existing budgets and provide us with the key information we need on how our employees are feeling. Any other mini- surveys and temperature checks will be designed and delivered by in-house teams.
- 26. The costs of the pilot for the collaboration tool will also be found from existing budgets. Should the roll-out of the system move to the rest of the organisation a business case will be collated, in conjunction with IMT, Procurement and Digital Teams.

Equality and Diversity Implications

- 27. The majority of staff who have no log-ins and/or those who tend to work remotely, reablement workers for example, are part-time female employees. It is imperative that Surrey takes these steps in order to ensure that female staff are not disadvantaged through inadequate engagement and connectivity.

Risk Management Implications

- 28. This strategy is part of the mitigating actions listed in the Leadership Risk Register – reference L9 i.e. staff resilience to change and demand pressure.

Next steps:

- 29. Design and develop the next round of Leading with Confidence events.
- 30. Undertake the staff survey and work with Members and the Extended Leadership Team on the communication and engagement to staff on the results.
- 31. To provide an update on outcomes and next steps following the staff survey in February / March 2016.

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