

Notice of Meeting

People, Performance and Development Committee



SURREY
COUNTY COUNCIL

Date & time
Thursday, 11 June
2020
at 2.00 pm

Place
Remote Meeting

Contact
Joss Butler

joss.butler@surreycc.gov.uk

Chief Executive
Joanna Killian



We're on Twitter:
@SCCdemocracy

Please note that due to the Covid-19 situation this meeting will take place remotely.

The webcast for the meeting can be viewed here:

<https://surreycc.public-i.tv/core/portal/webcasts>

Members

Mr Tim Oliver (Chairman), Mr Colin Kemp (Deputy Chairman), Ms Denise Turner-Stewart, Mr Ken Gulati, Mr Eber A Kington and Mr Chris Botten

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETING - 29 APRIL 2020

(Pages 1
- 6)

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

3 DECLARATIONS OF INTEREST

All Members present are required to declare, at this point in the meeting or as soon as possible thereafter

- (i) Any disclosable pecuniary interests and / or
- (ii) Other interests arising under the Code of Conduct in respect of any item(s) of business being considered at this meeting

NOTES:

- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest
- As well as an interest of the Member, this includes any interest, of which the Member is aware, that relates to the Member's spouse or civil partner (or any person with whom the Member is living as a spouse or civil partner)
- Members with a significant personal interest may participate in the discussion and vote on that matter unless that interest could be reasonably regarded as prejudicial.

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 (*5 June 2020*).
2. The deadline for public questions is seven days before the meeting (*4 June 2020*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 ACTION REVIEW

(Pages 7
- 10)

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

6 FORWARD WORK PROGRAMME

(Pages
11 - 14)

For Members to review and comment on upcoming items due for consideration by the People, Performance and Development Committee.

7 STAFF SURVEY

(Pages
15 - 18)

To provide the Committee with an overview of proposals for an organisation wide staff survey.

8 STAFFING MATTERS IN RESPONSE TO COVID-19

(Pages
19 - 48)

To provide the Committee with an update on staffing matters in relation to Covid-19 as we move from Response to Recovery.

9 DATE OF NEXT MEETING

The next meeting of People, Performance and Development Committee will be on 22 September 2020.

Joanna Killian
Chief Executive

Published: Wednesday, 3 June 2020

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MINUTES of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 10.30 am on 29 April 2020 at Remote Meeting.

These minutes are subject to confirmation by the Committee at its meeting on 11 June 2020.

Elected Members:

Mr Tim Oliver (Chairman)
Ms Denise Turner-Stewart
Mr Ken Gulati
Mr Eber A Kington

Apologies:

Mr Chris Botten

16/19 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Chris Botten.

The Chairman noted that Cllr Botten was having technical issues and was therefore unable to join the virtual meeting.

17/19 MINUTES OF THE PREVIOUS MEETING - 12 FEBRUARY 2020 [Item 2]

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

In regards to minute 10/20, Cllr Kington noted that Surrey County Council would no longer be purchasing Midas House, Woking and asked that a report be brought to a future meeting to update the Committee. The Chairman highlighted that an item title 'Moving Closer to Residents Update' was on the Committee's forward work programme for the next meeting.

18/19 DECLARATIONS OF INTEREST [Item 3]

There were none.

19/19 QUESTIONS AND PETITIONS [Item 4]

There were none.

20/19 ACTION REVIEW [Item 5]

Declarations of interest:

None

Key points from the discussion:

1. The Chairman introduced the report and asked members to note an update to action A15/19.

Actions/ further information to be provided:

None.

RESOLVED:

The Committee noted the report.

21/19 FORWARD WORK PROGRAMME [Item 6]**Declarations of interest:**

None

Witnesses:

Jacqueline Foglietta, Director – HR & OD

Key points from the discussion:

1. The Chairman introduced the report and asked members to note the items scheduled for the next Committee meeting.
2. In regards to the Staff Survey item, the Director – HR & OD stated that the intention was to request feedback from all Surrey staff on agile working which will feed into the council's future agile working programme going forward.
3. The Director HR & OD agreed to circulate details on the vacant and occupied positions subject to appointment by the Committee's Appointment Sub-Committee.
4. In regards to the Staffing Matter report, Members highlighted the importance of acknowledging staff members who had contributed during the COVID-19 pandemic.

Actions/ further information to be provided:

The Director HR & OD agreed to circulate details on the vacant and occupied positions subject to appointment by the Committee's Appointment Sub-Committee.

RESOLVED:

The Committee reviewed the items and noted the report.

22/19 TERMINATION OF A MEMBER REPRESENTATIVE AND FURTHER APPOINTMENT OF A MEMBER REPRESENTATIVE OF THE LOCAL PENSION BOARD [Item 7]**Declarations of interest:**

None

Witnesses:

Ayaz Malik, Pensions Finance Specialist

Key points raised during the discussion:

1. The Pension Finance Specialist introduced the report and provided a brief summary. Members noted that the report recommended that the proposed termination and appointment for a member representative position of the Local Pension Board be approved.
2. Members noted that the previous member representative had retired for the position and requested that future reports present this information more clearly.
3. The Committee noted that there was a further vacancy on the Board which was not yet filled. Recruitment to this position was on hold due to the current pandemic.

Actions/ further information to be provided:

None.

RESOLVED:

The proposed termination and appointment for a Member representative position of the Local Pension Board is approved.

23/19 PROPOSED CHANGES TO HR POLICIES [Item 8]**Declarations of interest:**

None

Witnesses:

Emma Lucas, Head of Business Partnering & Employment Practice

Key points raised during the discussion:

1. The Head of Business Partnering & Employment Practice introduced the report and provided Members with a brief summary. It was noted that the report proposed amendments to the End of Employment policy, Special Leave policy and the Annual Leave policy.
2. A Member of the Committee requested details on the definition of continuous employment. Officers confirmed that continuous employment would begin from the point of joining the Council but in some cases would also include time spent within an organisation recognised by the Local Government Modification Order before joining the council as long as there was not a break in continuity.
3. In regards to carrying forward annual leave, Members sought confirmation on whether there was capacity within services to allow for additional leave to be used in upcoming years. Officers confirmed that there was capacity within services.
4. Members discussed whether one day of paid leave was sufficient for people participating in local elections.

Actions/ further information to be provided:

None.

RESOLVED:

The Committee approved:

- i. amendments to the End of Employment policy as set out in annex 1 of the report;
- ii. amendments to the Special Leave policy as set out in annex 2 of the report; and
- iii. amendments to the Annual Leave policy, as set out in annex 3 of the report.

24/19 EXCLUSION OF THE PUBLIC [Item 9]

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.

25/19 STAFFING MATTERS IN RESPONSE TO COVID-19 [Item 10]**Declarations of interest:**

None

Witnesses:

Jacqueline Foglietta, Director HR&OD

Key points raised during the discussion:

1. The report was introduced by officers. 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 noted the report.

26/19 PUBLICITY OF PART 2 ITEMS [Item 11]

It was agreed that the information related to Part 2 items discussed at the meeting would remain exempt.

27/19 DATE OF NEXT MEETING [Item 12]

The Committee noted that its next meeting would be held on 11 June 2020.

Meeting ended at: 11.40 am

Chairman

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**People, Performance and Development Committee**

11 June 2020

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 1** 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.

Report contact: Joss Butler, Committee Manager

Contact details: joss.butler@surreycc.gov.uk

Annexes:

Annex 1 – People, Performance and Development Committee Actions Tracker

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People, Performance & Development Committee – ACTION TRACKING

June 2020

ONGOING ACTIONS

Number	Meeting Date	Item	Action	Action by whom	Action update
A15/19	23 September 2019	Workforce Performance Indicators	That workforce performance RAG rating be brought to the committee for discussion before the next Tableau item in February 2020.	Director of HR / Members of the People, Performance and Development Committee	Item to be included within future meeting agenda.

COMPLETED ACTIONS

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action completed
A1/20	29 April 2020	Forward Work Programme	The Director HR & OD agreed to circulate details on the vacant and occupied positions subject to appointment by the Committee's Appointment Sub-Committee.	Director HR & OD	Completed – 19 May 2020

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People, Performance and Development Committee
11 June 2020

Forward Work Programme

Purpose of the report:

For Members to review and comment on upcoming items due for consideration by the People, Performance and Development Committee.

Introduction:

A Forward Plan recording agenda items for consideration at future People, Performance and Development Committee meetings is attached as **Annex 1**, and Members are asked to review the items listed on the Forward Plan.

Recommendations:

That the People, Performance and Development Committee review items that it is due to consider at future meetings (Annex 1).

Report contact: Joss Butler, Committee Manager

Contact details: joss.butler@surreycc.gov.uk

Annexes:

Annex 1 – People, Performance and Development Committee Forward Work Programme

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People Performance and Development Committee Forward Work Programme – June 2020



September 2020

Item title	Workforce Performance Indicators
Report author	Jackie Foglietta - Director of HR & OD
Item Summary	The Committee to note Surrey County Council's Workforce Performance Indicators.

Item title	Moving Closer to Residents Update
Report author	Jackie Foglietta - Director of HR & OD
Item Summary	To note an update on the Moving Closer to Residents programme.

Item title	Staffing Matters in response to Covid-19
Report author	Jackie Foglietta - Director of HR & OD
Item Summary	To provide the Committee with an update on staffing matters through the Recovery phase of Covid-19.

Senior Officer Appointments will be scheduled as and when required.

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People, Performance and Development Committee
11 June 2020

Staff Survey

Purpose of the report:

To provide the Committee with an overview of proposals for an organisation wide staff survey.

1. Recommendations

- 1.1 It is recommended that the Committee note the contents of this report.

2. Background

- 2.1 Surrey County Council values meaningful staff engagement and has invested in a number of surveys over the years. Previous approaches have been to gather staff opinion through a comprehensive set of themes via an annual survey, the results of which were subsequently reported at an organisational, directorate and service level.
- 2.2 The last annual survey (Times Best Companies) was conducted in 2015, following which the provider contract expired. No cross-organisation staff surveys have been conducted since, although there have been large scale cultural surveys and staff engagement activities over the past two years.
- 2.3 Previous annual surveys provided largely ineffective. They were very long, resulting in a lengthy set of results that managers were unable to devote the times to address. Results were typically not available until up to six months following survey completion, losing the value of real-time feedback and disempowering managers and staff to own and act on outcomes.
- 2.4 Arguably, the culture of the organisation at the time did not lend itself to a positive environment for a meaningful staff survey, with a 'top-down'

approach, some pressure for positive results and lack of ownership of outcomes at a service level.

- 2.5 Given the largely ineffective nature of previous surveys, alongside the significant cultural shift that has taken place within the council over the past two years, we now need a different approach, which will allow us to collect staff experience data and maximise the use of modern analytics to deliver high-quality actionable results.
- 2.6 Our approach has two phases: phase one is in response to Covid-19 as part of our “learning from the experience” staff engagement activities; phase two is a longer-term approach to address the issues and challenges around staff surveys faced in previous years.

3. Phase One – “Our Conversation” Survey

- 3.1 The “Our Conversation” survey will be distributed to all staff (excluding schools) in a phased implementation, commencing in June. We will work closely with service leads to ensure that we run the survey at times to suit their teams to ensure maximum opportunity for participation, recognising that many staff are still working in the “active” phase of Covid-19.
- 3.2 This survey will allow an opportunity for staff to reflect on their work and workstyle(s) during the lockdown period, the aim being to create an opportunity for reflection but also to discuss innovation and new future working, including readiness for agile working. Survey questions will capture a “pulse-check” of staff wellbeing to inform future emotional and physical wellbeing provision, (mindful of the possibility for a second wave of the virus). The survey will also explore remote leadership and teamworking to inform future leadership development activity.
- 3.3 The survey questions will predominantly be informed through feedback received from staff through the initial stages of engagement activities, e.g. focus groups. The intention is to use this feedback to give depth and value to the survey; ensuring we are asking the right questions.
- 3.4 Results from the survey will be shared across the organisation and we will work with managers and teams to develop further interventions as a result of outcomes.
- 3.5 The survey will be designed to provide some benchmarking questions to shape future surveys.

4. Phase two – Quarterly Pulse Surveys

- 4.1 Phase two will take benchmarking questions and outputs from phase one to design a pulse survey which will be implemented quarterly for 25% of

staff across all directorates. This approach will provide accumulative data for the whole year and subsequently on a rolling annual basis.

- 4.2 The pulse survey approach should alleviate the challenges faced in the past; it will enable a survey to be developed that is quick and easy to complete, with meaningful questions that are relevant to our organisation and the culture we have been developing over recent years, so staff feel more connected to the survey. Results will be shared with all staff soon after completion so that data is current and we will engage with managers and support them to take local action on the outcomes of the survey for their area.
- 4.3 We will create a rolling engagement programme that uses accumulative data from the quarterly pulse surveys to enable us to have a meaningful and evolving representation of staff opinions across the organisation.
- 4.4 Alongside survey completion, engagement activity will include placed-based focus groups and individual interviews, giving staff multiple ways to feedback, providing richer data.
- 4.5 As well as taking an organisation wide view that will inform ongoing activities at a corporate level, we anticipate this approach will enable managers at service level to make evidence based staffing decisions.

5. Conclusions

- 5.1 Capturing the views of staff is vital to our workforce planning and supporting our staff, both short-term as we move through the various stages of Covid-19 as well as longer-term as we aim to continually improve employee experience and organisational performance.
- 5.3 The approach as outlined will address the limitations of past staff surveys and will provide a more sustainable and action-focused data set about our staff and how they feel.

6. Next steps:

- 6.1 Phase one: procurement of a suitable system for the design, implementation and analysis of the all staff “Our Conversation” survey, working with service leads to ensure engagement with survey results. Implementation commences June 2020.
- 6.2 Phase two: refine the “Our Conversation” survey and develop into a benchmarkable quarterly pulse survey to be distributed to 25% of the workforce each quarter, again working with service leads to ensure engagement with survey results. Implementation commences Autumn 2020.

7. Financial and Value for Money implications:

- 7.1 Costs associated with procuring a suitable provider for survey design, administration and analysis have been accounted for within HROD budgets.

8. Equality and Diversity implications:

- 8.1 This approach will improve the collation of staff experience data, with embedded demographic questions to enable detailed analysis and appropriate action on outcomes.

9. Risk Management implications:

- 9.1 None arising directly from this report.

Report contact: Jackie Foglietta, Director of HR&OD

Contact details: Tel: 01483404648 Mobile: 07976 112409
Email: jackie.foglietta@surreycc.gov.uk

Sources/background papers: None



People, Performance and Development Committee
11 June 2020

Staffing Matters in response to Covid-19

Purpose of the report:

To provide the Committee with an update on staffing matters in relation to Covid-19 as we move from Response to Recovery.

1. Recommendations

- 1.1 It is recommended that the Committee note the contents of this report.

2. Introduction

- 2.1 As we move from the Response to Recovery phase of the Covid pandemic our approach to workforce matters has adjusted accordingly. The presentation attached to this report provides an overview of workforce recovery activity across the Surrey system as well as a more detailed plan outlining how this will apply to the county council. Within the council, recovery activities will be planned at a detailed level in each directorate/service as well as across the organisation as a whole.

3. Conclusions:

3.1 Financial and value for money implications

As highlighted in the report presented to this Committee on 29 April 2020, workforce costs in response to Covid-19 will be met from within service staffing budgets where resources have been redirected to Covid activities. Costs in addition to budgeted staffing costs that are newly incurred as a result of the pandemic will be funded from the council's allocation of the Covid-19 Emergency Funding Grant provided by Government.

3.2 Equalities Implications

Due to the fast moving nature of the Covid-19 situation an Equality Impact Assessment has not been undertaken; the focus of work being to respond rapidly to known and emerging staffing related priorities. Support has been put in place for all groups of staff, with additional targeted support for those most in need.

3.3 Risk Management Implications

There is a risk that the council will be unable to deliver critical services as a result of staff shortages; mitigation is in place as outlined in the presentation attached to this report.

3.4 Implications for the Council's Priorities or Community Strategy

N/A.

Report contact: Jackie Foglietta, Director of HR&OD

Contact details: Tel: 01483404648 Mobile: 07976 112409
Email: jackie.foglietta@surreycc.gov.uk

Sources/background papers: Staffing Matters in response to Covid-19 – PPDC
29 April 2020

Staffing Matters in response to Covid-19 “Workforce Recovery”

PPDC 11 June 2020

System workforce recovery

System workforce recovery:

Recovery is defined as:

- For the public sector workforce: the period from the peak number of cases to the point at which all services are running (described here as BAU, but recognising that BAU will look different to pre-Covid).
- For the wider Surrey workforce: dealing with the immediate impacts of Covid e.g. unemployment, until longer term "recovery" arrangements are in place.

Each organisation will have, or need to devise, its own specific procedures, policies and processes that it will need to follow. The purpose of the Workforce Recovery Sub-group has therefore been to:

- Support the system in planning what will be needed
- Manage any risks in a co-ordinated way
- Identify opportunities where a joined-up response may be beneficial

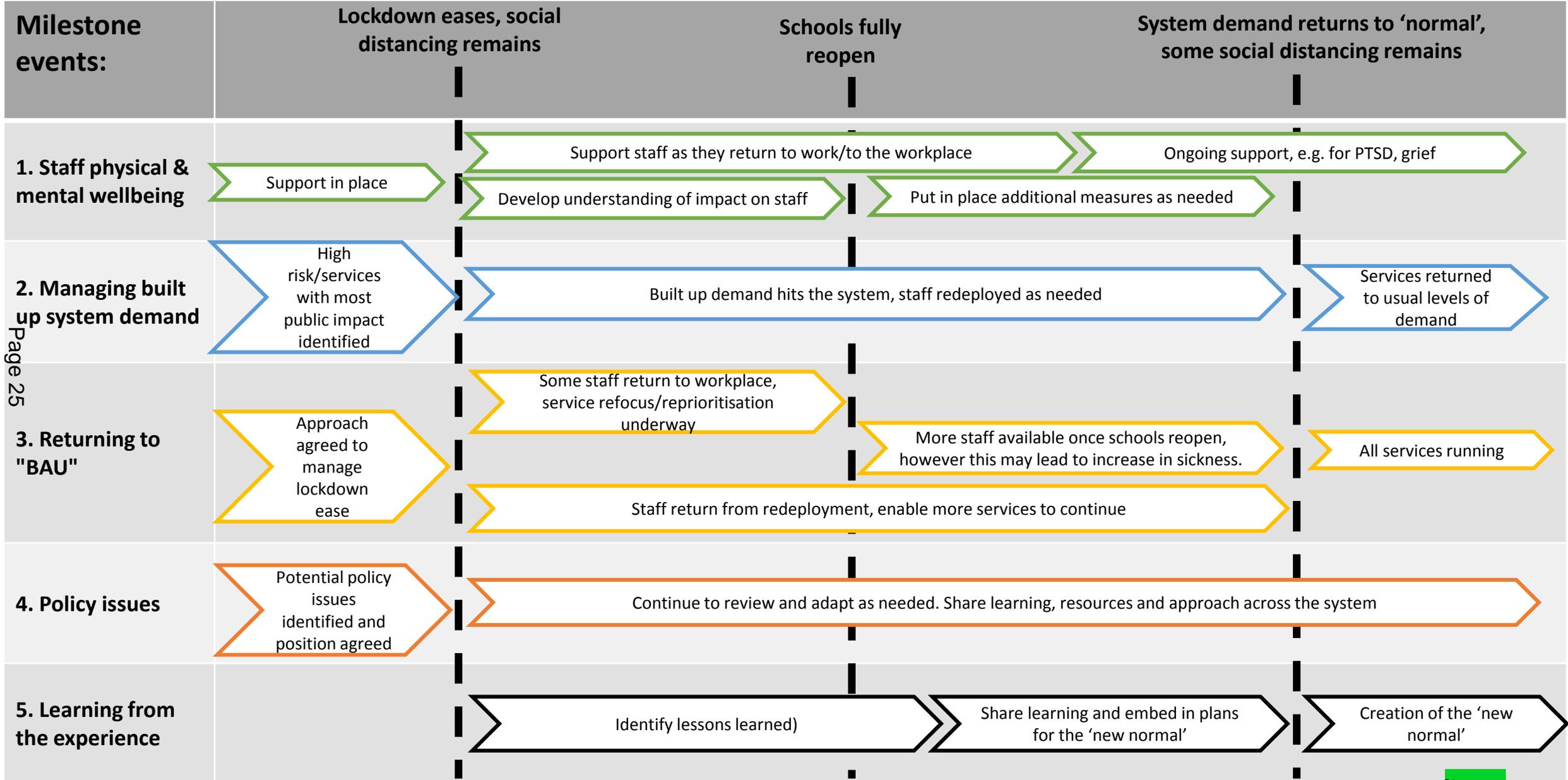


The five main focus areas for system workforce recovery are:

1. Workforce physical and mental wellbeing
2. Managing built up demand in the system
3. Resuming "BAU" for non-critical services (which may include refocussing/reprioritising)
4. Managing workforce policy issues e.g. returning to the workplace, terms & conditions
5. Learning from the experience and retaining positive and innovative ways of working/behaviours

The following slide sets out a high level plan for the activities involved in each of these areas. Given that we do not have clear timescales for recovery, the activities are phased around key events. The activities are purposely high level as they will take a different form for each organisation.

Event based workforce recovery roadmap:



SCC workforce recovery

The following slides describe how we envisage the system workforce recovery plan applying to SCC. Within the council, recovery activities will be planned at a detailed level in each directorate/service as well as across the organisation as a whole.

1. Staff physical and mental wellbeing

ACTIONS:

Page 27

Immediate actions:	Once lockdown eases:	When schools fully reopen:	Once services are back to usual levels of demand:
<ul style="list-style-type: none"> Update existing wellbeing provision to align with regional and national offer (particularly advanced psychological support). Develop plan to support return to work/return to workbase. Evaluate impact of C-19 on specific groups (e.g. BAME, those with disability) to determine enhancement to existing wellbeing provision. Develop plan to increase Wellbeing Champions network and Mental Health First Aiders. 	<p>To support staff as they return to work/return to their workbase we will:</p> <ul style="list-style-type: none"> Provide targeted support to staff who have been long term shielding/absent from work. Provide a training package with advice and guidance for infection control and returning to work safely. Provide guidance for managers on supporting staff to return to their workbase. Prepare for surge in emotional support for individuals and teams experiencing bereavement, trauma and PTSD. Leverage additional expertise across the Surrey system. Support teachers/school staff as schools reopen. 		<ul style="list-style-type: none"> Continue to maintain an evidence based enhanced wellbeing support package. Guidance for managers to identify and support staff at risk of advanced psychological trauma. Set up protocols in preparation for 2nd/ 3rd /etc waves. Continue to work collaboratively with system wide partners to share best practice for staff wellbeing.





2. Managing built up demand in the system

ACTIONS:

Immediate actions:

- Identify areas of anticipated built up demand.

Once lockdown eases:

- Monitor staffing levels and redeploy staff to support as needed (N.B this will be across the system, not just SCC).
- Staff who are currently redeployed will be moved back to their substantive role if they are no longer required.

When schools fully reopen:

Once services are back to usual levels of demand:

- No actions required – all staff back to substantive roles and able to manage levels of demand.
- Use learning to maintain protocols for which services can provide mutual aid if needed.

3. Managing the return to "BAU"

ACTIONS:

Immediate actions:	Once lockdown eases:	When schools fully reopen:	Once services are back to usual levels of demand:
<ul style="list-style-type: none">• Understand which services have continued to maintain "BAU" and can continue working remotely.• Understand which services are completely or partially paused and prioritise them for resuming.• Assess, on a service by service basis, the requirements for each service to return to "BAU".	<ul style="list-style-type: none">• Manage the return to 'BAU' on a service by service basis, taking into account factors such as:<ul style="list-style-type: none">• Ability to work remotely• Social distancing and PPE requirements• Numbers of staff redeployed• Where those staff are redeployed to		<ul style="list-style-type: none">• No actions required – all services resumed and staff back to substantive roles.



4. Policy issues

ACTIONS:

Immediate actions:	Once lockdown eases:	When schools fully reopen:	Once services are back to usual levels of demand:
<ul style="list-style-type: none"> • Identify potential HR policy issues and agree position. • Consider which policies/ways of working developed during Response should continue or be adapted for Recovery. • Identify any policies/Terms & Conditions that may need radically changing, e.g. working patterns. 	<ul style="list-style-type: none"> • Communicate policy/policy changes where needed. • Continue to review position as lockdown eases and adapt as needed. • Negotiate any required radical changes with TUs and seek PPDC agreement. • Policies that might need review include: <ul style="list-style-type: none"> • Redeployment • Annual/compassionate leave • Flexible working • Change management 		<ul style="list-style-type: none"> • Management of any legacy issues. • Ongoing review of policies as a result of lessons learned through Recovery and/or new ways of working adopted.

5. Learning from the experience

ACTIONS:

Immediate actions:	Once lockdown eases:	When schools fully reopen:	Once services are back to usual levels of demand:
<p>Undertake a month-long schedule of activity to capture lessons learned/future focus, (this will also inform a redefinition of SCC's Agile Programme).</p>	<ul style="list-style-type: none">• Capture lessons learned across SCC, including:<ul style="list-style-type: none">• Feedback from staff surveys• Experience of those involved – from frontline to CLT• Qualitative feedback from redeployees• Quantitative feedback, e.g. numbers redeployed, where to, sickness levels, etc.• Continue to adapt leadership development activity throughout the Recovery period.• Develop and implement staff recognition scheme.• Review performance management cycle.		<ul style="list-style-type: none">• These lessons will be passed on to the relevant teams for inclusion in updated strategies and relevant programmes e.g. Our People, Agile, MCTR, DB&I.

Appendices

- A. Learning from the experience – “Our Conversation”
- B. Staff Recognition
- C. Workforce Deployment
- D. Managing an ease in lockdown – Guiding Principles

“Our Conversation” –Staff Engagement and Insight Programme

- Engagement to build on activity already undertaken during lockdown (i.e. team surveys, MCTR triage, working from home webinars)
- Programme commences 18 May with phased approach to enable all staff to participate
- Scope: all staff at all levels (excluding schools)
- Collaborative approach to be adopted with service leads to ensure timing and method(s) appropriate to enable staff to participate
- Activity to include focus groups, workshops, webinars, 121 interviews, staff surveys (organisation wide and team/departmental)
- Focus on
 - lessons learned through lockdown
 - acknowledgement of experience and allowing opportunity for reflection
 - exploring organisational resilience and readiness for repeat lockdown
 - potential for working differently in future (including agile working and use of digital)
 - encouraging innovative thinking



Key Outputs and Outcomes:

- Understanding of the positive changes that the organisation wants to sustain and build on
- Insight into what it takes to accelerate change
- Understanding of individual and team resilience
- Insight into the key barriers and challenges to smarter working and a more agile working culture (and what assumptions / myths have been busted)
- “Self assessment” of where the organisation is on its journey towards an agile working culture
- Identification of opportunities to fast track emerging opportunities, positive changes and corporate solutions
- Identification of change agents throughout the organisation
- Staff feel heard and have a voice in shaping future ways of working

Apply this insight to inform and shape the review and update of relevant organisational strategies and transformation programmes, including

- Agile Working
- Digital and IT
- MCTR
- Our People Strategy
- Estate Strategy

Staff Recognition

Consideration given to:

1. Financial reward
2. Additional leave
3. Staff award ceremony
4. Thank you notes from CEX/Exec Directors
5. Peer/customer nominated and publicised e-recognition



Discounted:

Financial reward:

- Danger of missing individuals/teams and disenchanting those who have worked very hard but whose work is less visible.
- Some people may consider a financial reward inappropriate given the nature of the pandemic.

Additional leave:

- Likely to be expensive, particularly for statutory services where backfill is required.
- Likely to be a build-up of annual leave as a result of workload/social distancing; making additional leave difficult to manage for service delivery.

Agreed:

Staff award ceremony:

- Social event where Members and CLT are present to recognise colleagues - awarding/recognising people doing extraordinary things.
- Garden party type ceremony to be held Spring 2021.

Peer/customer nominated recognition:

- Low to cost neutral approach.
- Recognition linked to specific activities that the individual/team have achieved, making it more meaningful.
- Recognition by peers/customers as opposed to centrally generated.
- Quick to set up and simple to administer.

Note: The CEX and EDs have written personal notes of thanks to staff throughout the crisis to date and this will continue alongside the above.

Workforce Deployment

Close / pause services

Close / pause services

- Surrey Schools
apart from those for children of key workers, vulnerable children or those needing specialist support
- Adult Learning
- Surrey Arts [face to face]
- Community Recycling Centres
- Surrey History Centre
- Surrey Libraries [buildings]
- Birth registration
- Marriages/Civil Partnerships
- Planning
- Short breaks for disabled children

Staff unable to work as a result of closures / stopping services

- Directly e.g. libraries closing – library assistants
- Indirectly e.g. schools closing – cycle instructors, school crossing patrols

Continue / adapt BAU critical activities

Adapt service models / approach

- Adapt to digital provision e.g. Surrey Arts and Surrey Adult Learning
- Adapt approach to provision e.g. free school meals [hot meals / food packages]

Continue with normal BAU

- Service and activities unchanged
- Ways of working potentially changed

Staff used flexibly - reassigned / redeployed

- Internal within CFLLC
- Internal within Adults
- Internal within other services / directorates
- From central redeployment pool

Working with external resource

- Partners inc VCFS
- Providers

New activities related to COVID

Assign staff to Surrey wide response activities

- LRF / SCG / RCG
- COVID Testing
- Supporting NHS e.g. portering

Reassign staff to SCC response activities

- COVID 19 PMO
- SCC resourcing [mobilisation]
- Community Helpline
- Outbound calls for shielded
- Food packages
- Death registration [increased demand]

Staff used flexibly - reassigned / redeployed

- Internal directly from across Directorates
- From central redeployment pool

Working with external resource

- Partners
- Providers



LRF / SCG / TCG

c 100 SCC involved where c 50 staff have
>50% time committed to LRF

COVID Testing

12 staff identified for 3 cohorts
potentially further cohorts

Supporting NHS e.g. portering

5 staff deployed to St. Peters Hospital

COVID 19 PMO

9 staff fully deployed

SCC resourcing [mobilisation]

5 staff [3 fully deployed]

Community Helpline

c20 staff - Libraries

Outbound calls for shielded

3 staff data support - ongoing and regular
c190 staff; outbound callers & data input -
casual hours done around existing roles

**Food packages and related
activities**

Managed through LRF

**Death registration
[increased demand]**

c13 staff - Libraries

Directorate Status Summary

Adult Social Care [ASC]



- Critical BAU activities continue for services across Directorate
- ASC prioritising critical activity – on team levels
- Majority of services are managing with internal redeployments
- c <5% staff unable to work due to self isolation or absent due to sickness, with the exception of Service Delivery which is >8%
- c 15 staff have been redeployed [on shifts – not FT] to provide carer support and domestic support.



Staff working in Service Delivery i.e Reablement, older people res. care homes and LD homes; onsite & in direct contact with residents inc in care homes



All other ASC services staff have IT access and ability to work remotely



Locality based duty functions remain based on site due to telephony system

Environment, Transport & Infrastructure [ETI]



- Staff continuing with critical activities and BAU activities in Environment, Local Highways and Network and Asset Management
- c 40% of staff in Strategic Transport perform on site school roles that have ceased – bank cycle instructors and school crossing patrols; actively looking to redeploy cycle instructors and earmarked for testing cohorts
- c 25% ETI staff put forward for redeployment but carrying on with BAU
- c 15% of staff put forward have been redeployed
- ETI staff account for c 50% of staff redeployed via central process
- Minimal absence reported



High proportion of staff have IT access and ability to work remotely; plus areas where staff do not have /normally require



Contracted workers continuing activities on site incl. waste, planned repairs / maintenance highways works; some SCC staff back to work with reopening of planned highway works

Transformation, Partnerships and Prosperity [TPP]



- High proportion of staff either redeployed internally or to COVID 19 response
- Significant additional hours worked / TOIL accrued in some areas
- Minimal absence reported



High proportion of staff have IT access and have ability to work remotely



High proportion of staff focussed on COVID 19 response and activities

Resources [RES]



- Majority continuing with BAU activities with some movement within Directorate
- Most services put people forward for redeployment
- Minimal absence reported



High proportion of staff have IT access and have ability to work remotely



Management of SCC sites and facilities continues incl. security & courier activities

Twelve 15



- Staff in management team, back office and support continuing with BAU activities
- Key priority for schools is provision of free school meals [FSM] - 45% of staff utilised in FSM provision ensuring eligible children have hot meals / food parcels
- Staff involved in stock management, maintenance and cleaning in readiness Operating on a rota basis to maintain social distancing



High proportion of staff work onsite & direct with personnel & children



High proportion of staff do not have IT access or ability to work remotely

Children's, Families, Lifelong Learning & Culture [CFLLC]

Page 41



- Critical BAU activities continue for services across Directorate
- Adapted service models, particularly in LLC inc shift to digital provision
- Majority of services are managing with internal redeployments
- c 10 staff from across the organisation, predominately from elsewhere in CFLLC, have been redeployed primarily as support workers
- c 45% of libraries staff unable to continue with BAU activity and not redeployed
- c <5% staff unable to work due to self isolation or absent due to sickness



Number of staff that have IT access and ability to work remotely inc in CFL & Strategic Comm, SEND Systems, Public Health and Quality & Perf ; there is a proportion of staff unable to work [diff. scenarios]



Service areas have predominately virtual contact with residents and restricted face to face contact [using PPE] incl Corp.Parenting, Family Res. & Safeguarding, pockets within Quality & Perf; some Schools, ELL teams. E.g. roles with direct contact inc domiciliary care staff, Social Workers, Family Support Workers etc.

Community Protection Group [CPG]



- Essentially COVID 19 response is BAU work
- Majority of staff focussed on COVID 19 response and activities
- H&S, Military Covenant and Community Resilience all working on BAU
- Libraries staff trained to cover coroners roles, but not yet needed to be utilised
- Minimal absence reported



Trading Standards, Coroners, other EMT and non-ops SFRS have IT access and ability to work remotely



EMT and SFRS leadership working on site[at HQ] coordinating and SFRS ops working directly in field

Managing an Ease in Lockdown Measures

Guiding Principles

Overarching Principles

- These principles apply to all SCC services/buildings, excluding schools.
- This is the agreed corporate approach, whilst recognising the principles will need to be applied on a service by service basis according to the nature of the work and the personal circumstances of individuals.
- This service specific approach is particularly important for our customer facing teams, e.g. social care (including home visits), customer service points, libraries, highways, etc.
- We will require rigorous risk assessments to be done
- This is the council's current approach in response to Government/PHE guidance. The position will be reviewed on a regular basis and/or as any changes are made to guidance at a national level.

Working Practices

- Working from home will remain the default wherever possible. Staff should only work from an SCC building where there is a specific need, (to be agreed locally by Exec Directors/Directors).
- A maximum of 30% of staff from each service will be allowed in a workbase at any time. Managers will be expected to enforce this and consider individual personal circumstances when deciding who comes into the workbase.
- Where people do need to work from SCC buildings, services should operate a Team A/Team B system, with each team coming in on alternate weeks.
- To reduce location rotation, staff who need to work from an SCC building will be assigned a specific workbase/floor/area and ideally, specific desk.
- Staggered start/finish times will be considered for staff who cannot work from home.
- We will rigorously apply PHE guidance to the way our customer facing staff work, in particular those who undertake home visits.
- Staff who are Shielding must work from home (in their substantive role where possible, or be available for suitable redeployment where their substantive role can't be undertaken from home).
- Staff not Shielding but in a vulnerable category (as outlined in PHE guidance) must continue to work from home wherever possible. Where not possible, extra care will be taken, e.g. to enforce social distancing. Any suitable adjustments required to work/working arrangements will be considered on a case by case basis.
- Staff will not be able to use hot desks or shared equipment.

Property Considerations

- Deep cleans (in line with Covid-19 PHE guidance) will be undertaken in all SCC buildings currently/planned to be in use by staff/visitors.
- Deep cleaning will be undertaken in all occupied SCC buildings each weekend in addition to “regular” daily cleaning.
- Plexiglass screens will be put in place in all areas (e.g. Receptions/Libraries) where face to face contact is necessary. There will be no customer sign-ins involving the use of shared stationery, e.g. pens.
- Social distancing restrictions will be in place in all workplaces, including additional measures in communal areas, (e.g. toilets, kitchens, lifts, corridors and stairways). 2m tape/markings/floor plates will be put in place in communal areas.
- Where necessary, office layouts (e.g. seating and tables) will be reconfigured to maintain spacing and move face to face interactions to an absolute minimum.
- Wherever possible, SCC buildings will have one entry and a separate exit point.
- Hand sanitation will be provided at entry/exit points.
- Soap, water and paper towels will be provided at all washbasins/sinks to enable staff to practise regular hand hygiene.
- Alternatives to any touch-based security devices (e.g. keypads) will be considered.
- Where SCC teams share SCC buildings access/social distancing will be agreed at a local level, overseen by Exec Directors.
- Where SCC teams share buildings with partner organisations access/social distancing will be agreed at a local level.

Miscellaneous

- Meetings will continue to be virtual by default. Where in-person meetings are necessary, meeting rooms must enable social distancing to be maintained. The maximum number of people per meeting in the same room will be based on latest Government/PHE advice. Hand sanitiser will be provided in meeting rooms.
- Staff will be discouraged from using public transport, particularly at peak times. Walking/cycling is preferable to travel by car where possible. Car sharing is actively discouraged.
- Where uniformed staff are working from SCC buildings they should change into/out of uniforms on site using appropriate changing areas. Shower facilities may be used, although personal clothing, towels, etc. must not be left on site unattended.
- There should be limited use of high-touch items and shared office/communal equipment.
- Specific issues need to be considered in relation to Libraries in line with advice received from a specialist H&S Lawyer.
- Government/PHE guidance should be followed on the use of PPE for specific roles/circumstances.

Staff Welfare

- Staff will be given information about returning to the workplace that will help them to feel safe and confident in doing so.
- Staff will continue to have access to resources to help them with stress, anxiety and other mental health needs as a result of the ongoing pandemic.
- Managers will receive support to recognise these needs of their staff.

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