

## Notice of Meeting

# People, Performance and Development Committee



**SURREY**  
COUNTY COUNCIL

**Date & time**  
**Tuesday, 22**  
**September 2020**  
**at 2.00 pm**

**Place**  
Remote

**Contact**  
Joss Butler  
joss.butler@surreycc.gov.uk

**Chief Executive**  
Joanna Killian



**We're on Twitter:**  
**@SCCdemocracy**

### **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 MEETINGS

(Pages 1  
- 14)

To agree the minutes of the People, Performance and Development Committee meetings on 11 June 2020, 10 July 2020 and 20 August 2020 and the Appointment Sub-Committee meetings on 19 February 2020, 10 July 2020, 30 July 2020 and 6 August 2020 as a true record.

### 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 (*16 September 2020*).
2. The deadline for public questions is seven days before the meeting (*15 September 2020*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

### 5 ACTION REVIEW

(Pages  
15 - 18)

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

### 6 FORWARD WORK PROGRAMME

(Pages  
19 - 22)

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

- 7 TERMINATION OF A MEMBER REPRESENTATIVE AND FURTHER APPOINTMENT OF A MEMBER REPRESENTATIVE OF THE LOCAL PENSION BOARD** (Pages 23 - 30)

This report sets out the proposed appointment of an individual member of the Local Pension Board for approval by the People, Performance and Development Committee.

The Local Pension Board is a requirement under section 5 of the Public Service Pensions Act 2013, and Regulation 106 of the Local Government Pension Scheme Regulations 2013.

- 8 COVID-19 - STAFF WELLBEING** (Pages 31 - 46)

To provide the Committee with an update on wellbeing provision for staff as we move through the next stages of the Covid-19 pandemic.

To respond to the Committee's request at its previous meeting for information on how the council has responded to staff displaying ill health during the pandemic as well as to outline the support in place in response to potential delayed effects.

- 9 "OUR CONVERSATION" STAFF ENGAGEMENT** (Pages 47 - 58)

To provide the Committee with a summary of the results of the "Our Conversation" staff engagement activity undertaken over the past few months.

**10 EXCLUSION OF THE PUBLIC**

**Recommendation:** That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Part 1 of Schedule 12A of the Act.

**PART TWO – IN PRIVATE**

- 11 SURREY COUNTY COUNCIL PAY AND TERMS & CONDITIONS OF SERVICE** (Pages 59 - 88)

To seek the Committee's approval in principle to several key changes to staff pay with effect from 1 April 2021. These proposals are subject to consultation with staff and negotiation with recognised Trades Unions.

This report is being brought to People, Performance and Development Committee under its delegated powers in accordance with Section 2, para 6.13 (a) of the Constitution: "determine policy on pay, terms and conditions of employment of all staff".

**Confidential: Not for publication under Paragraph 4**

Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority.

**12 CENTRALLY EMPLOYED TEACHERS 2020 - 2021 PAY SETTLEMENT** (Pages 89 - 96)

This report is being brought to the People, Performance and Development Committee in order for the Committee to determine the updated pay ranges for centrally employed teachers (CET) with effect from 1 September 2020, for the pay year 2020/21 and to approve the move to reinstate the national teachers sick pay and maternity pay schemes in accordance with Section 2, para 6.13 of the Scheme of Delegation.

**Confidential: Not for publication under Paragraph 4**

Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority.

**13 CHILDREN'S SOCIAL WORKERS PAY & REWARD PROPOSALS** (Pages 97 - 110)

To seek the Committee's approval to the introduction of retention payments in relation to Children's Social Workers, Team Leaders and Independent Chairs, to come into effect from 1 October 2020.

This report is being brought to People, Performance and Development Committee under its delegated powers in accordance with Section 2, para 6.13 (a) of the Constitution: "determine policy on pay, terms and conditions of employment of all staff".

**Confidential: Not for publication under Paragraph 4**

Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority.

**14 PUBLICITY OF PART 2 ITEMS**

To consider whether the item considered under Part 2 of the agenda should be made available to the press and public.

**Confidential: Not for publication under Paragraph 4**

Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority.

**15 DATE OF NEXT MEETING**

The next meeting of People, Performance and Development Committee will be on 4 November 2020

**Joanna Killian  
Chief Executive**

Published: Monday, 14 September 2020

**MINUTES** of the meeting of the **APPOINTMENTS SUB-COMMITTEE** held at 1.30 pm on 19 February 2020 at Members' Conference Room, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Tuesday, 7 April 2020.

**Elected Members:**

- \* Mr Tim Oliver
- \* Mr Eber A Kington
- Mr Chris Botten
- \* Ms Denise Turner-Stewart

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

Apologies were received from Chris Botten.

**2/19 DECLARATIONS OF INTEREST [Item 2]**

None received.

**3/19 EXCLUSION OF THE PUBLIC [Item 3]**

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

**4/19 SENIOR APPOINTMENT OF DIRECTOR OF PROCUREMENT [Item 4]**

**Declarations of interest:**

None

**Witnesses:**

Leigh Whitehouse, Executive Director of Resources

Monika Mullaney, HR&OD Representative

Joss Butler, Committee Manager

**Key points raised during the discussion:**

1. The interviews were conducted by a Sub-Committee of the People, Performance and Development Committee for the position of Director of Procurement. During the interviews, Members asked a series of set questions.
2. Following the end of the interviews, Members discussed the performance of the candidate in detail and agreed that Darren Cox demonstrated the skills and experience necessary to be Director of Procurement

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

None

**Resolved:**

The People, Performance and Development Committee agreed to appoint Darren Cox to the role of Director of Procurement.

**5/19 PUBLICITY FOR PART TWO ITEMS [Item 5]**

Meeting ended at: 14:30pm

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**Chairman**

**MINUTES** of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 2.00 pm on 11 June 2020 at Remote Meeting.

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

**Elected Members:**

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

**28/20 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

None received.

**29/20 MINUTES OF THE PREVIOUS MEETING - 29 APRIL 2020 [Item 2]**

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

**30/20 DECLARATIONS OF INTEREST [Item 3]**

There were none.

**31/20 QUESTIONS AND PETITIONS [Item 4]**

There were none.

**32/20 ACTION REVIEW [Item 5]**

**Witnesses:**

Jacqueline Foglietta, Director – HR & OD

**Key points from the discussion:**

1. In regards to Acton A1/20, Members noted that the document had been circulated to Members and therefore the action could be marked as complete. Members highlighted that an advert for Director of Infrastructure had recently been published yet the post was noted included within the recent document. Officers confirmed that the post was recently deleted then recreated as the Executive Director was reviewing her team.
2. Members further highlighted that the recent director position advertisement had also advertised the council's car leasing scheme as a working benefit. Members stating that this may not be in line with the council's environmental priorities. The Director – HR & OD agreed to pass this feedback on to the Recruitment department.

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

None.

**RESOLVED:**

The Committee noted the actions tracker.

**33/20 FORWARD WORK PROGRAMME [Item 6]****Witnesses:**

Jacqueline Foglietta, Director – HR & OD

**Key points from the discussion:**

1. The Director informed Members that an additional item for Surrey Pay Proposals 21/22 would also be considered in September 2020. Members requested that the report included details of staff benefits including the car leasing scheme.
2. In regards to the Moving Closer to Residents update, Members noted that it was likely to move focused on the agile working programme.
3. Members requested an additional item on the how the council was responding to staff displaying ill health during the pandemic and how the council was supporting conditions such as post-traumatic stress disorder. Members requested detail be also included on the long term impacts on the council's staffing levels.

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

Surrey Pay Proposals 21/22 & additional item on how the council was responding and supporting staff who were displaying ill health during the pandemic to be added to the forward plan.

**RESOLVED:**

Members noted the forward work programme.

**34/20 STAFF SURVEY [Item 7]****Witnesses:**

Jacqueline Foglietta, Director – HR & OD

**Key points raised during the discussion:**

1. The Director – HR & OD introduced the report and provided a brief summary. Members noted that the report detailed proposals for a staff survey which intended to capture staff experience to date on working during the COVID-19 pandemic. An initial survey would be conducted as part of the 'Our Conversations' work to reach out to as many staff as possible to hear their experiences. The survey would have set themes which had been developed through conversations with staff. Following the initial survey, 25% of staff would be contacted each quarter to complete a survey which would allow for targeted and rich data and enable more targeted action.
2. Members welcomed the approach and highlighted that many staff were currently in isolation so it was important to make contact as much as possible
3. Members noted that it had been five years since the previous staff survey and so it was important to proceed without delay.

4. Members request details on the cost to conduct the staff surveys. Officers agreed to circulate the information outside the meeting.

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

Members request details on the cost to conduct the staff surveys. Officers agreed to circulate the information outside the meeting.

**RESOLVED:**

The Committee noted the report

**35/20 STAFFING MATTERS IN RESPONSE TO COVID-19 [Item 8]**

**Witnesses:**

Jacqueline Foglietta, Director – HR & OD

**Key points raised during the discussion:**

1. The Director introduced the report and provided a brief summary. Members noted that the report included a PowerPoint which presented an overview of workforce recovery activity across the Surrey system as well as a more detailed plan outlining how it would apply to the county council.
2. Members endorsed the report and stated that the work being put into enhancing distance working was positive.
3. Members noted that the majority of staff were complying with the working from home instructions however in some cases it was not possible. Officers confirmed that, unless inappropriate, staff were expected to work from home until the Government releases further guidance on easing the lockdown.
4. Members asked whether it was possible for an officer to request to remain permanently in their redeployed role. Officers confirmed this would be dealt with on a case by case basis. Officers went on to state that some managers who had staff that were redeployed had requested that they return due to increased workloads.
5. Officers and Members agreed that the council's ability to make significant changes quickly was very positive and that the capacity to be flexible and make quick decisions should not be lost after the lockdown.
6. Members agreed that working from home long term was not suitable for all staff and that some people were struggling with the lack of interaction. Officers agreed and informed the Committee that a small number of staff had returned to a council building due to the nature of their work or because of mental health reasons.
7. Members had a discussion on the proposals to recognise staff who had contributed significantly during the lockdown. It was agreed that a financial reward may cause complications however an opportunity to nominate staff to attend a ceremony and receive a tangible reward would be more suitable. Members went on to state that it was important to make all staff feel valued. Members also asked that Head teachers were also able to nominate and receive nominations for rewards.

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

None.

**RESOLVED:**

The Committee noted the report.

**36/20 DATE OF NEXT MEETING [Item 9]**

The Committee noted that its next meeting would be held on 22 September 2020.

Meeting ended at: 3:10

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**Chairman**

**MINUTES of the meeting of the PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE held at 10.00 am on 10 July 2020 at Remote.**

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

**Elected Members:**

\*in attendance

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

**37/19 APOLOGIES FOR ABSENCE [Item 1]**

None received.

**38/19 DECLARATIONS OF INTEREST [Item 2]**

There were none.

**39/19 EXCLUSION OF THE PUBLIC [Item 3]**

**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.

**40/19 TEMPORARY APPOINTMENT TO THE STATUTORY POST OF DIRECTOR OF CHILDREN'S SERVICES [Item 4]**

**Declarations of interest:**

None

**Witnesses:**

Jackie Foglietta, Director – HR&OD  
Paul Evans, Director of Law and Governance

**Key points raised during the discussion:**

1. The People, Performance and Development Committee agreed to endorse the appointment, on a temporary basis, of the Chief Executive to the statutory post of Director of Children's Services.

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

None

**Resolved:**

The People, Performance and Development Committee agreed to endorse the appointment, on a temporary basis, of the Chief Executive to the statutory post of Director of Children's Services.

Meeting ended at: 10:25am

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**Chairman**

**MINUTES** of the meeting of the **APPOINTMENTS SUB-COMMITTEE** held at 11.00 am on 30 July 2020 at Remote.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 6 August 2020.

**Elected Members:**

- \* Mr Tim Oliver
- Mr Colin Kemp
- \* Mr Eber A Kington
- \* Mr Chris Botten
- \* Mrs Sinead Mooney

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

Sinead Mooney substituted for Colin Kemp.

**2/19 DECLARATIONS OF INTEREST [Item 2]**

Chris Botten advised the panel that he had previously worked with the candidate in the NHS. He participated in the interview.

**3/19 EXCLUSION OF THE PUBLIC [Item 3]**

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

**4/19 SENIOR APPOINTMENT OF DIRECTOR OF PUBLIC HEALTH [Item 4]**

**Witnesses:**

Rachel Crossley, Executive Director for Strategy & Commissioning  
 Jacqueline Foglietta, Director of HR & OD  
 Ross Pike, Committees Business Manager

**Key points raised in the discussion:**

1. The interview was conducted by a Sub-Committee of the People, Performance and Development Committee for the position of Director of Public Health. During the interviews, Members asked a series of set questions.
2. Following the end of the interview, Members discussed the performance of the candidate in detail and agreed that Ruth Hutchinson demonstrated the skills and experience necessary to be Director of Public Health.

**Resolved:**

The People, Performance and Development Appointments Sub-Committee agreed to appoint Ruth Hutchinson to the role Director of Public Health.

**5/19 PUBLICITY FOR PART TWO ITEMS [Item 5]**

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

Meeting ended at: 12:00

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**Chairman**

**MINUTES** of the meeting of the **APPOINTMENTS SUB-COMMITTEE** held at 2.00 pm on 6 August 2020 at Remote.

These minutes are subject to confirmation by the Committee at its meeting on Date Not Specified.

**Elected Members:**

- \* Mr Tim Oliver
- \* Mr Colin Kemp
- \* Mr Eber A Kington
- \* Mr Chris Botten

**1/20 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

None.

**2/20 DECLARATIONS OF INTEREST [Item 2]**

None.

**3/20 EXCLUSION OF THE PUBLIC [Item 3]**

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

**4/20 SENIOR APPOINTMENT OF DIRECTOR OF INFRASTRUCTURE, PLANNING AND MAJOR PROJECTS [Item 4]**

**Declarations of interest:**

None

**Witnesses:**

Katie Stewart, Executive Director for Environment Transport and Infrastructure  
Jo Donoghue, HR Representative  
Angela Guest, Committee Manager

**Key points raised during the discussion:**

1. The interviews were conducted by a Sub-Committee of the People, Performance and Development Committee for the position of Director of Infrastructure, Planning and Major Projects. During the interviews, Members asked a series of set questions.
2. Following the end of the interview, Members discussed the performance of the candidates in detail and agreed that Lee Parker demonstrated the skills and experience necessary to be Director of Infrastructure, Planning and Major Projects.

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

None

**RESOLVED:**

The People, Performance and Development Committee agreed to appoint Lee Parker to the role of Director of Infrastructure, Planning and Major Projects.

**5/20 PUBLICITY FOR PART TWO ITEMS [Item 5]**

Meeting ended at: 4.00 pm

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**Chairman**

**MINUTES** of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 1.00 pm on 20 August 2020 at Remote.

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

**Elected Members:**

\*= present

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

**41/19 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Denise Turner-Stewart and Colin Kemp. Mary Lewis acted as a substitute for Colin Kemp and Julie Iles acted as a substitute for Denise Turner-Stewart.

**42/19 DECLARATIONS OF INTEREST [Item 2]**

There were none.

**43/19 EXCLUSION OF THE PUBLIC [Item 3]**

**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.

**44/19 SENIOR APPOINTMENT OF EXECUTIVE DIRECTOR CHILDREN'S FAMILIES AND LIFELONG LEARNING [Item 4]**

**Declarations of interest:**

None

**Witnesses:**

Joanna Killian, Chief Executive  
Jacqueline Foglietta, Director – HR&OD  
Joss Butler, Committee Manager

**Key points raised during the discussion:**

1. The People, Performance and Development Committee conducted final interviews for the role of Executive Director for Children, Families and Lifelong Learning at Surrey County Council.
2. During the interview, the candidate responded to a number of set questions asked by the Committee. Following the end of the interview, Members discussed the performance of the candidate in detail and agreed that Rachael Wardell demonstrated the skills and experience

necessary to be Executive Director for Children, Families and Lifelong Learning.

**RESOLVED:**

The People, Performance and Development Committee agreed to appoint Rachael Wardell to the role of Executive Director for Children, Families and Lifelong Learning.

Meeting ended at: 2.10 pm

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**Chairman**



**People, Performance and Development Committee**  
22 September 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.

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**Report contact:** Joss Butler, Committee Manager

**Contact details:** [joss.butler@surreycc.gov.uk](mailto: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
A21/20	11 June 2020	Staff Survey	Members requested details on the cost to the council to conduct the staff surveys.	Director of HR&OD	Detail included in 'Our Conversation Staff Engagement' item at Sept 2020 Committee.
A22/20	11 June 2020	Forward Work Programme	Detail on how the council has responded and supported staff who were displaying ill health during the pandemic to be presented to the Committee.	Director of HR&OD	Detail included in 'Covid-19 Staff Wellbeing' item at Sept 2020 Committee.

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**People, Performance and Development Committee**  
22 September 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).

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**Report contact:** Joss Butler, Committee Manager

**Contact details:** [joss.butler@surreycc.gov.uk](mailto: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 – November 2020**



**November 2020**

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

<b>Item title</b>	<b>Agile Transformation Programme</b>
<b>Report author</b>	Jackie Foglietta - Director of HR & OD
<b>Item Summary</b>	Members to receive an update on the Agile Transformation Programme.

<b>Item title</b>	<b>Teachers Pay 2020/21</b>
<b>Report author</b>	Jackie Foglietta - Director of HR & OD
<b>Item Summary</b>	To request the Committee to endorse implementation of the 2020/21 Teachers Pay arrangements.

**Senior Officer Appointments will be scheduled as and when required.**

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People, Performance and Development Committee  
22 September 2020

**Termination of a member representative and further  
appointment of a member representative of the Local Pension  
Board**

**Purpose of the report:**

This report sets out the proposed appointment of an individual member of the Local Pension Board for approval by the People, Performance and Development Committee.

The Local Pension Board is a requirement under section 5 of the Public Service Pensions Act 2013, and Regulation 106 of the Local Government Pension Scheme Regulations 2013.

**Recommendations:**

It is recommended that the proposed termination and appointment for a member representative position of the Local Pension Board is approved, as outlined in Annex 1.

**Introduction:**

1. Under the provisions of section 5 of the Public Service Pensions Act 2013 (“the 2013 Act”) and regulation 106 of the Local Government Pension Scheme (LGPS) Regulations 2013 (as amended) (“the Regulations”) each LGPS Administering Authority must establish a new Local Pension Board for the purposes of assisting the Administering Authority in all aspects of governance and administration of the LGPS, including funding and investments.
2. The Local Pension Board is constituted separately to the Surrey Pension Fund Committee which has delegated authority to carry out pensions functions for the Council as the Administering Authority.

3. On 17 March 2015, the Council established the Local Pension Board, and delegated the appointment of members of the Local Pension Board to the People, Performance and Development Committee (PPDC). An appointment panel of officers and Members was established to oversee the recruitment process and produce recommendations for the PPDC.
4. On 17 July 2015 the PPDC appointed the required eight employer and member representatives of the Local Pension Board. One member of the Local Pension Board has now resigned, leaving a vacancy.
5. This report sets out the recommendation of the appointment panel, terminating an individual membership and making a subsequent appointment to fill the vacancy, and asks the PPDC to approve both the proposed termination and appointment to the Local Pension Board.
6. The role of the Local Pension Board, the constitution of its membership and the roles and responsibilities of the Board members are set out in the Local Pension Board terms of reference. It is expected that each Local Pension Board member so appointed will serve for the life of the current Surrey County Council, which will continue until spring 2021. Appointments can be extended for further periods subject to re-nomination.

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

7. The cost of provision of democratic support to the Board will be contained within existing resources, and therefore will not be an additional cost to the Council. Any additional expenses will be borne by the administration cost centre of the Pension Fund and must be approved by the Director of Finance.

#### **Equalities and Diversity Implications**

8. The establishment of the Board is a statutory requirement. There are no specific equality implications arising from these appointments.

#### **Risk Management Implications**

9. All risk related issues related to the appointment of Board members are managed within the Board's terms of reference, as agreed by Council on 17 March 2015 and amended by the Pension Fund Committee on 18 September 2015.

#### **Next steps:**

The next public meeting of the Local Pension Board is scheduled for 12 November 2020, following the appointment of the new Board member.

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**Report contact:** John Smith, Pension Governance and Employer Manager

**Contact details:** T: 020 8 213 2700 E: john.smith@surreycc.gov.uk

**Sources/background papers:**

Public Service Pensions Act, 2013

Local Government Pension Scheme (LGPS) Regulations, 2013

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## THE SURREY LOCAL PENSION BOARD

### RECOMMENDATION TO THE PEOPLE, PERFORMANCE & DEVELOPMENT COMMITTEE FOR THE APPOINTMENT OF A MEMBER REPRESENTATIVE OF THE LOCAL PENSION BOARD



#### 1. **Appointment of Local Pension Board members**

- 1.1 Appointment of Local Pension Board members is carried out by the People, Performance and Development Committee following recommendations from the Appointment/Termination panel.
- 1.2 The Appointment/Termination panel overseeing the process consist of the following representatives of the Administering Authority:
- The Chairman of the Pension Fund Committee;
  - The Director of Finance (or her nominee);
  - The Strategic Finance Manager – Pension fund and treasury;
  - The Director of Legal & Democratic Services (or her nominee).
- 1.3 The requirement is to appoint employer representatives as follows:
- 2 x Surrey County Councillors;
  - 2 x representatives to come from nominations from other employers (e.g. District, Borough and Parish Councils, Academies, Police and other scheduled, designated or admitted body employers in the Surrey Pension Fund).
- 1.4 The requirement is to appoint member representatives as follows:
- 1 x GMB nominated representative;
  - 1 x Unison nominated representative;
  - 2 x other member representatives.
- 1.5 Any independent representatives will be directly appointed by the Appointment Panel through an open and transparent process.
- #### 2. **Appointment of the Chairman and Vice Chairman of the Local Pension Board**
- 2.1 Appointment of the Chairman and Vice Chairman of the Local Pension Board is be carried out by the People, Performance and Development Committee on the recommendation of the Appointment/Termination panel.

### 3. The Constitution of the current Local Pension Board

3.1 The current Employer representatives are:

- 2 x Surrey County Councillors:
  - Cllr Nick Harrison
  - Cllr Graham Ellwood
- 2 x representatives to come from nominations from other employers (e.g. District, Borough and Parish Councils, Academies, Police and other scheduled, designated or admitted body employers in the Surrey Pension Fund):
  - Paul Bundy (Surrey Police)
  - Vacant

3.2 The current member representatives of the Local Pension Board are:

- 1 x GMB nominated representative:
  - Tina Hood
- 1 x Unison nominated representative:
  - Siobhan Kennedy
- 2 x other member representatives:
  - David Stewart
  - Trevor Willington

3.3 The requirement for independent representatives of the Local Pension Board is regularly reviewed by the newly formed Local Pension Board. There are no appointments at this stage.

3.4 The current Chairman of the Local Pension Board is:

- Cllr Nick Harrison

3.5 The current Vice Chairman of the Local Pension Board is:

- Cllr Graham Ellwood

3.6 The Appointment panel recommends:

- That Tina Hood's membership of the Local Pension Board is terminated for the following reasons:
  - That she has left active employment and is no longer an active member of GMB. In view of this, she is no longer able to attend meetings and represent the GMB.

3.7 The appointment panel further recommends for the vacant member representative of the Local Pension Board to the People, Performance and Development Committee:

- 1 x GMB nominated representative:
  - Rohit Dara

- Rohit is an excellent candidate whose application was unanimously approved by the Appointments Panel.

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People, Performance and Development Committee  
22 September 2020

**Covid-19 - Staff Wellbeing**

**Purpose of the report:**

To provide the Committee with an update on wellbeing provision for staff as we move through the next stages of the Covid-19 pandemic.

To respond to the Committee's request at its previous meeting for information on how the council has responded to staff displaying ill health during the pandemic as well as to outline the support in place in response to potential delayed effects.

**1. Recommendations**

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

**2. Background**

- 2.1 Due to the many differing circumstances of staff (e.g. working in the community, home schooling, caring for elderly relatives, living alone, shielding), as well as the many different types of roles and ways of working (e.g. front line, office based), wellbeing provision has throughout been designed to ensure all staff are catered for. Tracking the effectiveness and identifying any additional levels of support required has been done through insight from service managers, HROD Business Partners, Trades Unions and employee networks, as well as direct feedback from staff themselves.
- 2.3 The council's HROD team leading the wellbeing provision has worked with colleagues across Health and other organisations to ensure that an evidence-based approach is taken and that we are accessing the necessary specialist professional advice and guidance.

- 2.4 Many staff have continued to work in front line roles and workplaces where they have face to face contact with residents; conversely, many have been working from home. Government guidelines have been adhered to for safe working in all cases.
- 2.5 Cumulative data collected since March 2020 related to staff affected by Covid-19 is shown below.

	Self Isolating	Shielding	Grand Total
Covid-19 Positive	49		49
Self Isolate Able to Work	958	180	1134
Self Isolate Unable Work	962	126	1087
<b>Grand Total</b>	<b>1819</b>	<b>305</b>	<b>2109</b>

*Data as at 26.08.2020*

This includes all staff who have reported as self-isolating and able/unable to work during the period since lockdown began, so will include people who may have been self-isolating for only 7 or 14 days, depending on their circumstance. Staff who have recorded 80+ days absence have been interpreted as those who have been shielding.

There has been one Covid-19 related death in service to date.

### 3. Response Phase

A summary of the actions undertaken during the response phase is provided below.

#### 3.1 Wellbeing Hub on 'Jive'

This includes information for both managers and employees, covering a range of subjects from managing bereavement to managing wellbeing whilst home working and links to internal policies and procedures as well as Government/PHE information.

#### 3.2 Bereavement Support

Family Liaison for death in service: This service provides support for the families, friends and work colleagues of those who have died in service. Employee volunteers are fully trained as a Family Liaison Support Officer to provide guidance and manage practical tasks between employees and the organisation. The service has been well received and volunteers have supported a number of family, friends and colleagues who have not only lost a loved due to Covid-19 but also from other circumstances.

Bereavement Guides: Three key guides have been published: Grief in Isolation, Traumatic Bereavement and Coping with Talk of Death and Dying. More specifically, a guide 'Thinking of You' has been developed for coping with the death of a colleague.

### 3.3 Risk Assessments

There are a number of assessments which have developed to protect and support staff, both during the lockdown and for returning to workspaces.

Service Risk Assessments: have been produced for all services and reviewed in preparation for office based staff returning to the workplace on a limited basis from 14 September; Risk Assessments are designed to take into account the specific needs of different services, teams and the buildings in which they work.

Return to Work Risk Assessments: have been developed to support individuals returning to the workplace, (e.g. for staff unsafe at home or for physical or mental health reasons during the lockdown phase of the pandemic, as well as for staff returning to offices).

Stress Risk Assessments: are used to proactively understand the level of stress risk faced by individuals and teams. It enables immediate and collaborative remedial action and where necessary gain support from the relevant teams, e.g. Wellbeing, Health & Safety, HR Advisory.

For individuals working from home: a self-assessment has been developed that assesses both safety, risk and wellbeing, the results of which are discussed with line managers.

For staff in vulnerable categories (including BAME staff): a risk assessment specifically designed for staff in vulnerable categories has been designed in conjunction with Surrey and Borders Partnership NHS (SABP). This has been well received and is being widely used for continued monitoring of our vulnerable colleagues.

### 3.4 Support for Psychological Wellbeing

Working closely with our Occupational Health Provider and Employee Assistance Programme, a Covid-19 support line for both managers and staff has been available to provide immediate support and guidance.

Psychological support services are available, from the basic level of therapy (counselling) through to PTSD/Trauma management. We have worked in close collaboration with professionals from SABP and seek ongoing advice in relation to the psychological wellbeing provision, putting in place additional resources and support where necessary to manage varied needs.

### 3.5 Staff Support Networks

Carers/Parents Network: to support staff who have caring responsibilities for elderly and/or disabled relatives and/or children, in particular those who have needed to continue working from home.

Disability Network: for those with visible, invisible and neuro diverse disabilities in the workplace, many of whom have IT accessibility as well as special equipment needs, all of which would normally be available in the workplace. The group has been supportive in finding solutions and resources to help individuals with disabilities to work from home.

MEGA Network: it is recognised that Covid-19 has particularly affected BAME groups. The MEGA network group has been open in promoting support services, as well as raising concerns, to gain the right levels of support for BAME staff.

Deaf/BSL Network: this group has been instrumental in working with IT and other services in supporting hard of hearing and impaired vision staff with accessibility to IT to enable their continued working whilst at home.

## 4. Recovery Phase

4.1 Recognising and in response to feedback from staff, we are putting in place mechanisms for staff previously working from home to work from a council building, on a limited basis and in accordance with Government/PHE guidelines, from 14 September. Returning to Work Guiding Principles are appended to this report; the actions put into place for staff wellbeing in relation to returning to workplaces are outlined below.

### 4.2 Review of provision developed in Response Phase

The wellbeing provision developed during the response phase is being reviewed to ensure it is fully evidence-based and fit for purpose for this next phase. This includes updating corresponding policies and procedures to ensure that all information is accessible, relevant, in line with organisational strategy, EDI objectives and follows current Government and PHE guidelines.

In addition to this, we are working with colleagues across the region to source and provide support for **financial health** in light of the anticipated economic downturn and the potential impact on our staff.

We are also working with regional groups to prepare for a potential second wave and the additional support that may be required in response.

#### 4.3 **'Long-Covid-19' Implications**

Emerging research and evidence is indicating long term physical and mental health effects and repercussions for some people who have contracted the Covid-19 virus. We are working with regional partners to review this and develop support for staff who may have been affected.

#### 4.4 **Flu Vaccine**

Provision is in place for all staff who are not currently eligible for a free vaccine to be able to access one, funded by SCC, through either Boots or Community Pharmacies. This will be actively promoted from September.

#### 4.5 **Eye Test/Care Programme**

Promotion of free eye testing and glasses for VDU use to encourage those staff working from home, who may have increased screen time due to virtual meetings, to have their eyesight checked regularly.

#### 4.6 **Wellbeing Conversation Toolkit**

This has been designed to help managers having wellbeing conversations with team members and to support wellbeing whilst working remotely or returning to office spaces. Incorporated within this is a homeworking wellbeing and safety checklist for staff to review their wellbeing and working conditions and inform a discussion with their line manager to make any necessary adjustments to enable safe and well working from home.

#### 4.7 **Wellbeing Champions**

A network of Wellbeing Champions across the organisation is being developed to support wellbeing and resilience at a local level within directorates, teams and services. The Champions will act as ambassadors for wellbeing, signposting to information and will also support the dissemination of communications for wellbeing provision, services and support.

#### 4.8 **Mental Health First Aiders (MHFA)**

A network of MHFA is being set up to provide managers and staff with the right level of mental health support and advice; the First Aiders will also be trained to triage when dealing with a mental health crisis. The MHFA will act as first response to a mental health crisis or for staff with emotional distress.

#### 4.9 **Wellbeing and Resilience Workshops**

A number of resilience, stress management and managing in crisis workshops have been held and will continue, with bespoke workshops organised up for services/teams as required.

## **5. Financial and Value for Money Implications**

- 5.1 Covid-19 has necessitated the provision of unprecedented levels of support for staff working in extraordinary circumstances and, whilst much of this has been provided in-house or in partnership with colleagues across the system, there has inevitably been an additional cost to budgeted wellbeing provision. This has been met through existing HROD budgets as well as corporate Covid-19 funds.

## **6. Equality and Diversity Implications**

- 6.1 Wellbeing provision throughout the pandemic has been designed to be inclusive and diverse to make it accessible and relevant to all staff. Ongoing feedback from Employee Networks helps us to continually assess the offer to ensure we can support in particular staff groups who may be disadvantaged or at greater risk.

## **7. Risk Management Implications**

- 7.1 None arising directly from this report.
- 

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**Sources/background papers:** None

# Covid-19 Returning to Work Guiding Principles

Effective from 14 September 2020

# Overarching Principles

- These principles apply to all SCC services and 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.

Page 38 Service level risk assessments must be reviewed and updated prior to 14 September 2020. They should be checked on a regular basis to ensure they are in line with any updated guidance.

- Individual risk assessments must be completed for any member of staff in the [NHS “vulnerable” categories](#) in advance of a return to the workplace. This includes BAME staff members.
- This is the council’s current approach in response to Government and Public Health 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 – Staff working in or with our communities

- The service specific approach is particularly important for our customer facing teams, e.g. social care (including face to face meetings with vulnerable residents and home visits), customer service points, libraries, highways, etc.
- We will rigorously apply Public Health guidance to the way our customer facing staff work, in particular those who undertake home visits; this includes but is not limited to the provision of appropriate PPE as relevant to the role/circumstance.
- Staff attending any workplace, residential or community setting must familiarise themselves with any workplace and/or personal risk assessment for that setting and ensure they comply with social distancing and other risk mitigations in place.
- Where staff are attending a residential or community setting we will group or cohort staff wherever possible to limit the number of different people each individual may come into contact with.

# Working Practices – Office Based Staff

- Office based staff may continue to work from home where they are able to do so.
- It is though important for those who have been working from home to have regular face to face time with colleagues and their line manager; it is anticipated that this can be managed within one day a week.
- We are therefore enabling office based staff to work from an SCC building for **one/maximum two days a week**, (except where staff have a pre-agreed arrangement with their line manager); this is to facilitate collaborative working and must be agreed locally in advance by line managers.

# Working Practices – All Staff

- A maximum of 40% of work stations will be available in a SCC building at any one time. Managers will be expected to restrict the people in their teams working from a SCC building accordingly and consider roles/personal circumstances when deciding who comes into the workplace.

Page 41 Staggered start/finish times should be considered for staff coming into the workplace to reduce the number of people in at any given time and to help avoid peak travelling times on public transport.

- Staff must familiarise themselves with specific building instructions on [Jive](#) prior to going into the workplace.
- Staff will need to reserve seating in their appropriate service or team area through Manhattan before going to a workplace, apart from staff in the Contact Centre.

# Property Considerations

- Workspace occupancy will be monitored by the AEOS system through staff passes when entering/exiting a SCC building.
- Regular and appropriate cleaning, in line with Covid-19 Public Health guidance, is undertaken in all SCC buildings used by staff and visitors.
- Deep cleaning is undertaken in all occupied SCC buildings each weekend in addition to “regular” daily cleaning.
- Plexiglass screens are in place in all areas where face to face contact is necessary.
- Social distancing restrictions are in place in all workplaces, including additional measures such as ‘one in, one out’ in communal areas, (e.g. toilets, kitchens, lifts, corridors and stairways). 2m tape/markings/floor plates are in place in communal areas.
- Where necessary, office layouts (e.g. seating and tables) have been reconfigured to maintain spacing and move face to face interactions to an absolute minimum.
- Wherever possible, SCC buildings have one entry and a separate exit point.
- Hand sanitation is provided at entry, exit points and throughout the buildings.
- Soap, water and paper towels are provided at all washbasins/sinks to enable staff to practise regular hand hygiene.
- There should be limited use of high-touch items and shared office/communal equipment.
- Where SCC teams share SCC buildings, access/social distancing must 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 can be virtual or in-person depending on the nature of the meeting; the aim being to be as productive as possible. For this reason, hybrid meetings are discouraged. Attendees at in-person meetings must ensure they adhere to the social distancing measures in place.
- Meeting rooms need to be booked in advance through Manhattan and numbers of attendees kept within the room capacity restrictions; Reception staff within SCC buildings will arrange meeting room layout to ensure social distancing and to monitor the number of people in the building to prevent overcrowding.

Staff training will be virtual by default for the foreseeable future.

Walking/cycling is preferable to travel by car where possible. Car sharing is actively discouraged. Where public transport is used a face covering should be worn in line with Government guidance.

- 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 wherever possible personal clothing, towels, etc. must not be left on site unattended.
- Any member of staff who is symptomatic, confirmed Covid-19 positive or who has been contacted through the Test and Trace system must immediately self-isolate in accordance with Government guidance. If the member of staff has been working at an SCC office/ building and/ or working in close proximity with other SCC colleagues, their line manager should notify Public Health at [healthprotection@surreycc.gov.uk](mailto:healthprotection@surreycc.gov.uk).

# Our role as Leaders

- We will ensure all our staff are aware of and adhere to these principles and will lead by example.
- We will manage by trust, enabling people to be at their most effective.
- We will recognise that not everyone may feel comfortable returning to the workplace and understand that our role is to reassure our staff that measures are in place to protect them.
- We will check in on our teams regularly and be alert for warning signs around people's mental and physical wellbeing.
- We will actively encourage our staff to have regular breaks during the day.
- We will encourage clear boundaries between work and home life and promote the importance of people having time off to recharge; this includes the necessity for people to use their annual leave.
- We will objectively look at the way we work –our systems, processes and working culture, challenging ourselves to do things differently, (whilst recognising there will be some regulatory parameters we need to work within).

# Our Roles as Employees

- We will follow these principles and advice from Facilities Management (whether SCC or partner organisations) with regard to using local workspaces.
- We will not remove signage or alter the layout of a socially distanced workspace.
- We will ensure that we take responsibility for keeping ourselves and our colleagues safe by keeping office based working to a minimum and adhering to the social distancing guidance, regular hand washing, use of hand sanitiser, etc.
- We will be polite and courteous to all colleagues and respect people's roles in keeping us safe.
- We will ensure our line managers are aware of our movements in order to keep the volume of staff in workspaces manageable and avoid over-crowding.
- We will feel confident in addressing any relaxed behaviour which might put people at risk.

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People, Performance and Development Committee  
22 September 2020

**“Our Conversation” Staff Engagement**

**Purpose of the report:**

To provide the Committee with a summary of the results of the “Our Conversation” staff engagement activity undertaken over the past few months.

**1. Recommendations**

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

**2. Introduction**

- 2.1 The Staff Survey report presented to the Committee at its meeting on 11 June 2020 provided an overview of our approach to conducting cross organisation staff surveys going forward.
- 2.2 The first phase as outlined in the previous report to Committee comprised a series of virtual staff focus groups alongside an organisation-wide survey, both of which were designed to gather feedback from our staff’s experience working through the Covid-19 pandemic as well as to create opportunities for reflection and to discuss innovation and future ways of working, including readiness for agile working.
- 2.3 The presentation attached to this report summaries the outcome of this engagement activity, as well as the actions we are taking in response.

### **3. Conclusions**

- 3.1 Capturing the views of staff as well as critically, responding to their feedback, is vital to our objective of continually improving employee experience and as a result, organisational performance.

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

- 4.1 Costs associated with this initial Our Conversation survey (using a reputable provider for design, administration and analysis) amounted to £10,000. Ongoing costs for four quarterly services a year equate to £26,000 per annum. All costs are met from existing HROD budgets.

### **5. Equality and Diversity implications**

- 5.1 Surveys include embedded demographic questions to enable detailed analysis and actions on outcomes as appropriate to relevant staff groups.

### **6. Risk Management implications**

- 6.1 None arising directly from this report.

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# OUR Conversation

Our staff have had to work very differently over the past few months. At the end of May 'Our Conversation' launched; an organisation-wide engagement activity with the aim of capturing direct feedback from staff about their recent working experience. This has provided insight which will shape the future of working practices at the council as we move towards being a more agile and adaptable organisation. The findings in this pack have come from...

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**Workshops**



**Participants**



**Survey Respondents**

Workshops included sessions for specific teams or groups (e.g. Members, BAME and other network groups as well as at service level where there was significant interest) to further understand the unique challenges faced by these groups.

# Online Survey Statistics

Directorate	Number of responses	% total responses
Chief Executive's Office	20	1%
Children, Families & Learning	872	38%
Community Protection Group	144	6%
Environment, Transport & Infrastructure	315	14%
Adult Social Care	481	21%
Resources	306	13%
Transformation, Partnerships & Prosperity	185	8%
<b>Total</b>	<b>2323</b>	<b>100%</b>
No directorate selected = 107 responses		

## Overall respondents

2430 = approx. 25% of in scope workforce

1983 (82%) = online

447 (18%) = paper

# Positive highlights and themes

*Inclusive of workshops and survey*

## Purpose



Common purpose

Sense of focus

Clarity of outcomes

## Culture



65% feel happy at work nowadays/  
proud to work at SCC

## Collaboration



82% feel well connected with  
colleagues

74% find it easy to collaborate with  
colleagues and partners

Better partnership working

Relationships with new people

Broader, cross-organisational  
networks

## Leadership



76% say they have a supportive  
manager who cares about their  
wellbeing

91% say they have a manager who  
treats them like adults

More trusting and empowering

Less scrutiny and micromanagement

More visible and human

More devolved

# Positive highlights and themes cont...

*Inclusive of workshops and survey*

## Pace



Quicker decisions

More focused meetings

Quicker to adapt

## Environment



Reduced travelling

Reduced energy consumption

Reduced printing

## Working Practices



80% know where to go for wellbeing support if needed

Greater flexibility/not 9-5

## Systems and Tech



People have embraced technology more

Non-reliance on paper

### Summary of positive highlights:

- Improved worklife balance (no commute, greater flexibility)
- Improved collaboration with colleagues and partners

### How we feel about the organisation

- Generally happy/positive/feel proud to work for SCC
- SCC has coped/responded well to COVID-19
- Supportive organisation/listens to staff

# Areas of Concern – highlights and themes

*Inclusive of workshops and survey*

## Collaboration



Lack of face-to-face interaction

Staff without access to SCC kit feel 'left out'

## Systems and tech



**39%** feel they haven't had technology and/or simplified processes to free up time and make the best use of their skills

## Leadership



**47%** feel the council can improve upon how it provides an inspiring vision and encourages an agile, creative and collaborative culture

**42%** say they're not coached regularly, building a strong sense of personal responsibility and resilience

**30%** say they don't have clear, outcome-focused work objectives, reviewed on a regular basis

## Working from home



Isolation – issues for mental health

Missing the human interaction and social side of work

Balancing home/family and work – feelings of guilt

Missing the work routine

Not having the right home working environment

# Areas of Concern – highlights and themes cont...

*Inclusive of workshops and survey*

## SCC Offices



No longer fit for purpose

Reinforce outdated culture and practice

## Workload



**25%** feel they do not have a realistic workload

Relentless and exhausting

Overwhelming

Not sustainable

Danger of burnout/feel pressurised

'Always on' – hard to switch off

## Meetings



Too many

Some lack focus

Back-to-back – far more tiring when virtual

Just replicating the office, but at home

Promote virtual 'presenteeism'

## Diversity



**25%** male respondents

Out of total survey respondents, BAME, LGBTQ+ and disability groups were **less than 10%** (each group)

**On the whole, whilst concerns are significant and strongly felt, there have been far more positive responses**

# Cross-council actions

## Collaboration



- Teams twinning - knowledge sharing and mixed team learning
- Opportunities for collaborative working

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## Systems and tech



- Optimise use of software
- Improve basic IT literacy and self service learning
- Improve accessibility to software
- Adapt to new ways of working that is sustainable

## Leadership



- Improved communications – impact, relevance, length, audience, timely
- Build on Adult to Adult management style
- Endorse, embed and role model agile working principles
- Strong, outcome focussed, performance management
- Situational leadership and role modelling
- Positive behaviours and resilience
- ‘Lean’ ways of working principles

## Working from home



- Agile working principles

## Diversity



- Mandatory unconscious bias/anti racist training, reverse mentoring, inclusive leadership and ways of working

# Actions cont ...

## SCC Offices



- Create opportunities for more and easier collaborative working

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## Meetings



- Improve meeting etiquette and culture:
  - Reduce number of meetings
  - Too much screen time = screen fatigue

**Some actions are already in plan/in progress**

## Team Working



- Completion of Team Charters Autumn 2020 to include:
  - Wellbeing Conversations
  - Agile ways of working - principles
  - Workspace risk self-assessment
  - Managing workload
- Innovation Hub – sharing of projects and ability to collaborate
- Better use of cross organisational networks
- TED Talks – empower and develop

# Our Conversation Survey- next steps

## Communication and Next Steps

Detailed survey findings will be provided to CLT shortly and communicated to all staff within the next few weeks.

## Management Action Planning Pack

Will include results at team/service level, with signposting to support materials such as action planning guidance and resources for managers and teams to use.

## Leadership Ownership

Leadership teams are responsible for analysing and responding to their results; working collaboratively to engage and motivate their teams to take part in change and improvement initiatives – being part of the solution.

## Support

HROD Business Partners will support directorate leadership teams in analysing survey results and action planning in response.

The 'Culture Influencers' staff group's role is to influence and support the organisation by championing new ways of working that advocate change positively. The group will support leaders to interpret results into actions. They will also monitor progress across the council.

## Ongoing cross-organisation Pulse Surveys

Will launch January 2021 – ¼ of the workforce to be surveyed every quarter, providing year on year comparative insight for ongoing improvements.



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