

## Notice of Meeting

# People, Performance and Development Committee



**SURREY**  
COUNTY COUNCIL

**Date & time**  
**Tuesday, 5 April**  
**2016**  
**at 2.00 pm**

**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

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**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 25 FEBRUARY 2016

(Pages 1  
- 8)

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 (*30 April 2016*).
2. The deadline for public questions is seven days before the meeting (*29 April 2016*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

### 5 ACTION REVIEW

(Pages 9  
- 12)

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

### 6 STAFF SURVEY RESULTS

(Pages  
13 - 36)

This report provides an update to Members of the People, Performance and Development Committee (PPDC) on the results of the Staff Survey. This is the first SCC Staff Survey undertaken by Best Companies and will be used as a benchmark for future staff surveys. The next survey is due to be launched in October 2016 and the results will be brought to PPDC in early 2017. The Council Overview Board has also considered the results of the survey and recommended that individual scrutiny board review the data for areas within their remit.

Please note that ownership and Intellectual Property Rights in all data, the

evaluation analysis, methodology and materials rests and remains with Best Companies Limited. Best Companies grants a limited right for the organisation being surveyed to use the information we provided internally within their organisation solely for the purpose of improvement.

In addition, to the above, the methodology, survey and question items contained are all covered by copyright and must not be reproduced without the express written permission of Best Companies.

Best Companies are comfortable with the data held within this report being produced for internal staff development and improvement but has requested this is not reproduced for any other purpose.

## **7 FUTURE ARRANGEMENTS FOR IMT LEADERSHIP - ORBIS**

(Pages  
37 - 40)

To seek endorsement from the People, Performance and Development Committee regarding arrangements for future Information Management and Technology (IMT) Leadership across the Orbis partnership.

## **8 IMPROVING RESIDENT EXPERIENCE: TELEPHONE AND VOICEMAIL POLICY UPDATE**

(Pages  
41 - 52)

Members of PPDC requested an update on what has happened since the new telephone and voicemail policy was approved by the Committee on 29 September 2015.

This report details what work has been done to implement and promote the new telephone and voicemail policy. The report also describes how this work aligns with the wider programme of work to promote a customer focused culture.

## **9 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.

## **10 SENIOR PAY POLICY EXCEPTIONS REPORT APRIL 2016**

(Pages  
53 - 58)

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.

## **11 DATE OF NEXT MEETING**

The next meeting of People, Performance and Development Committee will be on 11 May 2016.

**MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE**

Those attending for the purpose of reporting on the meeting may use social media or mobile devices in silent mode to send electronic messages about the progress of the public parts of the meeting. To support this, County Hall has wifi available for visitors – please ask at reception for details.

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It is requested that if you are not using your mobile device for any of the activities outlined above, it be switched off or placed in silent mode during the meeting to prevent interruptions and interference with PA and Induction Loop systems.

*Thank you for your co-operation*

**MINUTES** of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 10.00 am on 25 February 2016 at Committee Room C, 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

**1/16 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

There were none.

**2/16 MINUTES OF THE PREVIOUS MEETING [29 JANUARY 2016] [Item 2]**

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

**3/16 DECLARATIONS OF INTEREST [Item 3]**

There were none.

**4/16 QUESTIONS AND PETITIONS [Item 4]**

There were none

**5/16 ACTION REVIEW [Item 5]**

**Declarations of interest:**

None

**Witnesses:**

None

**Key points raised during the discussions:**

1. Members requested further information on the implementation of the Telephone and Voicemail Policy. It was agreed that a report providing an update on the Telephone and Voicemail Policy would be presented to the People, Performance and Development Committee at its meeting on 5 April.

**Actions/ further information to be provided:**

- i. An update on the Telephone and Voicemail Policy to be considered by the Committee at its meeting on 5 April.

**RESOLVED:**

To note the tracker.

**6/16 FAMILY FRIENDLY POLICY UPDATE [Item 6]**

**Declarations of interests:**

None

**Witnesses:**

Ken Akers, Strategic HR Relationship Manager

**Key points raised during the discussions:**

1. An introduction to the report was provided by the Strategic HR Relationship Manager who highlighted that the proposed changes to the Council's Family Friendly Policy were to ensure that Surrey County Council (SCC) remained up-to-date with legislative changes. Members were informed that these revisions would have limited impact on SCC but would deliver substantial benefits for staff.

**Actions/ further information to be provided:**

None

**RESOLVED:**

To;

- i. Revise the maternity leave policy to improve the benefit to eligible mothers by changing the timing of the payment of Occupational Maternity Pay (OMP) so that they receive all their OMP during the course of their maternity leave.
- ii. Revise the maternity leave and pay policy in accordance with case law so that:
  - public holidays are included as part of the annual leave accrued during maternity leave; and
  - birth mothers in a surrogacy arrangement are acknowledged as being entitled to maternity leave and pay.
- iii. Change the maternity leave policy to ensure that term time only staff are paid for and take the equivalent of contractual annual leave in the same way as mothers on other types of contract.

- iv Amend the maternity, and paternity, leave and pay policies to reflect legislative change that allows fathers up to two day’s unpaid leave to attend antenatal appointments.

**7/16 EXCLUSION OF THE PUBLIC [Item 7]**

**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 Part 1 of Schedule 12A of the Act.

**8/16 PAY POLICY EXCEPTIONS REPORT FEBRUARY 2016 [Item 8]**

**Declarations of interests:**

None

**Witnesses:**

Ken Akers, Strategic HR Relationship Manager

**Key points raised during the discussions:**

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 recommendations.

**Actions/ further information to be provided**

None

**RESOLVED:**

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

**9/16 CHILDREN, SCHOOLS AND FAMILIES DIRECTORATE LEADERSHIP CHANGES [Item ]**

**Declarations of interests:**

None

**Witnesses:**

Ken Akers, Strategic HR Relationship Manager

**Key points raised during the discussions:**

1. A report on Children, Schools and Families Directorate leadership changes was tabled at the meeting as an additional item on the agenda.

2. 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 recommendations.

**Actions/ further information to be provided**

None

**RESOLVED:**

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

**10/16 DATE OF NEXT MEETING [Item 9]**

The Committee noted that its next meeting would be held on 5 April 2016.

Meeting ended at: 10.45 am

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**Chairman**



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People, Performance and Development Committee  
5 April 2016

**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).

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**Report contact:** Andrew Baird, Regulatory Committee Manager

**Contact details:** 020 8541 7609, [andrew.baird@surreycc.gov.uk](mailto:andrew.baird@surreycc.gov.uk)

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**ACTIONS**

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A29/15	27 November 2015	Reshaping Leadership Roles	Confirmation to be provided on the back fill cost related to the leadership structure changes	Strategic HR Relationship Manager	This information is in the process of being collated and will be sent round to Members once this has been completed  <b>(Updated: 17 February)</b>

**COMPLETED**

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A3/16	29 January 2016	Pay and Reward Strategy Review Business Case	All appraisals for the year 2015 - 2016 should be completed by the end of June 2016	Strategic HR Relationship Manager	Guidance to ensure that appraisals are completed in time for Pay and Reward Strategy implementation was sent out as part of the managers' briefing in February.  <b>(Updated: 7 March )</b>
A6/16	29 January 2016	Pay and Reward Strategy Review Business Case	Closely manage what aspects of the Pay and Reward Strategy will be scrutinised by the Council Overview Board at its meeting in May	Strategic HR Relationship Manager	A meeting has been held between the Council Overview Board (COB) Committee Manager and the Strategic HR Relationship Manager and has decided how COB will scrutinise this item in advance of PPDC's decision  <b>(Updated: 7 March)</b>
A11/16	25 February 2016	Action Review	The Committee to be provided with an updated on the Telephone and Voicemail Policy	Regulatory Committee Manager	Mark Irons will be presenting a paper to the Committee at its meeting on 5 April updating Members on the Telephone and Voicemail Policy.





People, Performance and Development Committee  
5 April 2016

**Staff Survey Results**

**Purpose of the report:**

This report provides an update to Members of the People, Performance and Development Committee (PPDC) on the results of the Staff Survey. This is the first SCC Staff Survey undertaken by Best Companies and will be used as a benchmark for future staff surveys. The next survey is due to be launched in October 2016 and the results will be brought to PPDC in early 2017. The Council Overview Board has also considered the results of the survey and recommended that individual scrutiny board review the data for areas within their remit.

**Executive Summary:**

1. In 2015, Best Companies was appointed by Surrey County Council (SCC) to administer a three year programme of annual employee surveys. Best Companies are recognised as being associated with 'The Sunday Times Best Companies' report and providing expertise in the areas of employee engagement and advocacy which was felt to fit well with the organisation's values and culture. The first survey was undertaken in October – November 2015 and this report summarises the key findings of this survey.
2. One third of employees responded to this initial survey, which is below the average response rate for a similarly sized not-for-profit organisation, but provides the best evidence we have of how staff are feeling. Overall, Best Companies have classified us as good and allocated us to their "Ones to Watch" category, which from their experience is seen as a solid score for an initial survey.
3. The survey was made up of 70 questions or statements which employees were asked to rate on a scale from strongly agree to strongly disagree. These were then given a score and categorised against one of the eight factors of engagement (Leadership, My Company, My Manager, Personal Growth, My Team, Well Being, Fair Deal, Giving Something Back). Of these factors, the County Council scored highest against My Team, My Company and My Manager and lowest against Leadership and Fair Deal. This profile was consistent across all services.
4. Looking at the questions that scored most highly, it is evident that employees believe that they can make a valuable contribution to the success of this organisation. They also feel that people in their team go out of their way to help and care for each other

and feedback is positive on all questions relating to support from managers, particularly in talking openly and honestly with staff.

5. In terms of areas for further discussion, the following came through as key themes:
  - a. Fair Deal, in particular issues around pay and benefits.
  - b. Managing and coping better with pressures of work.
  - c. Continuing to build SCC's leadership culture, with a particular focus on listening.
6. These will form the basis of service action plans between now and October when the next survey will be carried out.
7. Best Companies are also able to provide benchmarking data on other organisations' employee initiatives and successes and have provided extensive data based on SCC's survey responses, including demographic analysis and overall engagement scores. A summary of the key findings are included in the report for Members to review and further service-level data is also available on request for those who wish to look at it in more detail.
8. Members are asked to review the key findings in the report and the areas identified for further focus to ensure they are in line with the results and that actions are being planned to address them.

#### **Recommendations:**

The People, Performance and Development Committee is asked to note the results of the 2015 Surrey County Council Staff Survey.

#### **Introduction:**

9. In 2015, Best Companies was appointed by Surrey County Council (SCC) to administer a three year programme of annual employee surveys. Best Companies are recognised as being associated with 'The Sunday Times Best Companies' report and providing expertise in the areas of employee engagement and advocacy. The first survey was completed in October – November 2015 and this report summarises the key findings of this survey.
10. The last full Surrey survey was completed in September 2011 and, while small, locally managed surveys have been completed since this time, there has been no comprehensive survey since then which accurately details how employees feel about working for SCC.
11. Best Companies have recognised expertise in this area and the Council has commissioned a three year programme of annual surveys with a total cost of £71,304 (2016 – 2018). This cost includes all administration for approximately 11,000 employees, use of an online workplace insight tool and full support from the Best Companies Team in interpreting the survey data (including benchmarking data from other organisations). The first survey was emailed (where an active email address exists) or posted to all employees (including bank workers) employed at the time by SCC.

12. Best Companies are also able to provide benchmarking data on other organisations' employee initiatives and successes and have provided extensive data based on SCC's survey responses including demographic analysis and overall engagement scores.

**Survey Results:**

**Response rate**

13. The overall response rate for the County Council was 34.46%. According to Best Companies, large not-for-profit organisations have an average response rate of 40.44% and large private sector organisations, 49.49%. An organisation is categorised as large if it employs 3,500+ employees.

14. The response rate then breaks down by as detailed in the table below (response rates for all services can be seen in **Annex 1**).

Directorate	Headcount	Responses	Response Percentage
Orbis*	1516	878	58%
ASC	1880	626	33%
C&C	886	236	27%
CEX	1536	611	40%
CSF	4226	1096	26%
E&I	594	219	37%
Surrey County Council	10638	3666	34.46%

\* Orbis includes staff from both Surrey and East Sussex County Councils.

15. The response rate for SCC is lower than the average for similar organisations, which could be due to a number of reasons. In order to ensure a consistent approach across all organisations, Best Companies provide strict guidelines on how the survey should be promoted. This is different to the approach SCC has taken previously and therefore people may not have been as aware of the survey as expected, particularly given the considerable time since the last full employee survey (2011). A number of employees reported the surveys had been automatically filtered into 'junk' email folders and others reported deleting the email as the email address was unfamiliar and it was not obvious from the subject that it contained the staff survey.

16. The complex staff base may also have had an impact, with a large number of bank employees included within the survey who had not worked leading up to or at the time of the survey and therefore may have been less inclined to respond. There are also concerns that some colleagues based in local or areas offices and schools (such as catering assistants) had not heard about the survey and the benefits of completing it. The Council will be focusing on all of these areas in its approach for 2016 and in the feedback provided to Best Companies.

## The Survey

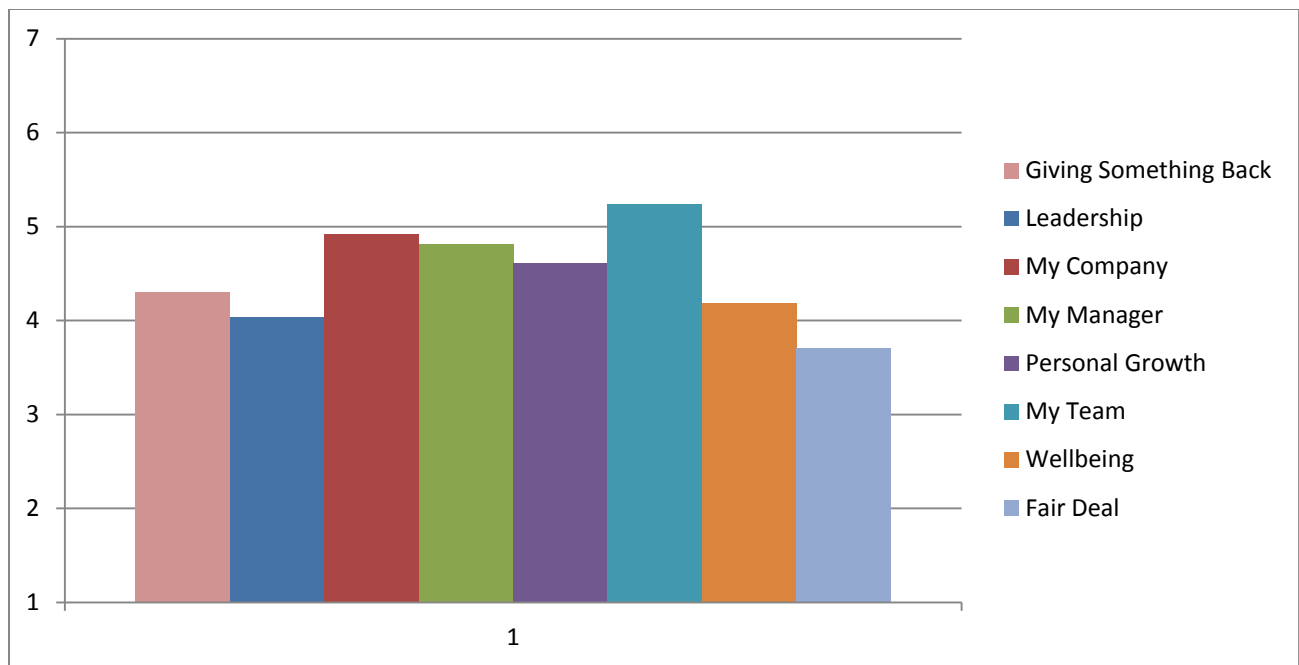
17. The survey was promoted using emails, posters and an S-Net Campaign including an all staff email from David McNulty. The Extended Leadership Team were engaged in the process in early 2015 and asked to suggest ways in which the results of the survey could be shared and worked on. The survey went live on 12 October 2015 and closed 6 weeks later on 20 November. During the period of the survey being open, reminders were sent to all staff who had not completed their email survey. Visits were made to local offices including libraries to talk to the staff and promote the survey and the S-Net continued to promote the survey throughout this time.
18. The survey is made up of 70 questions or statements. The majority of these were categorised against one of the eight areas detailed below with each area having between 4 – 11 questions or statements assigned to it. The remaining questions look at general feedback. All surveys included a unique code which identified the specified employee and allowed results to be scored according to the relevant details of the employee such as job grade, contracted hours and length of service. The organisation is not able to identify individuals from the results but can analyse the data based on different demographics to identify trends.
19. The survey results are grouped into eight areas as follows:
- i. **Leadership** – measures how staff feel about the head of their organisation, the senior management team and organisational values.
  - ii. **My Company** – focuses on how much employees value their organisation, how proud they are to work there and whether they make a difference.
  - iii. **My Manager** – measures whether staff feel supported, trusted and cared for by their immediate manager.
  - iv. **Personal Growth** – examines whether employees feel challenged by their job, whether their skills are being utilised and there are perceived opportunities for advancement.
  - v. **My Team** – includes encouraging team spirit, having fun and feelings of belonging within a group of direct colleagues.
  - vi. **Well Being** – measures stress, pressure, the balance between work and home life as well as the impact of these factors on personal health and performance.
  - vii. **Fair Deal** – includes how well employees feel they are treated and how their pay and benefits compare to similar organisations.
  - viii. **Giving Something Back** – explores to what extent staff think their organisation is socially responsible and whether they believe this effort is driven by appropriate motives.

## Results

20. In answering the questions in the survey, staff were asked to rate each question on a scale from strongly disagree to strongly agree. These are then given a score by Best Companies on the following scale:

Strongly disagree	Disagree	Slightly disagree	Neither agree not disagree	Slightly agree	Agree	Strongly agree
1	2	3	4	5	6	7

21. Each of the eight factors then receives an 'average' score based on all responses to the questions or statements that relate to that factor. The below graph shows the distribution of scores against all factors.



**Graph 1** – distribution of average scores against all eight factor areas for Surrey County Council

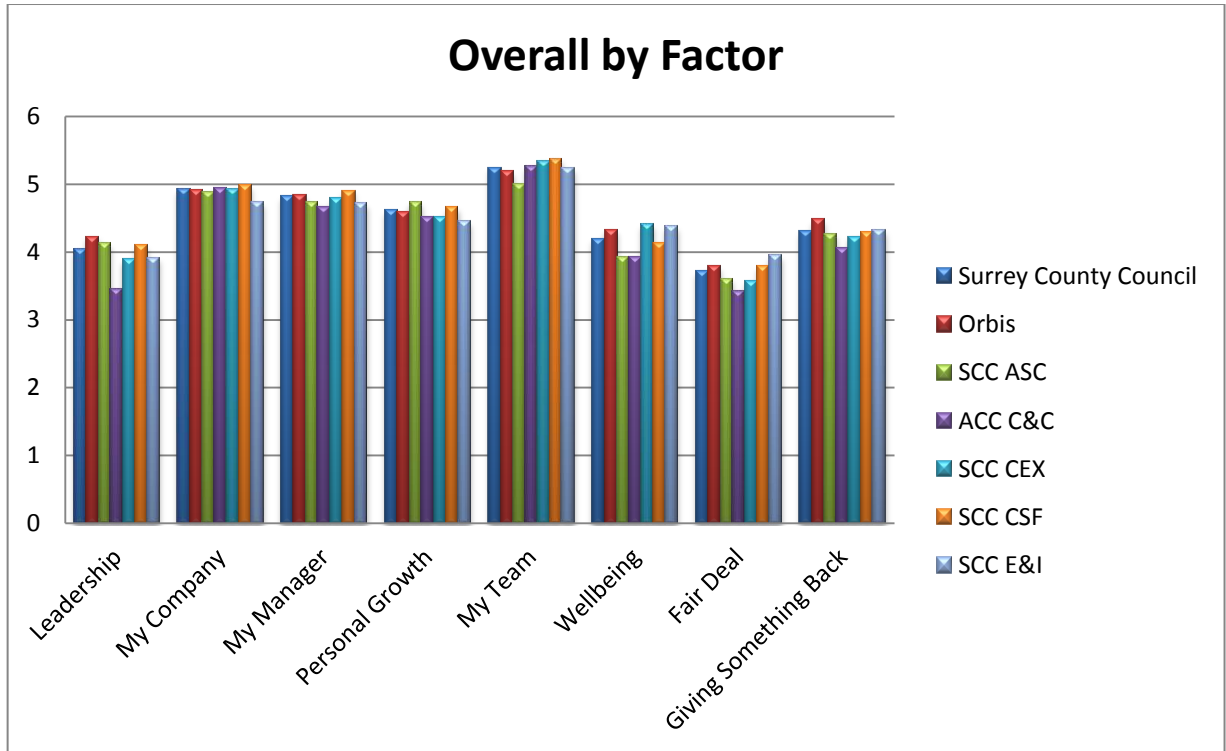
22. My Team, My Company and My Manager scored highest with the three highest scoring questions within the organisation falling within these factors:

- i. I believe I can make a valuable contribution to the success of this organization (5.63)
- ii. People in my team go out of their way to help me (5.51)
- iii. I feel that my manager talks openly and honestly with me (5.27)

23. Fair Deal, Leadership and Well-being scored lower on average and the following questions scored the lowest overall within the organisation:

- a. Senior Managers of this organisation do a lot of telling but not much listening (3.71)
- b. I feel I receive fair pay for the responsibilities I have in my job (3.61)
- c. Most days I feel exhausted when I come home from work (3.17)

24. The factors can also be compared at a Directorate level as illustrated in the graph below. This shows that scores are fairly consistent across areas with My Team the strongest factor and Fair Deal the weakest in all areas.



**Graph 2** – distribution of average scores against all factors by Directorate

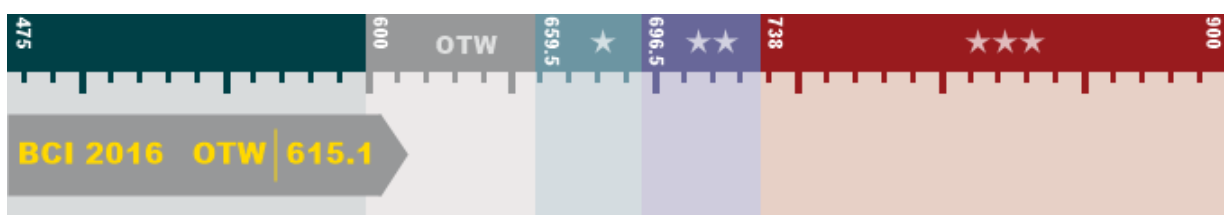
### Results by Service

25. A full breakdown of scores across all services is attached at **Annex 2**. A RAG rating has been applied to these to identify areas of particular strength (green) and potential focus (red.) From this data, services where there are two or more areas scoring negatively include Adult Social Care Commissioning & Operations, Children's Services, Fire and Rescue, Highways and Cultural Services and Property (Orbis). All of these areas scored below 4 for Leadership and at least one other factor.
26. The highest single overall factor score was for the Communications Service who scored 6.11 for 'My Team'. This is an area where all services scored positively demonstrating the enjoyment and support colleagues receive from their work teams. Three other factors scored above 4 across all service areas - My Manager, My Company and Personal Growth.
27. Full detailed results have been developed by question for each service area and shared with managers to consider and cascade within their teams. They are also available to all staff and Members via the Council's intranet (Snet) by searching for 'staff survey'.

**Benchmarking Information**

- 28. Benchmarking data has been provided and is included in **Annex 3**. This compares SCC’s scores against those of organisations who have also used Best Companies employee survey and whose results (accreditation scores) are:
  - i. One category higher than SCC’s results – this is known as 1 star Big Companies
  - ii. At the same level as SCC – this is known as One to Watch Big Companies) and;
  - iii. Other Councils, In the 2015 survey, this includes Manchester City Council & Wigan Council.
  
- 29. Each organisation using the Best Companies approach is given an accreditation score based on the overall scores for each of the eight separate factors. This accreditation score is categorised against four separate categories which represent the level of overall employee engagement achieved from the survey. These can be seen in the table below. The categories are
  - (i) One to watch – engagement scores of 600 to 659.4
  - (ii) One Star – engagement scores of 659.5 to 696.4
  - (iii) Two Star – engagement score of 696.5 to 737.9
  - (iv) Three Star – engagement score of 738 and above

The table below shows that Surrey County Council achieved an accreditation score of 615.1.



**Table 3** – accreditation score table

30. When comparing SCC’s overall scores with that of other councils, comparable scores are identifiable in four areas – My Manager, Personal Growth, My Team and Wellbeing. The factors where SCC is below the benchmark are Leadership and Fair Deal. This resonates with free text comments about pay and reward as well as concerns regarding wider leadership.

**Key areas of focus**

31. The survey has helped to highlight key areas of focus for the next seven months. These include the importance of providing staff with the opportunity to make suggestions for improvement and ensuring that these are heard and fed back on, not only by their immediate manager but by more senior managers as well. This aligns with the proposals for increasing staff ownership of organisational performance to develop the one team culture through assessment of organisational performance as

part of the pay and reward strategy. SCC has promoted the pay and reward consultation, encouraging involvement and participation in sessions among staff at all levels.

32. More work is also necessary on wellbeing and ensuring that individuals are not 'burned out' by doing excessive hours or feeling under pressure in their role. It is important to equip colleagues with the tools to carry out their roles effectively and support them in building their resilience. This will be an area of focus for SCC's health and safety plans by continuing to develop sound workload management practices.
33. The Council is further committed to assessing the impact of the Stay Healthy-Stay Well strategy Workplace Wellbeing Charter Standard from Public Health England, a programme which is being led across Surrey by the Strategic Director for Adult Social Care and Public Health. The Workplace Wellbeing Charter is complemented by ongoing improvements to occupational health services, management of attendance and workforce planning. This will include the 'Modern Worker' programme, regular supervision and appraisals as well as clear objectives.
34. As an overall link to employee engagement, the Council has been provided with the 15 survey questions with the highest correlation score to overall engagement (included in **Annex 4**). These provide a real opportunity to influence and improve employee engagement. The areas of focus include development opportunities, managerial support and continuing to develop a values-led culture. Linking to this focus on increased engagement, the organisation will look at ways to increase participation next year, engaging staff closely in this to ensure the views of as many colleagues as possible are heard
35. All these areas will be fed into service and corporate action plans due to be agreed in March, as well as to the corporate HR&OD plans. This is the best evidence available of how the organisation is feeling and there are a number of positives to celebrate in terms of the loyalty individuals have towards their team and their service as well as responses which show that employees feel they have a valuable contribution to make towards the future success of SCC. The action plans and discussions of the results will provide an opportunity to ensure SCC is supporting colleagues to continue to make this positive contribution.

#### **Conclusion:**

36. This report details the key results of the 2015 staff survey and the resulting proposed areas of focus, together with timescales. One third of employees responded providing the best evidence available for how staff in SCC are feeling. Whilst this provides a good initial sample, there is a commitment to increase the response rate when the second survey is carried out in October 2016.
37. Using Best Companies provides a detailed understanding of r engagement and benchmarks against other organisations. Overall, Best Companies have classified the Council as good and allocated SCC to their "Ones to Watch" category. Best Companies have indicated that from their experience, this is a solid start for an initial survey.
38. Looking at the questions scoring most highly, employees believe that they can make a valuable contribution to the success of this organisation. They also feel that people in their team go out of their way to help and care for each other. Feedback is positive



on all questions relating to support from managers, particularly in talking openly and honestly with staff.

39. In terms of areas for further discussion, the following came through as key themes:
- a. Fair Deal, in particular developing and promoting pay and benefits.
  - b. Managing and coping better with pressures of work.
  - c. Continuing to build SCC's leadership culture, with a particular focus on listening.

These will form the basis of service action plans between now and October when the next survey will be carried out.

### **Financial and value for money implications**

40. The Section 151 Officer confirms that there are no financial and value for money implications associated with this report.

### **Risk Management Implications**

41. The risks associated with the staff survey include – not engaging sufficiently with staff, achieving too low a response rate to be representative and not being able to achieve accreditation from Best Companies. To mitigate these risks, is SCC ensuring there is a clear communication plan and individuals can see that the responses have been listened to and will contribute to change. This is being supported by regular emails from David McNulty, Directorate Action Plans and ELT engagement.

### **Equalities Implications**

42. In engaging Best Companies to undertake our staff survey, SCC are using an experienced and established methodology which has been rigorously tested to ensure a fair and consistent approach which does not discriminate or differentiate against any known protected characteristic.

<b>Next Steps:</b>
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- i. Survey results have been shared with staff through s-net and all Directors and management teams have been provided with packs detailing their own results, including comparisons with other teams and services. This has been supported through David McNulty's weekly email and discussions with the Extended Leadership Team.
- ii. Individual teams have been encouraged to use the data to have conversations about the results to produce high level Directorate action plans, which will be shared across the organisation in April. These actions plans will be reviewed by Human Resources and Organisational Development to inform the plans and activity for the year ahead.
- iii. The next survey will be undertaken in October 2016, providing an opportunity to compare results year-on-year.

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### **Report contacts:**

New Models of Delivery Lead  
Rachel Crossley- rachel.crossley@surreycc.gov.uk  
020 8541 9993

Employee Engagement Lead  
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**Annexes:**

**Annex 1** – Response rate by service

**Annex 2** – RAG report - Overview by service

**Annex 3** – Benchmarking Information

**Annex 4** - Top 15 questions correlated to employee engagement

**Sources/ background papers:**

**None**

## Annex 1 – Response Rate by Service

Directorate	Service 1	Service 2 (if app)	Head Count	Responses	Response Percentage
SCC ASC	Enterprise B&A		148	92	62
SCC C&C	Community Partnership Safety		36	29	81
SCC CEX	CEO		14	8	57
SCC CEX	Communications		25	24	96
SCC CEX	Policy & Perf		37	31	84
SCC CEX	Public Health		84	28	33
SCC CSF	Resources/St Dir for CSF		74	54	73
SCC E&I	Economy T&P		68	30	44
Orbis	Orbis	Business Ops	319	173	64
Orbis	Orbis	Finance	188	127	68
Orbis	Orbis	HR&OD	158	111	75
Orbis	Orbis	ICT	380	224	58.5
Orbis	Orbis	Procurement & Com	72	34	52.5
Orbis	Orbis	Property	241	112	44
Orbis	Orbis	Strategic Directorate	35	25	69.5
Orbis	Orbis (SCC)	Customer Serv	123	72	59
SCC ASC	Comms & Ops	ASC CO ES and Sussex Hospital Team	19	6	32
SCC ASC	Comms & Ops	ASC CO ES Banstead Locality Team	18	6	33
SCC ASC	Comms & Ops	ASC CO ES Finance Team	15	11	73
SCC ASC	Comms & Ops	ASC CO ES Reigate Locality Team	39	9	23
SCC ASC	Comms & Ops	ASC CO ES Tandridge Locality Team	44	11	25
SCC ASC	Comms & Ops	ASC CO Guildford Locality Team	49	18	37
SCC ASC	Comms & Ops	ASC CO GW Emergency Duty Team	19	5	26
SCC ASC	Comms & Ops	ASC CO GW Finance Team	18	11	61
SCC ASC	Comms & Ops	ASC CO GW RSCH Team	18	13	72
SCC ASC	Comms & Ops	ASC CO GW Transition Team	28	9	32
SCC ASC	Comms & Ops	ASC CO NW Runnymede Locality Team	42	17	40
SCC ASC	Comms & Ops	ASC CO NW Spelthorne Locality Team	47	14	30
SCC ASC	Comms & Ops	ASC CO NW St Peter's Hospital Team	13	2	15

SCC ASC	Comms & Ops	ASC CO NW Surrey Finance Team	17	9	53
SCC ASC	Comms & Ops	ASC CO NW Woking Locality Team	54	21	39
SCC ASC	Comms & Ops	ASC CO PD & DOLS Team/Trainee OT's & SW	25	9	36
SCC ASC	Comms & Ops	ASC CO SDO Elmbridge Locality Team	49	29	59
SCC ASC	Comms & Ops	ASC CO SDO Epsom & Ewell Locality Team	45	15	33
SCC ASC	Comms & Ops	ASC CO SDO Epsom & St Helier Hospital Team	11	2	18
SCC ASC	Comms & Ops	ASC CO SDO Finance Team	17	4	24
SCC ASC	Comms & Ops	ASC CO SDO Mole Valley Locality Team	51	33	65
SCC ASC	Comms & Ops	ASC CO SHF Frimley Park Hospital Team	18	6	33
SCC ASC	Comms & Ops	ASC CO SHF Locality Team	46	20	43
SCC ASC	Comms & Ops	ASC CO Surrey Management Teams	78	48	62
SCC ASC	Comms & Ops	ASC CO Waverley Locality Team	55	34	62
SCC ASC	Ser Delivery	ASC SD Business Support	14	14	100
SCC ASC	Ser Delivery	ASC SD East Reablement R&B Team	41	9	22
SCC ASC	Ser Delivery	ASC SD East Reablement Tandridge Team	18	6	33
SCC ASC	Ser Delivery	ASC SD Halley's Approach and Aldwyn Place ECH	16	3	19
SCC ASC	Ser Delivery	ASC SD LD Arundel	44	16	36
SCC ASC	Ser Delivery	ASC SD LD Coveham	25	3	12
SCC ASC	Ser Delivery	ASC SD LD Hillside	32	3	9
SCC ASC	Ser Delivery	ASC SD LD Langdown	31	4	13
SCC ASC	Ser Delivery	ASC SD LD Mallow Crescent	69	17	25
SCC ASC	Ser Delivery	ASC SD LD Rodney House	33	6	18
SCC ASC	Ser Delivery	ASC SD Mid Reablement Elmbridge Team	37	5	14
SCC ASC	Ser Delivery	ASC SD Mid Reablement Epsom &	26	6	23

		Ewell Team			
SCC ASC	Ser Delivery	ASC SD Mid Reablement Mole Valley Team	31	10	32
SCC ASC	Ser Delivery	ASC SD NW Reablement Runnymede & Spelthorne Teams	43	7	16
SCC ASC	Ser Delivery	ASC SD NW Reablement Woking Team	15	2	13
SCC ASC	Ser Delivery	ASC SD OP Brockhurst Residential	45	13	29
SCC ASC	Ser Delivery	ASC SD OP Cobgates	47	3	6
SCC ASC	Ser Delivery	ASC SD OP Dormers	52	5	10
SCC ASC	Ser Delivery	ASC SD OP Longfield	36	5	14
SCC ASC	Ser Delivery	ASC SD OP Park Hall	72	8	11
SCC ASC	Ser Delivery	ASC SD OP Pinehurst	59	4	7
SCC ASC	Ser Delivery	ASC SD SW Dray Court & Riverside Court ECH	19	2	11
SCC ASC	Ser Delivery	ASC SD SW Japonica Court ECH	13	1	8
SCC ASC	Ser Delivery	ASC SD SW Reablement Guildford Team	31	10	32
SCC ASC	Ser Delivery	ASC SD SW Reablement Surrey Heath Team	22	3	14
SCC ASC	Ser Delivery	ASC SD SW Reablement Waverley Team	26	7	27
SCC C&C	Fire & Rescue	CC FR East Management Team	291	46	16
SCC C&C	Fire & Rescue	CC FR Fire Community Safety/OPAP	19	8	42
SCC C&C	Fire & Rescue	CC FR Fire Operational Support	111	45	41
SCC C&C	Fire & Rescue	CC FR West Management Team	315	62	20
SCC C&C	Trade Standard	CC TS Buckinghamshire Trading Standards	21	5	24
SCC C&C	Trade Standard	CC TS Directorate Support	39	19	49
SCC C&C	Trade Standard	CC TS Surrey Trading Standards	54	22	41
SCC CEX	Cultural Serv	CEO CS CLS Arts Crafts & IT Curriculum Team	88	17	19
SCC CEX	Cultural Serv	CEO CS CLS Business Development/Learning	91	38	42

		Services/IT & Funding			
SCC CEX	Cultural Serv	CEO CS CLS English, Maths & MFL Curriculum Team	131	14	11
SCC CEX	Cultural Serv	CEO CS CLS FL & Outreach Curriculum Team	27	11	41
SCC CEX	Cultural Serv	CEO CS CLS Supported Learning Curriculum Team	55	9	16
SCC CEX	Cultural Serv	CEO CS CLS Surrey Arts Annualised Hours Staff	182	21	12
SCC CEX	Cultural Serv	CEO CS CLS Surrey Arts Surrey Pay Staff	43	16	37
SCC CEX	Cultural Serv	CEO CS CLS Surrey Arts Teachers Pay Staff	25	5	20
SCC CEX	Cultural Serv	CEO CS Heritage	55	34	62
SCC CEX	Cultural Serv	CEO CS Libraries Customer Network	341	169	50
SCC CEX	Cultural Serv	CEO CS Libraries Liaison Assistants	34	21	62
SCC CEX	Cultural Serv	CEO CS Libraries Team Staff	64	43	67
SCC CEX	Cultural Serv	CEO CS Registration Services	114	48	42
SCC CEX	Legal&Demo Ser	CEO LD Democratic Services	74	53	72
SCC CEX	Legal&Demo Ser	CEO LD Legal Services	52	21	40
SCC CSF	Childrens Serv	CSF CS Commissioning	11	10	91
SCC CSF	Childrens Serv	CSF CS Countywide Services	472	99	21
SCC CSF	Childrens Serv	CSF CS North East Area	85	13	15
SCC CSF	Childrens Serv	CSF CS North West Area	98	18	18
SCC CSF	Childrens Serv	CSF CS Safeguarding Services	62	24	39
SCC CSF	Childrens Serv	CSF CS South East Area	125	25	20
SCC CSF	Childrens Serv	CSF CS South West Area	83	19	23
SCC CSF	Childrens Serv	CSF PS Finance	19	10	53
SCC CSF	Childrens Serv	CSF PS Other	240	53	22
SCC CSF	Childrens Serv	CSF PS Performance & CIST	23	10	43
SCC CSF	Childrens Serv	CSF PS Safeguarding	74	29	39
SCC CSF	Sch & Learning	CSF Schools & Learning Business Support Education	54	33	61
SCC CSF	Sch & Learning	CSF Schools & Learning Central &	176	49	28

		Virtual School			
SCC CSF	Sch & Learning	CSF Schools & Learning Commercial Services Catering	1097	148	13
SCC CSF	Sch & Learning	CSF Schools & Learning Commercial Services Other	361	80	22
SCC CSF	Sch & Learning	CSF Schools & Learning Early Years & Childcare	138	104	75
SCC CSF	Sch & Learning	CSF Schools & Learning North East Area	91	27	30
SCC CSF	Sch & Learning	CSF Schools & Learning North West Area	111	34	31
SCC CSF	Sch & Learning	CSF Schools & Learning School Commissioning & Leadership	35	24	69
SCC CSF	Sch & Learning	CSF Schools & Learning South East Area	85	27	32
SCC CSF	Sch & Learning	CSF Schools & Learning South West Area	87	26	30
SCC CSF	Serv Yng People	CSF CYW Service East	101	16	16
SCC CSF	Serv Yng People	CSF CYW Service West	68	17	25
SCC CSF	Serv Yng People	CSF SYP Early Help	10	5	50
SCC CSF	Serv Yng People	CSF SYP SEND	34	22	65
SCC CSF	Serv Yng People	CSF SYP SOLD	121	20	17
SCC CSF	Serv Yng People	CSF SYP YSS Countywide	90	30	33
SCC CSF	Serv Yng People	CSF SYP YSS North East Area	88	16	18
SCC CSF	Serv Yng People	CSF SYP YSS North West Area	38	18	47
SCC CSF	Serv Yng People	CSF SYP YSS South East Area	48	20	42
SCC CSF	Serv Yng People	CSF SYP YSS South West Area	27	16	59
SCC E&I	Environment	EI E Countryside Group	44	16	36
SCC E&I	Environment	EI E Directorate Programme Group	16	13	81
SCC E&I	Environment	EI E Place & Sustainability Group	101	35	35
SCC E&I	Environment	EI E Travel & Transport Group	47	17	36
SCC E&I	Environment	EI E Waste Operations & Development Group	14	7	50

SCC E&I	Highways	EI H Local Highways Services Group	113	27	24
SCC E&I	Highways	EI H Network & Asset Management Group	136	48	35
SCC E&I	Highways	EI H Works Delivery Group	55	26	47



## Annex 2 – RAG report - Overview by service

		Leadership	My Company	My Manager	Personal Growth	Fair Deal	My Team	Wellbeing	Giving Something Back
	Surrey County Council	4.04	4.92	4.81	4.61	3.71	5.24	4.19	4.30
ASC&PH	Comms & Ops	3.99	4.81	4.64	4.71	3.31	5.16	3.66	4.20
	Enterprise B&A	4.04	4.56	4.70	4.52	3.86	4.62	4.00	4.25
	Public Health	4.71	5.29	5.41	5.21	3.83	5.53	4.43	4.54
	Service Delivery	4.43	5.20	4.94	4.88	4.07	4.86	4.42	4.38
C&C	Community Partnership Safety	4.14	4.81	4.83	4.25	3.91	5.22	4.22	4.31
	Trading Standard	4.09	4.81	4.82	4.43	3.63	4.77	4.41	4.48
	CEO	4.87	5.18	5.39	5.23	4.66	5.88	4.33	4.97
CSF	Children's	3.81	4.85	4.77	4.61	3.52	5.28	3.88	4.20
	Resources	3.94	4.86	4.87	4.85	4.01	5.44	4.42	4.41
	Schools & Learning	4.23	5.04	4.94	4.63	3.95	5.39	4.28	4.32
	Services for Young People	4.20	5.04	4.98	4.73	3.74	5.47	4.09	4.30
DEPUTY CEX	Communications	4.35	4.93	5.47	4.66	3.68	6.11	4.49	5.00
	Policy & Performance	4.21	5.03	5.26	4.72	4.19	5.51	4.26	4.55
	St Dir for BUS	4.47	5.30	5.23	5.18	4.69	5.28	4.75	4.54
E&I	Economy T&P	4.16	4.86	4.79	4.83	4.50	5.23	4.39	4.43
	Environment	3.86	4.78	4.71	4.48	4.19	5.22	4.39	4.33
	Fire & Rescue	3.15	5.00	4.58	4.58	3.29	5.41	3.73	3.89
	Highways	3.89	4.66	4.70	4.31	3.57	5.25	4.34	4.26
LD&C	Cultural Services	3.68	4.87	4.60	4.39	3.48	5.24	4.43	4.05
	Legal & Democratic	4.49	5.09	5.22	4.90	3.57	5.45	4.25	4.61
ORBIS	Business Ops	4.14	4.86	4.77	4.58	3.01	5.22	4.06	4.29
	Customer Serv	4.24	5.04	5.34	4.62	3.50	5.66	4.36	4.49
	Finance	4.45	4.95	4.85	4.61	4.48	5.07	4.36	4.82
	HR & Org Dev	4.49	5.08	4.98	4.98	4.28	5.50	4.52	4.76
	Info Man & Tech	4.19	4.96	4.68	4.70	3.94	5.04	4.25	4.45
	Proc&Com	4.62	5.07	4.69	4.96	4.02	5.23	3.89	4.83
	Property	3.93	4.89	4.65	4.43	3.61	4.94	4.10	4.41

Note:

**CEO** comprises of the Chief Executive, Emergency Planning and Broadband Teams

**St Dir for BUS** comprises Digital Innovation & Business Improvement and New Models of Delivery Teams

## Appendix 3 – Benchmarking Information

Best Companies Limited

April 2016

# Employment Groups Vs 1 Star Big Entry Level

	Response Rate	2016 BCI Score	Factors								Job Grade		
			L	MC	MM	PG	MT	WB	FD	GSB	TM	M/S	SM
Surrey County Council	34.46% (3666/10638)	615.1 (OTW)	-14	-7	-3	-6	-1	-1	-8	-6	-5	-9	-11

Employment Group Name	Response Rate	2016 BCI Score	Factors								Job Grade		
			L	MC	MM	PG	MT	WB	FD	GSB	TM	M/S	SM
Orbis	57.88% (878/1517)	624.0 (OTW)	-11	-7	-2	-7	-2	1	-7	-3	-5	-8	-10
SCC CSF	25.93% (1096/4226)	624.0 (OTW)	-13	-6	-1	-5	1	-1	-7	-6	-4	-8	-12
SCC CEX	39.78% (611/1536)	613.8 (OTW)	-16	-6	-3	-7	0	3	-10	-7	-7	-7	-8
SCC E&I	36.87% (219/594)	611.3 (OTW)	-16	-10	-4	-9	-1	2	-4	-6	-3	-10	-15
SCC ASC	33.30% (626/1880)	600.8 (OTW)	-12	-7	-4	-4	-5	-5	-10	-7	-5	-12	-11
SCC C&C	26.64% (236/886)	584.6	-24	-6	-5	-8	-1	-5	-13	-10	-8	-13	-12

# Employment Groups Vs Draft Ones to Watch Big Companies



	Response Rate	2016 BCI Score	Factors								Job Grade		
			L	MC	MM	PG	MT	WB	FD	GSB	TM	M/S	SM
Surrey County Council	34.46% (3666/10638)	615.1 (OTW)	-5	-3	2	0	2	2	-7	-2	0	-6	-8

Employment Group Name	Response Rate	2016 BCI Score	Factors								Job Grade		
			L	MC	MM	PG	MT	WB	FD	GSB	TM	M/S	SM
Orbis	57.88% (878/1517)	624.0 (OTW)	-2	-3	3	0	1	4	-6	1	1	-5	-7
SCC CSF	25.93% (1096/4226)	624.0 (OTW)	-4	-2	4	1	5	1	-6	-2	2	-5	-10
SCC CEX	39.78% (611/1536)	613.8 (OTW)	-7	-2	2	-1	4	6	-10	-4	-2	-4	-5
SCC E&I	36.87% (219/594)	611.3 (OTW)	-7	-6	1	-2	2	5	-3	-2	2	-7	-12
SCC ASC	33.30% (626/1880)	600.8 (OTW)	-3	-3	1	2	-2	-2	-9	-3	0	-9	-8
SCC C&C	26.64% (236/886)	584.6	-14	-2	0	-1	3	-2	-12	-6	-2	-10	-10



# Employment Groups Vs Council (Surrey)

	Response Rate	2016 BCI Score	Factors								Job Grade		
			L	MC	MM	PG	MT	WB	FD	GSB	TM	M/S	SM
Surrey County Council	34.46% (3666/10638)	615.1 (OTW)	-6	-4	-1	0	0	0	-6	-4	-2	-7	-8

Employment Group Name	Response Rate	2016 BCI Score	Factors								Job Grade		
			L	MC	MM	PG	MT	WB	FD	GSB	TM	M/S	SM
Orbis	57.88% (878/1517)	624.0 (OTW)	-3	-5	0	-1	-1	2	-5	-1	-1	-6	-7
SCC CSF	25.93% (1096/4226)	624.0 (OTW)	-5	-3	1	1	2	-1	-5	-4	-1	-6	-9
SCC CEX	39.78% (611/1536)	613.8 (OTW)	-8	-4	-1	-2	2	3	-9	-5	-4	-5	-4
SCC E&I	36.87% (219/594)	611.3 (OTW)	-8	-8	-2	-3	0	3	-2	-4	0	-8	-11
SCC ASC	33.30% (626/1880)	600.8 (OTW)	-4	-5	-2	2	-4	-5	-8	-5	-2	-10	-8
SCC C&C	26.64% (236/886)	584.6	-15	-4	-3	-2	1	-5	-11	-8	-4	-11	-9

#### **Annex 4 – Top 15 Questions correlated to employee engagement**

<b>Most highly correlated questions</b>	
I think I have a positive future ahead of me in this organisation	.708
My manager cares about how satisfied I am in my job	.706
My manager helps me to fulfil my potential	.702
I feel proud to work for this organisation	.696
I would leave tomorrow if I had another job	.695
I love working for this organisation	.691
I have confidence in the leadership skills of the senior management team	.671
This organisation is run on strong values / principles	.667
I have confidence in the leadership skills of my manager	.665
My manager motivates me to give my best every day	.654
My manager is an excellent role model for me	.650
This job is good for my own personal growth	.644
I feel that I lack support from my manager	.644
Everyone is treated fairly here	.641
Senior managers truly live the values of this organisation	.635

Note: The number in the table above is the Pearson Correlation  $r$ . This represents the linear correlation between the question and overall engagement where 0 = no correlation and 1 = total positive correlation. The higher the number, the more likely that a positive response to this question would lead to a positive overall engagement score.

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People, Performance and Development Committee  
5 April 2016

### **Future Arrangements for IMT Leadership - Orbis**

#### **Purpose of the report:**

To seek endorsement from the People, Performance and Development Committee regarding arrangements for future Information Management and Technology (IMT) Leadership across the Orbis partnership.

#### **Recommendations**

That the People, Performance and Development Committee:

- i. support the redundancy of Paul Brocklehurst, Head of IMT at Surrey County Council
- ii. note the deletion of the role of Head of IMT for Surrey County Council and the establishment of the new role of Chief Information Officer (CIO) which will have a scope across the whole Orbis Partnership.

#### **Introduction:**

1. The partnership between East Sussex County Council (ESCC) and Surrey County Council (SCC) was established in April 2015.
2. The establishment of the Orbis Partnership presents an opportunity for both organisations to make savings from the amalgamation of senior roles and to have a single head of service leading individual services.
3. This would present a potential redundancy situation for the current SCC and the ESCC IMT leads.
4. Paul Brocklehurst has expressed a wish to take voluntary redundancy and retire early.
5. A new joint Chief Information Officer (CIO) for the Orbis Partnership has been established. It will have significantly different duties and responsibilities from the current Head of IMT post and would therefore not be deemed to be a suitable alternative role for Paul Brocklehurst. It will operate across the whole partnership including all potential future

partners & customers and will lead on business development as well as focusing on the IT strategy for Orbis.

### **Future Arrangements**

6. Recruitment to the new role of CIO has taken place and Matt Scott, the current Assistant Director of IT at ESCC, has been appointed into post.
7. The new model will mean changes for the Orbis partnership and discussions will take place with service customers and key members regarding the nature of the changes and about any potential impact that these might have. This will be carried out in a planned and managed way and in full collaboration.

### **Conclusions:**

8. Savings and efficiencies will be made by deleting the two senior IT roles in SCC and ESCC and establishing one senior IT role across the partnership.
9. Paul Brocklehurst, the Head of Information Management and Technology at SCC, will leave the organisation on 1 April 2016.
10. Changes to the IT operating model will take place and these will be done in consultation with customers and also with key members.

### **Financial and value for money implications**

11. There is a saving to be made by having one leadership role across the partnership.

### **Equalities and Diversity Implications**

12. There are no adverse implications for protected groups arising out of the actions proposed in this report

### **Risk Management Implications**

13. The new proposals will mean a change to service levels but this is not expected to increase the risk to the organisation.

### **Next steps:**

13. Matt Scott will transition into the new CIO post.
- 

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**Sources/background papers:**

- Orbis Business Plan September, 2015.

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People, Performance and Development Committee  
5 April 2016

### **Improving the Resident Experience: Telephone and Voicemail Policy Update**

#### **Purpose of the report:**

Members of PPDC requested an update on what has happened since the new telephone and voicemail policy was approved by the Committee on 29 September 2015.

This report details what work has been done to implement and promote the new telephone and voicemail policy. The report also describes how this work aligns with the wider programme of work to promote a customer focused culture.

#### **Recommendations:**

It is recommended that the Committee continues to support the promotion of the new telephone and voicemail policy and the wider programme of work to promote a customer focused culture.

#### **Introduction:**

1. The Council is committed to delivering excellent customer service as defined by the organisation's Customer Promise (Annex A). To support this, PPDC introduced a new telephone and voicemail policy for officers on 29 September 2015.

#### **Implementation and raising awareness**

2. The new telephone and voicemail policy has now been implemented and the following actions have been undertaken to help raise awareness of it and the Customer Promise.

#### **Senior Leadership**

3. Senior managers have been briefed through the Extended Leadership Team (ELT) and the Customer Network (the Customer Network

comprises senior representatives from across the Council with a responsibility for improving customer service).

4. Five 'Leading with Confidence' sessions, with a focus on the Customer Promise, have taken place between April 2015 and February 2016. These were attended by 240 managers. A further programme of events for managers is to be planned.

### **Communications**

5. A new campaign has been launched on the staff intranet (S-Net) to promote a customer focused culture. This has included a focus on the new telephone and voicemail policy. The banner and landing page which offers straightforward guidance for officers is at Annex B.

### **Induction and training**

6. Mandatory customer service training reflecting the principles of Our Customer Promise has been developed. Two courses are currently being rolled out: an introductory course for all staff (Excellent Customer Service - Our Promise) and an advanced course for managers (Customer Service for Managers).
7. The Customer Promise and the telephone and voicemail policy are now promoted on the Customer Services stand at the Surrey Marketplace breakout session during induction training.
8. A new Customer Promise video focussing on inspirational examples of outstanding customer service is being developed. It will be used in training and other customer service and leadership events.

### **Customer Service Excellence**

9. Services undergoing Customer Service Excellence accreditation are looking at individual service standards with regard to the Customer Promise and the telephone and voicemail policy.

### **Measuring Success**

10. To monitor compliance with the new telephone and voicemail policy, a programme of mystery shopping will be undertaken across all services by the Customer Service Improvement team.

<b>Conclusions:</b>
---------------------

11. To improve resident experience, the Customer Promise commits the Council to ensuring that services are responsive and accessible. The telephone and voicemail policy supports this commitment and its implementation is progressing as part of a wider customer service approach within the Council.

**Financial and value for money implications**

- 12. Delivering excellent resident experience both improves customer satisfaction and increases efficiency. There is no additional cost for this work.

**Equalities and Diversity Implications**

- 13. Ensuring services are accessible, responsive and easy to use benefits all of the Council’s customers.

**Risk Management Implications**

- 14. Failure to provide accessible and responsive services will have a detrimental effect on resident experience and will damage the Council’s reputation.

**Next steps:**

- 17. To continue to endorse the telephone and voicemail policy within the wider context of work to promote a customer culture within the Council.
  - 18. To undertake mystery shopping of telephone and voicemail practices across the Council and to report back at a future date.
- 

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**Sources/background papers:**

- A. Our Customer Promise
- B. S-net banner and landing page
- C. Original Telephone and Voicemail Policy Report

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# Our customer promise

We are committed to delivering excellent service



## Treating you in the right way

We will:

- put your needs at the heart of what we do
- listen, be helpful, polite, and treat you fairly and with respect
- be open, upfront and explain our decisions



## Keeping you informed

We will:

- deal with your request the first time you contact us, or as soon as we can
- tell you what will happen next, and by when
- keep you updated of progress



## Getting it right

We will:

- do what we say, on time and to the right standard
- provide clear information and advice
- say sorry if we get it wrong and do our best to put it right
- use your feedback to improve how we do things



## Making it easy

We will:

- ensure our services are accessible and responsive
- make it easier, quicker and more convenient to deal with us

### In return, we ask you to:

- treat us politely and with respect
- give us your feedback so that we can learn from your experience



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# Annex B – s-net banner and landing page

The screenshot shows the s-net homepage banner and landing page. At the top, there is a navigation bar with the s-net logo, search boxes, and a menu with items like Home, News, Events, Discussions, Self service, Maps and GIS, Jobs, and My Helpdesk. The main content area features a large blue banner with a red rotary phone and the text "On message: Can't get to the phone? Tips for making sure your callers can still get the help they need." Below the banner are three columns of links: "Find it" (Maps, Printers, Organisational chart, Surrey-i data portal, Tools, guides and forms, Product directory), "Apply for it" (Lease car scheme, DBS check, Leave and time off, Cycle to work scheme, Travel expenses and benefits), and "Report it" (My Helpdesk, NEW: IT self service, Whistle blowing, IT security and data breaches, Report an accident or incident). There is also a "Supporting you" section with various services like Pay and Reward consultation, My Learning Online, etc. The bottom of the page shows a Windows taskbar with the date 01/03/2016 and time 11:36.

The screenshot shows the s-net page for "Telephone and voicemail guidance". The breadcrumb trail is "Home > Organisational info > Customer service > Customer promise". The page title is "Telephone and voicemail guidance". The main content area contains the following text: "Follow this guidance to make sure customers, colleagues and members get the help they need from you." Below this is a list of bullet points: "When available, calls must be answered promptly", "When unavailable, divert your calls to a colleague or voicemail", and "Where voicemail is used, it should:" followed by sub-bullets: "be up-to-date", "indicate your availability (for example; in/out of the office, on leave, return date)", "be responded to promptly", and "provide an alternative contact when you are away." There is a "Find out more" section with links to "Telephone and voicemail policy" and "Customer promise". At the bottom, it says "Updated: 26 Feb 2016 | Simon Scott | Send to a colleague". The Windows taskbar at the bottom shows the date 01/03/2016 and time 11:37.

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People, Performance and Development Committee  
29 September 2015

**Ensuring our Services are accessible and responsive:  
telephone and voicemail policy**

**Purpose of the report:** Policy development and review

To improve resident experience by introducing a new telephone and voicemail policy for officers.

**Recommendation**

It is recommended that the committee:

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

**Introduction**

1. The Council is committed to delivering an excellent resident experience, as stated in the Corporate Strategy and defined by the Customer Promise.
2. The Customer Promise commits to 'Making it Easy' for residents to contact the Council and ensuring services are accessible and responsive. The Council has undertaken a review of its telephone and voicemail practices in order to ensure that they support this commitment.

**Telephone and voicemail – current practice**

3. Customers primarily contact the Council through the public-facing numbers available on the Council website and elsewhere. The majority of these calls are handled by the Council's Contact Centre. The Contact Centre's Service Level Agreement (SLA) requires 75-85% of customer calls to be answered within 20 seconds.
4. Individual officers also take calls. Whilst it would not be possible to meet the same SLAs that apply to the main Council lines, it is essential that these calls are also responded to professionally and promptly.

5. The following policy has therefore been designed to ensure a responsive service to our customers.

### **Telephone and voicemail policy**

6. The performance of the Contact Centre and other customer-facing teams should continue to be measured against the established service level agreements. These are to be reviewed to ensure that they are responsive and continue to meet customer need.
7. Individual officers are to follow the new telephone and voicemail policy:
- When available, calls must be answered promptly (within 20 seconds)
  - When unavailable, calls must be diverted as appropriate to:
    - a mobile, or
    - to a colleague, either directly or by using a hunt or pickup group, or
    - to voicemail
  - Voicemail should only used by exception and must not be used as a barrier to contact. Where it is used, it must:
    - be up-to-date
    - indicate availability (e.g. in/out of the office, on leave)
    - offer an alternative contact name if the individual is on leave
    - be responded to promptly

### **Embedding the telephone and voicemail policy**

8. The Council is committed to developing a culture in which staff “think customer”. To embed this culture in the organisation, the Council has developed the Engagement Strategy "Leading with Confidence" which includes promoting the principles in the Customer Promise. The strategy rolls out to the wider workforce in the New Year.
9. This work will reinforce the importance of simple changes which put the customer first, such as the new telephone and voicemail policy. In order to embed this policy:
- 9.1 Leaders throughout the Council will be briefed on, and asked to role-model and cascade, the new telephone and voicemail policy.
- 9.2 The telephone and voicemail policy will be promoted on s-net.
- 9.3 The telephone and voicemail policy will be built into the induction process.

**Conclusion**

10. In order to improve resident experience, the Customer Promise commits the Council to ensuring that services are responsive and accessible. This review concludes that the Contact Centre and other customer-facing teams should continue to meet their SLAs regarding telephone contact, which should be regularly reviewed to ensure that they deliver an excellent resident experience. All other officers within the Council should observe the new telephone and voicemail policy, helping to embed the Customer Promise principle of 'Making it Easy' into the organisation's culture.

**Financial and value for money implications**

11. Delivering excellent resident experience both improves customer satisfaction and increases efficiency. There is no additional cost for this work.

**Equalities and diversity implications**

12. Ensuring services are accessible, responsive and easy to use benefits all of the Council's customers.

**Risk management implications**

13. Failure to provide accessible and responsive services will have a detrimental effect on resident experience and will damage the Council's reputation.

**Next steps:**

14. To complete the programme of work to embed the telephone and voicemail policy.
15. New telephony is soon being introduced to the Council, and it is proposed that the policy is reviewed in approximately six months.

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**Sources/background papers:**

- Customer Promise

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