

Agenda

People, Performance and Development Committee



SURREY
COUNTY COUNCIL

Date & time
Wednesday, 9
June 2021
at 2.00 pm

Place
Remote

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

Chief Executive
Joanna Killian



We're on Twitter:
@SCCdemocracy

Members

Tim Oliver (Chairman), Denise Turner-Stewart, Eber Kington, Will Forster, Mark Nuti and Becky Rush (Vice-Chairman)

Please note that due to the Covid-19 situation this meeting will take place remotely and informally i.e. not open to the public.

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 PULSE STAFF SURVEY: JANUARY 2021

(Pages 1
- 14)

To provide the Committee with a summary of the results of the first SCC Pulse Staff Survey, undertaken in January 2021.

3 WORKFORCE OF THE FUTURE

(Pages
15 - 20)

To provide an update for the Committee on the delivery of the council's workforce strategy.

4 WAYS OF WORKING POST COVID

(Pages
21 - 44)

To provide the Committee with an overview of the council's ways of working as COVID regulations are gradually lifted. The report sets out how teams are being supported to transition out of COVID, working towards being 'Agile' as defined and governed by the Agile Organisation Programme.

5 DATE OF NEXT MEETING

The next meeting of People, Performance and Development Committee will be on 23 September 2021.

Joanna Killian
Chief Executive

Published: 1 June 2021 (Updated 3 June 2021)

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Thank you for your co-operation



People, Performance and Development Committee
9 June 2021

Pulse Staff Survey: January 2021

Purpose of the report:

To provide the Committee with a summary of the results of the first SCC Pulse Staff Survey, undertaken in January 2021.

1. Recommendations

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

2. Introduction

- 2.1 In January 2021, the council launched its first Pulse survey. Surveys will be undertaken on a quarterly basis, inviting 25% of our workforce to complete the survey. All staff will have the opportunity to complete the survey and share their views and experiences of working for the council.
- 2.2 The presentation attached to this report shares the high-level results and highlights those themes which are particularly positive as well as areas for improvement. Local results have been shared with Directorate Leadership Teams.

3. Conclusions:

- 3.1 The results from the first Pulse Survey are generally very positive, particularly when considered in the context within which staff have been working over the last 12 months. It is reassuring to see that staff are reporting feeling happy at work and that they believe the council takes positive action on staff health and wellbeing matters.

3.2 However, the results also identify a number of areas which require action, including the reported experience of BAME colleagues, a perception that the council does not always act fairly with regards to career progression, and the involvement of staff in decisions.

3.3 As the surveys continue richer and more comprehensive data will become available. We will be sharing the collective results of subsequent surveys in leadership workshops and webinars, as well as with the council's employee reference groups and the Trades Unions. The results of each survey and longitudinal analysis will be shared with PPDC on a quarterly basis.

3.4 Equalities Implications

The results of the Pulse Survey will feed directly into the council's Equality, Diversity and Inclusion Change Group and be used to inform and evaluate the impact of our actions in response to survey findings. The HROD team will work closely with the Employee Reference Groups to collaboratively agree priorities and actions in response to the results on an ongoing basis.

3.5 Implications for the Council's Priorities or Community Strategy

N/A.

Report contact: Jackie Foglietta, Director of HR&OD

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

Sources/background papers:



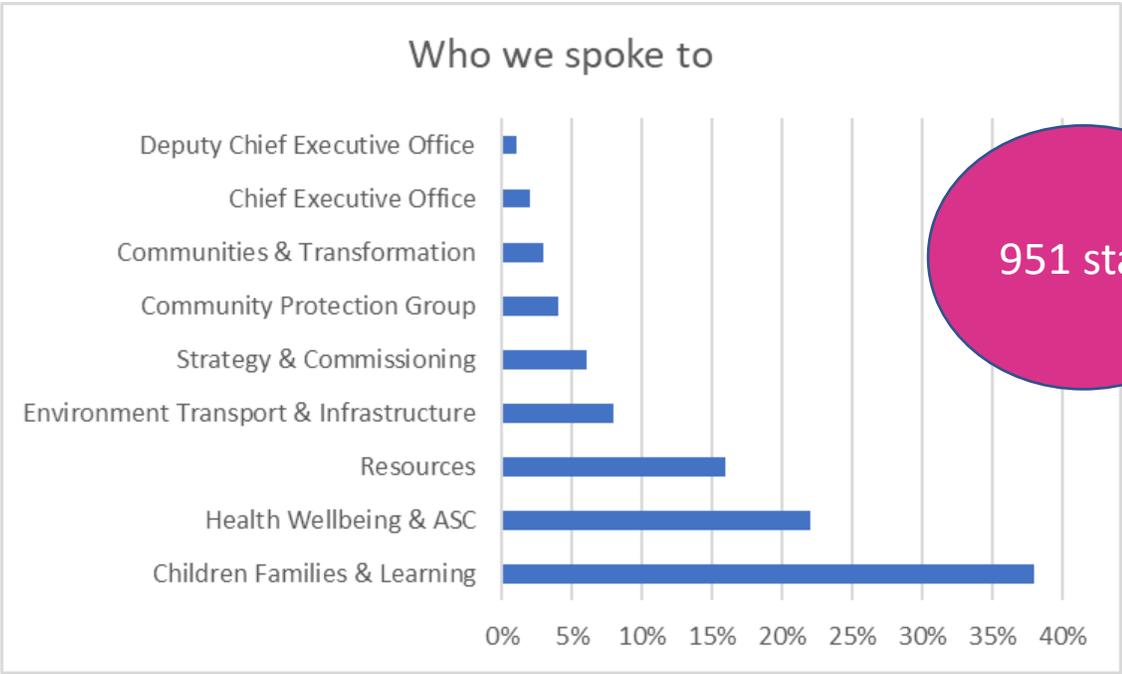
Pulse survey
January 2021
—
PPDC report



OUR Conversation

Who we spoke to

Page 4



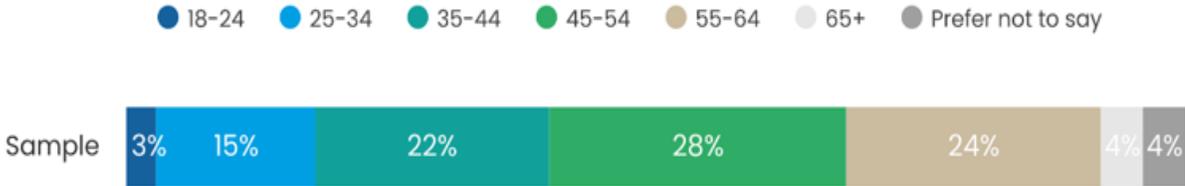
Sent directly to 25% of workforce

Sample reflects SCC profile

35% response rate

Statistical confidence

AGE GROUP



DISABILITY



ETHNICITY



GENDER





Positive results

- Health and wellbeing
- Staff reporting feeling happy at work
- Working culture
- Leadership



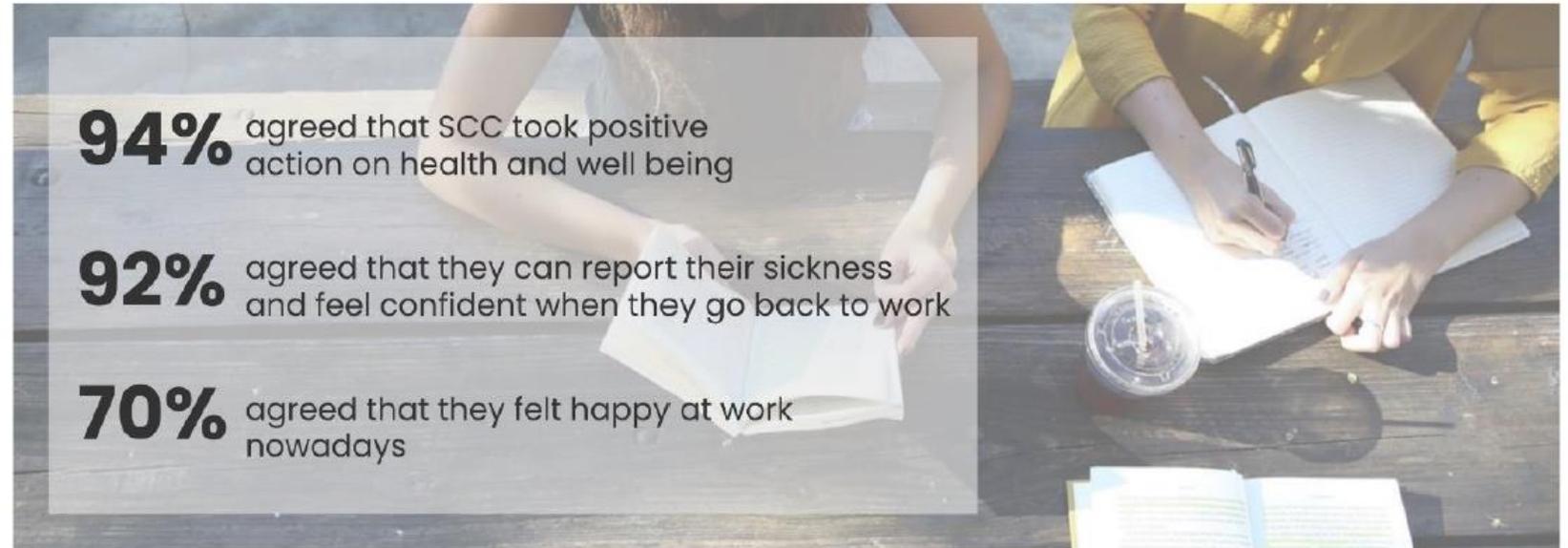
Areas to address

- Acting fairly with regards to career progression
- Experience of BAME colleagues
- Opportunities to contribute ideas before decisions are made





When asked if SCC takes a positive action on health and wellbeing, the majority said it did either definitely or to some extent. This result is significantly higher than the latest NHS staff results (2020) which indicates that 33% said their Trust definitely takes a positive action on health and wellbeing.



All respondents were asked to what extent they agreed or disagreed with the statement, 'Generally I feel happy at work nowadays'. 70% of staff agreed with this statement, which represents a five percentage increase (65%) compared to SCC's previous staff survey.

Leadership



OUR Conversation



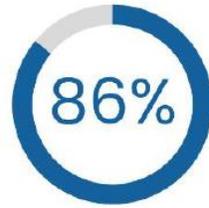
I am trusted to perform my job effectively



I feel a personal responsibility to seek out ways to develop myself at work



I believe my manager cares about my wellbeing



I can approach my manager to discuss my work objectives so that they are outcome focussed & up to date

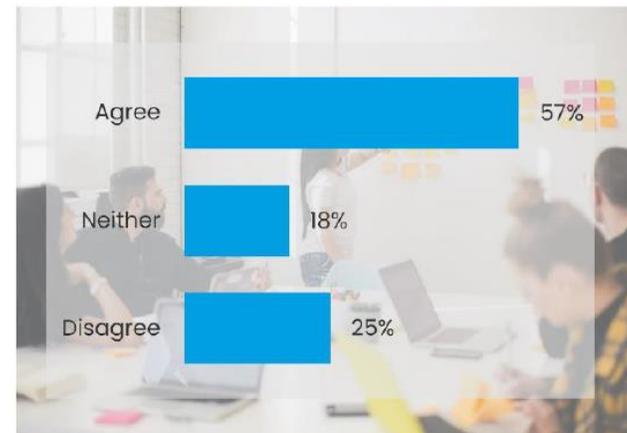


When I need it, my manager provides coaching to help me achieve my objectives

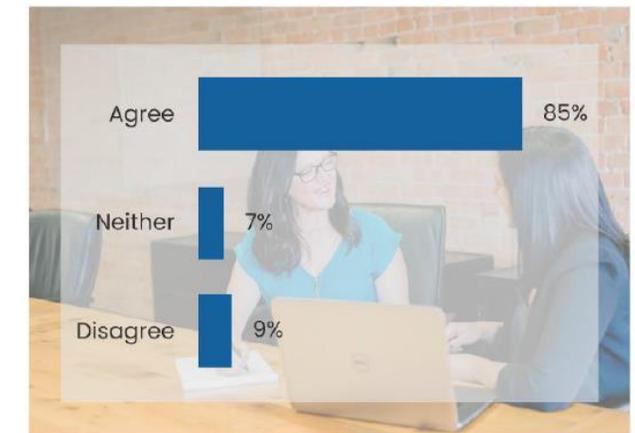
Agreement levels were high for 'I feel that I am able to have regular, open conversations with my line manager (85%) and 'Being kept informed about matters that effect staff at work (71%)

In contrast, agreement levels were lower for the statement, 'I have the opportunity to contribute my views before decisions are made that affect me' at just 56% (this result is still higher than the latest result published in the 2019 Civil Service People Survey (40%)).

I have the opportunity to contribute my views before decisions are made that affect me



I am able to have regular conversations with my line manager



Agile working Values & Vision



OUR Conversation

Respondents rated all aspects of agile working as important to them, with the following 3 seen as the most important:

TOP 3

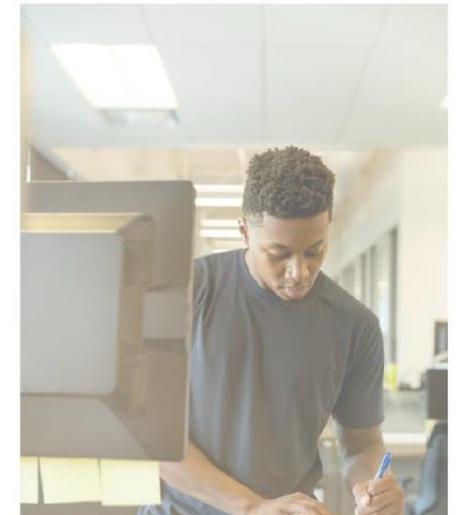
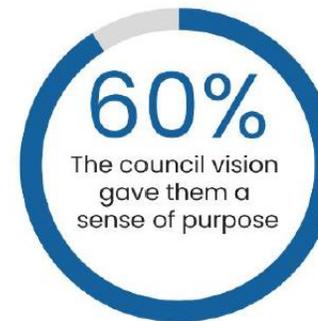
Page 8

- 1 Access to the information I need to work effectively
- 2 Work/life balance
- 3 Access to the technology and equipment I need to work agilely

The overwhelming majority of staff agreed that they take responsibility for living and demonstrating SCC values at work.

60% agree that the council's vision gave them purpose.

(% of total agreement)



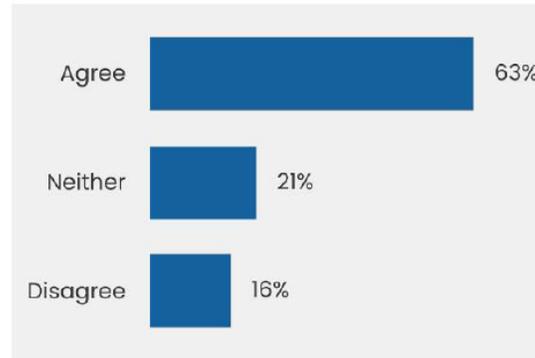
Performance & productivity



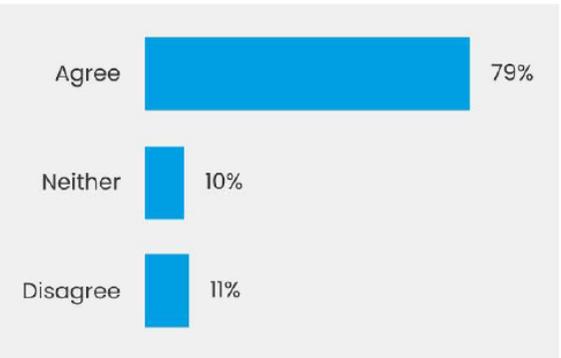
OUR Conversation

Almost eight out of ten staff (79%) agreed that they had the resources they needed to do their job effectively. A similar question is also included in the 2019 Civil Service People Survey which asks respondents, if they had the 'tools' they needed to do their job effectively (72%).

I have accessed development opportunities



I have the resources to do my job effectively



65% have had a Performance conversation in the last 12 months

68% AGREED that the performance conversations helped to develop & improve their work

68% agreed with the statement, 'My performance conversations help me develop, change and improve my work'

Working culture



OUR Conversation

(% of total agreement)

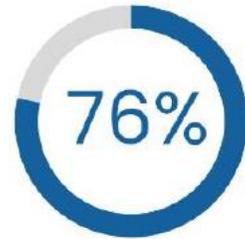
Page 10



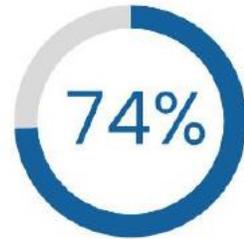
Focused on improving outcomes for residents & communities



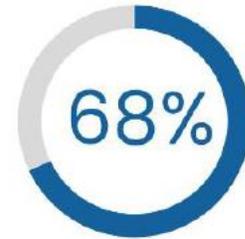
Encouraged to be proactive & take responsibility for personal & career development



Teams and services benefit from a common goal & working together delivers good services



Used residents' and partners' views, to inform their work & learn from each other



Willing to try new things out & improve services.

Agreement for all statements in this section were generally above 70%. This was particularly the case for 'Everything we do is focused on improving outcomes for our residents and communities' and 'Staff feeling encouraged to be proactive and take full responsibility for their personal and career development (both 79%).

However, agreement levels were lower for, 'We are willing to try new things out and improve our services (68%). This is a reduction from the 2020 SCC staff survey (81%).

Equality, diversity and inclusion



OUR Conversation

(% of total agreement)



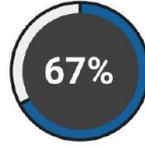
They can bring their whole self to the workplace



That the council is committed to creating a diverse and inclusive environment



They are fairly treated by the council



That they felt safe to speak up about anything that concerns them in SCC

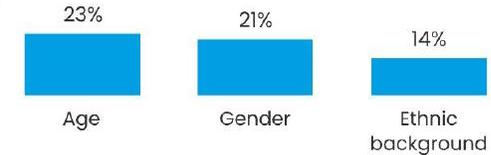
81% of staff strongly agree, or tend to agree that SCC is committed to a diverse and inclusive environment.

Page 11

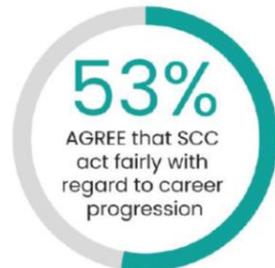
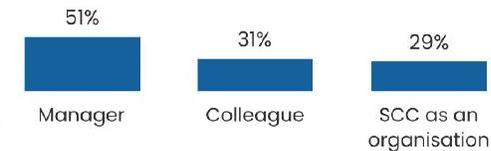
Colleagues who are heterosexual, gay men, or bisexual are significantly more likely to feel able to bring their 'whole selves' to work. Staff who prefer not to disclose a disability are significantly less likely to feel this way.



What grounds have you experienced this discrimination?



From where did you experience this ?



53% agree that SCC acts fairly with regard to career progression. BAME staff are less likely than white staff to agree that SCC acts fairly.

Staff who prefer not to disclose a disability are less likely to agree that SCC acts fairly than those with or without a disability. Younger staff are more likely to agree that SCC acts fairly than older staff.



Staff were invited to comment on what they were most proud of over the past year. Common themes related to: being able to carry on/adapt despite COVID-19, colleagues supporting each other/team work and helping people particularly those who are vulnerable.

These findings will feed into the work being undertaken to create an Employee Value Proposition as part of the Workforce of the Future Strategy.

Within the last year people were most proud of:

- 1 Adapted and continued as normal
- 2 Colleagues supporting each other
- 3 Helping people/community



"Worked as an effective member of a team within the constraints of Covid-19 regulations keeping the service"

"Our team are supportive and work hard to achieve good communication and good practice"

"Keeping children & families safe during the pandemic."

Next steps



OUR Conversation

We have:

- shared results with the Corporate Leadership Team, Trades Unions and staff
- shared local results with Directorate Leadership Teams
- held an Extended Leadership Forum session with a focus on equality, diversity and inclusion, supported by the survey results

We will:

- provide employee experience webinars for managers to support local engagement
- hold leadership workshops to share the results every quarter and engage with managers on how they can share the results with teams, and take action
- agree equality, diversity and inclusion Pulse Survey metrics for regular reporting to EDI Change Group and EDI Forum
- undertake more detailed and granular analysis as the number of surveys increase throughout the year

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People, Performance and Development Committee
9 June 2021

Workforce of the Future

Purpose of the report:

To provide an update for the Committee on the delivery of the council's workforce strategy.

1. Recommendations

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

2. Introduction

2.1 At its meeting in March 2021 the Committee endorsed the council's new workforce strategy: Workforce of the Future. This report provides the first quarterly update on progress in delivering the strategy.

2.2 There are five areas of focus that together will deliver Workforce of the Future; updates on the work that has been initiated over the past three months are summarised under each of the theme headings below. These updates cover both the new 'pilot' projects that have been established to trial and embed new approaches as well as progress with integrating Workforce of the Future into established programmes. More detailed updates on specific aspects of this work will be brought to PPDC for decisions as required.

3. Workforce of the Future: theme updates

3

Workforce Insight and Management

- 3.1 We are developing our use of data and insight through aligning KPIs to the new workforce strategy. Restrictions with the council's existing systems mean we are currently only able to collect, analyse and report on base level data, such as equalities information, employee turnover and sickness. As part of this strategy we are developing more sophisticated use of data and analytics, enabling the insight we gain to inform evidenced-based workforce initiatives and demonstrate impact. This will be facilitated through the use of several new systems and data sets as outlined below.
- 3.2 Unit 4 (the council's SAP replacement) is due to go live at the end of this year as part of the Digital Business & Insights Programme and will provide far more data about employees than we currently have. For example, it will enable analysis of career progression and skills to inform our workforce and succession planning. The additional advantage is that the system will automate more of the reporting, making it quicker and less resource intensive to access and analyse workforce data.
- 3.3 Workplace Analytics from Office 365 will enable us to better understand how employees are working, by providing data such as:
 - Number of average emails sent per week by service/directorate in any given month/quarter
 - Hours spent on emails by service/directorate in any given month/quarter
 - Hours in meetings by service/directorate in any given month/quarter
 - Hours spent collaborating via Teams etc. by service/directorate in any given month/quarter
 - Hours spent in 1-1s with line manager
 - Hours spent in other meetings with line manager (this will be helpful to see where line managers are spending time coaching their direct reports, or not as the case may be)
 - Number of 'active' online hours per week.
- 3.4 It is important to emphasise that this is not about 'checking up' on employees – principles of trust, flexibility and working by outcomes rather than outputs are essential to agile working and the council's desired culture. Rather this data will help to highlight where targeted preventative measures may be required, for example to address workload pressures or lack of supervision, before they impact on employee wellbeing, productivity, or performance.
- 3.5 The new quarterly pulse staff surveys are providing valuable feedback around specific issues and opportunities which we will use to inform delivery of the strategy (see separate report to this meeting of the Committee). Survey questions can be tailored each quarter to gain additional qualitative and quantitative insight about specific issues to inform the activity within the strategy.

- 3.6 Finally, we are actively looking to benchmark the council's performance, whether in response to staff survey results, base employee data such as our workforce demographics, sickness levels and turnover, or benchmarking around areas of importance to us, for example our approach to staff wellbeing and work-life balance.

Strategic Workforce Planning

- 3.7 Workforce is embedded in budget planning processes for 22/23 and 23/24. Integrating workforce planning with financial, strategy and transformation planning through the budget setting process will enable a more holistic approach to strategic workforce planning, ensuring our workforce plans and investment is aligned with and supporting the council's strategic priorities.
- 3.8 An early example of this is where a cross-HROD team has been established to maximise the contribution of workforce to our climate change commitments. This project will explore how our employment practices, policies and ways of working can support the council's commitment to be a net zero organisation by 2030.

Work and Job Design

- 3.9 Workforce is embedded in the emerging Digital Operating Model, enabling a council-wide approach to service and organisation design. By working closely with services such as IT&D, Customer Services and Transformation we can consider work and job design in the context of the overall service offer, therefore maximising opportunities for identifying efficiencies and introducing more efficient and productive ways of working.
- 3.10 The Digital Business & Insights Programme will have a fundamental impact on work and job design, encouraging a 'self-serve' approach to tasks such as payment of expenses, booking annual leave and maintaining personal information. These will be accessible remotely via an App, modernising our employment practices, reducing the administrative burden of logging onto SAP to carry out these tasks, and resulting in productivity gains. Combined with the data that will be available from Workplace Analytics and the Agile Programme, this presents a significant opportunity to ensure we are designing work in such a way that enables employees to focus on the most impactful activities.

Resourcing

Values-based Recruitment:

- 3.11 The values-based recruitment project is developing more holistic recruitment practices, focusing on recruiting for the right values and attitudes in addition to professional skills and competencies. This places more emphasis on the behaviours that are becoming increasingly important, e.g. resident focus, adaptability and a growth mindset, and consequently will support the move towards more agile and outcomes focused ways of working.

Alternative employment models:

3.12 We are exploring a number of alternative employment models in response to specific challenges across the council. This includes an 'Associate' model, initially focusing on Programme and Project Managers working on Transformation Programmes, which will be instrumental in helping to reduce reliance on agency and interim staff. It will also support the delivery of transformation by having a pool of known and proven project and programme managers to work on our key programmes.

Employee Experience

Employee Value Proposition (EVP):

3.13 We have initiated a programme to review and modernise our reward practices, employment policies and employer brand. The overall aim is to build a strong EVP that will attract and retain the best candidates. To do this, we will need to create a competitive pay and benefits structure with underpinning policies that connects with our employees and aligns with their expectations and preferences.

Culture Review:

3.14 Following their previous work with the council in 2018, Linguistic Landscapes have been commissioned to undertake a follow-up diagnostic to assess our organisational culture three years on. This will explore how the culture has evolved and identify where we might have further work to do to ensure our culture is completely aligned to our Vision and Values. An update on this work will be brought to a future PPDC meeting.

4. Conclusions:

4.1 Financial and value for money implications

There are no direct financial implications at this time. The strategy will support overall value for money and drive efficiencies by ensuring we are designing and organising work in a way that maximises the impact of our resources.

4.2 Equalities Implications

Improving employee experience and access to opportunities for all staff (current and future) is integral to this strategy. It is closely aligned to the council's wider work around equality, diversity & inclusion.

4.3 Risk Management Implications

N/A

4.4 Implications for the council's Priorities or Community Strategy

The strategy will enable us to ensure that our workforce is best able to deliver the council's Priorities and Community Strategy.

3

Report contact: Jackie Foglietta, Director of HR&OD

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

Sources/background papers:

Workforce of the Future, PPDC 31 March 2021

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People, Performance and Development Committee
9 June 2021

Ways of Working Post COVID

Purpose of the report:

To provide the Committee with an overview of the council's ways of working as COVID regulations are gradually lifted. The report sets out how teams are being supported to transition out of COVID, working towards being 'Agile' as defined and governed by the Agile Organisation Programme.

1. Recommendations

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

2. Introduction

2.1. As COVID restrictions start to ease and we work towards the 21st June milestone on the Government's COVID Roadmap, the Agile Organisation Programme has set out support and guidance for teams in preparation for office space becoming available again for all. At this point we do not know whether social distancing within offices will be required from the 21st June (that is subject to a Government review) but we are planning for a COVID compliant office set up if this continues to be the requirement.

2.2. The Agile Organisation Programme (AOP) is a transformation programme that has been set up to specifically to deliver agile working alongside the Agile Office Strategy and also the other projects in the Organisation Transformation Portfolio (Digital, Data Insights, Digital Business & Insights and Resources Directorate Improvement). It uses a cross-functional governance structure to provide insight into projects that may have cross dependencies with organisational change.

- 2.3.** The Phase One objective of AOP was to exit County Hall by 31 December 2020 and move the Civic Heart to Woodhatch Place in Reigate. That is now complete, and we have moved on to a second phase of the Programme that currently includes the new Dakota building, a reconfiguration of space at Quadrant Court and supporting teams with understanding and working towards an Agile way of working. We are also reviewing the technology that gets put into our key offices that support agile working: online collaboration tools, hybrid meetings, as well as the ability to book seats, rooms and car park spaces.
- 2.4.** In managing the emergence from the COVID restrictions, teams and staff are actively encouraged not simply to return to the pre-COVID ways of working but to sustain the positive changes over the last 14 months including working flexibly from home, across SCC offices and in the community. This has been done through a range of communication channels, including direct engagement with teams and a regular blog from Leigh Whitehouse, as sponsor of the Agile Organisation Programme, and an area on “jive” with guidance, FAQs and signposts to information or support. Working in an agile way will be different for each service, dependent on what they do and the residents and customers they serve.

3. The Agile Organisation Programme and Office Space Provision

- 3.1.** The Agile Organisation Programme is now in its second phase having delivered the exit out of County Hall and the establishment of Woodhatch Place. The Agile Office Strategy is being developed to shape what happens to SCC buildings over the next few years. Once finalised this will inform office moves for the rest of 21/22 and beyond.
- 3.2.** Woodhatch Place is designed to accommodate 40% of a service / team at any time (desks / seats) in addition to shared meeting, collaboration and touchdown spaces, and is the blueprint for how all offices will be designed in the future. Several ‘Ways of Working’ polls undertaken over the last 9 months consistently show that the majority of staff see themselves making use of SCC office space a couple of times per week on average.
- 3.3.** The shifting views regarding the value and use of office space are reflected in the activity-led design of workspaces and choice of furniture. Like many other industries, our own staff feedback indicates that many feel more productive doing quiet and focused work at home and anticipate using the office spaces for activities requiring connection, collaboration, creativity and some formal meetings.
- 3.4.** The new Dakota Office building is currently being fitted out to provide space based on the same principles as Woodhatch Place. The building will

become available for occupancy on a phased approach across the Summer. The teams that will have Dakota as their administration base have been engaged throughout the development of Dakota and have inputted to the design to best utilise the space when they need to be at an office site.

3.5. Work is underway at Quadrant Court to make more efficient use of the space and accommodate c 250 staff relocated from County Hall. This includes a minor redesign of the layout, introduction of new furniture, and a focused records management workstream to file, archive or delete documents and explore digital transformation. Teams currently based at Quadrant Court as well as the new incumbents are being engaged with, both in terms of working in an agile way and also around the practicalities for completing the project. This is a 'mini' project in that a proper refurbishment of Quadrant Court will happen at a later date. With that in mind, this project will deliver an average of 70% capacity instead of 40% but that will be reduced when we are able to do the full refurbishment.

3.6. Greener Travel. A shift in ways of working and the use of technology, together with changes to the office estate, inevitably impact on travel. AOP has developed a set of travel principles that align with both agile working and the Greener Futures agenda, and is working in collaboration with Strategic Transport and Rethinking Transport to develop options for the future. This has included surveys of staff affected by the relocation from County Hall to develop travel plans and an in-progress review of access to car parking.

4. Transitioning out of lockdown into new and agile ways of working

4.1. Whilst the Agile Organisation Programme works with teams that are impacted by specific property projects, as above, there is additional universal support around transitioning out of lockdown into new and agile ways of working. This includes supporting teams to consider where work is done most productively – home, office space or other – when and how teams come together, and what future models of work look like.

4.2. Appendix A is the Transitioning out of Lockdown Guide that has been now been published on Jive and being actively used by the Change Management Team within the programme to facilitate service thinking and planning. The Guide outlines a set of principles, together with tools and templates, to support teams to discuss and shape their agile working arrangements and agree what works best for them, their team and ultimately customers and residents.

4.3. A series of virtual Q&A events are underway, open to all staff, to ask questions and prepare for the transition out of lockdown. Take up and

engagement has been good, with approximately 400 people signed up. Additional sessions will be arranged in response to demand. The format has been answering pre-submitted questions as well as linking up staff with subject matter experts to discuss live issues and concerns. The sessions also provide another channel for restating the principles of agile working and reminding managers and staff that we will not be returning to the way that we worked prior to the pandemic.

- 4.4.** Hybrid working is a fast emerging term in all sectors to describe a world where we split work time between home and the office space. Google, for example, envisage a hybrid working week where staff typically spend three days in the office and two at home and an increase in full time remote working for some.
- 4.5.** In SCC, we define agile working as a broader ambition that incorporates choice and flexibility with remote and hybrid working, but also incorporates mindset and behaviours about being driven by outcomes for residents, and establishing a high-trust, high accountability culture where we manage by results and outcomes. A poll of over 1500 SCC staff indicated that for over 80% people, the ideal working pattern is two days or less in the office. This aligns with thinking and research emerging from both local government and other sectors, this will not apply equally to all roles, some which it is necessary to be on site more often or not possible to work from home, but as an overall headline it conveys the magnitude of the shift in working patterns that we anticipate.
- 4.6.** Hybrid meetings are a feature of future ways of working, whereby some meeting participants are physically together in a space and some participants join virtually. Successful hybrid meetings require not only the appropriate technology, equipment, and meeting rooms, but also the requisite skills and behaviours to plan and manage a meeting in a way that is equally inclusive and productive for all. Whilst hybrid meetings have their place, they are not suitable for all types of meetings, and this is part of the organisation's learning journey towards new ways of working. The AOP is developing a guide to support staff to consider and address the differences of running a hybrid meeting, when it is appropriate to use them, and to develop their skills and behaviours accordingly.
- 4.7.** Complementary to the above, the HROD function is incorporating agile working principles into its development programmes for managers and leaders, including managing performance by outcomes.

5. Returning to the workplace for all

5.1. Whilst offices have remained open for essential use throughout the pandemic, many staff have continued to work from home in line with government guidance and requirements. As the offices ‘open’ over the summer to staff who have predominantly working at home, there will be support at the main hubs especially for those who have relocated. This will include booking desks and rooms, using the conferencing technology, and understanding the layout of the building. This will predominantly be for Woodhatch Place, given it is a new location for many staff, but similar support will be provided at Fairmount, Consort House, Quadrant Court and Dakota. These are complemented by “Welcome Packs” for key hub buildings with key practical information.

5.2. Whilst staggered dates are being applied for opening spaces, all offices will be fully open by mid-August (that being the date for the second floor of Dakota to open), subject to the Government’s roadmap remaining on track. All buildings will continue to be COVID compliant, including the appropriate spacing of furniture, regular cleaning of equipment and fixtures and the right level of fresh air ventilation. This will continue until the legislation no longer requires it and SCC is happy to relax these measures.

5.3. Data will be utilised to understand the demand and patterns of working at offices. This will allow us to monitor the demand for office space over the summer. We will also be able to use the data to identify and target teams that may need further support or facilitation around overcoming any challenges they have in working in a more flexible and agile way. In addition, we now have access Microsoft’s Workplace Analytics, this allows us to analyse data based on people’s use of Office 365 and Teams. It provides an insight into collaboration and working styles/patterns and will act as an aid to teams to help them to think how they are working, as a team and with the wider organisation.

6. Conclusions

6.1. As offices open in line with the Government’s lockdown roadmap, we are using the opportunity for teams to further develop their agile ways of working. The office becomes another physical space for working, tending to be more for when teams need to collaborate physically, alongside the options of working in the community or from home.

6.2. A range of support is provided to teams to help them to prepare for the transition out of lockdown and establish more agile ways of working that support productivity and sustain the positive changes and learning from the last year. There is no one size fits all but rather, each team is encouraged to consider the agile working principles and find what works best for them and the residents and customers they serve. Learning will continue well beyond

the opening of offices as to what works best for teams and the Agile Organisation Programme will continue to support the Council on this journey.

7. Financial and value for money implications

7.1. There are no new financial implications arising from the information in this report. Finances and value for money in relation to the AOP are managed through the Transformation Assurance Board as Agile Working is part of the Organisation Transformation Portfolio of projects and programmes. Value for money is tracked in terms of benefits realisation for the overall portfolio.

8. Equality and Diversity Implications

8.1. An Equality Impact Assessment sits within the programme and is continually updated and monitored as the programme develops. Audits of building accessibility is currently taking place and staff are being engaged to support those.

9. Risk Management Implications

9.1. A Risk and Issue Log for the programme is live and actively managed. In relation to the ways of working post-COVID, we are mitigating the risk that staff continue to work in a way that was normal prior to the COVID pandemic. To help mitigate this we are using several communication channels to push out information and the offer of support. These channels are both council wide and Directorate specific. We have worked directly with teams based at the main hubs and those that are moving or are impacted upon by changes to the office set up that they currently have as their admin base. We will use trend data to help identify where teams are returning to old ways of working and we will use the data to engage with those teams and help them with challenges they may have.

Report contact:

Brendon Kavanagh, Programme Director Agile Organisation
Tel: 07814 809266
Email: Brendon.kavanagh@surreycc.gov.uk

Jackie Foglietta, Director of HR&OD
Tel: 07976 112409
Email: Jackie.foglietta@surreycc.gov.uk

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Transitioning out of Lockdown – 2021 A Guide

How to use this guide

With the end of Covid restrictions on the horizon, our attention now turns to the future - transitioning safely out of the way that we have been working in response to the pandemic and into a more agile way of working.

This guide provides some resources to help meaningful conversations take place within teams and in 1:1s as you prepare for the transition out of lockdown. We would encourage you to do this over the next couple of months. Should you need additional support to do this or simply want to talk it through, please contact AOP@surreycc.gov.uk

Included in this guide are the following:

- An overview of the impact the Government lockdown roadmap is likely to have on the way that we work
- Some general principles for you to consider when discussing the transition out of lockdown
- A reminder of what we mean by 'Agile'
- Some guidance to help you think about where, when and how you will work and communicate as a team in the future
- A simple template and guidance to frame a team discussion about the transition out of lockdown into a more agile way of working (a Microsoft Word template is also available)
- A template and guidance for a 1:1 discussion with members of your team – this includes some guidance both for the line manager and the individual (a Microsoft Word template is also available)

Circumstances for every team and individual will be different and the approach that you adopt should reflect these circumstances. However the key principles at the heart of an agile way of working should apply to everyone.

What impact does the Government roadmap have on how we work?

	29 March	12 April	17 May	21 June
Lockdown Roadmap	<ul style="list-style-type: none"> • Rule of 6 <u>outdoors</u> • No indoor mixing households 	<ul style="list-style-type: none"> • Non-essential retail opens • No indoor mixing of households 	<ul style="list-style-type: none"> • Rule of 6 <u>indoors</u> • Outdoor restrictions lifted; gatherings >30 illegal 	Planned lifting of all restrictions
Working implication	Continue working from home, if possible		<ul style="list-style-type: none"> • Work from home if possible • Possible larger meetings outdoors 	<ul style="list-style-type: none"> • Able to use the office*
Team activity	Transitioning out of lockdown and into Agile planning: Team and individual discussions to determine the right approach and ways of working on a local basis**			

* Subject to the outcome of the Government's review of social distancing restrictions

**templates and guides to be provided

Guiding principles: Transitioning out of lockdown



Consider what could be and not what has been. Agile working provides us with a great opportunity to think about how we can all work differently. Reflect on those things that have worked well over the last 12 months – how can these be maintained? What are the old habits or practices we must avoid drifting back into?



Collaboratively define the future way of working as a team – it needs to be flexible and work for the team, for the wider Council and for the residents that we are here to provide services to.



Where we work and how we use the workplace will be different – Teams can make choices about what work makes sense to do remotely and what will be more effective in a physical setting.



Every team is unique and will need to make choices about what works best for them, their colleagues and residents. Ways of working over the last 12 months will have been different across the Council and this needs to inform the thinking about future ways of working.



Agile is new to everyone, so it's unlikely that everyone will get it right, first time. Accept that there will need to be an element of 'trial and error'; learning as we go.



Be guided by the Government 'lockdown roadmap' and adopt a timeline that works for the team.

What does 'Agile' mean?

With the end of Covid restrictions on the horizon, our attention turns to the future: transitioning out of the way that we have been working and into a more agile ways of working. Agile working provides us with a greater level of flexibility and choice about how best we get work done within our teams and services: where and when we are most productive, how we best engage with our customers, and how we get the most value out of coming together as a team. As we start to think about returning to our workplaces, we won't simply be returning to the way things were; we have a great opportunity to shape our approach and transition to agile working – at the heart of this is a shared sense of purpose, focus on outcomes, trust, collaboration, a learning mindset, and adaptability.

Strategy

Clear purpose. Resident and outcomes focused. Emergent. Systems thinking. Shared goals

Leadership

Adaptive. Authentic. Empowering. Inclusive. Visible. High Emotional Intelligence. Balance agility and stability

Culture

Collaborative. Networked. Values diversity. Transparent. Learning mindset. High trust/High accountability

Performance Management

Outcomes oriented: based on results and impact. Fosters resilience and productivity

Resources

Fluid. Based around outcomes. Matrix management.

Concept of work

Work is what you do. Working in the open. Outcomes based. Cross functional teams

Organisational Model

Outcomes based. Multi-disciplinary teams. Flatter structures. Flexible. Can move/adapt at pace.

Workspaces

Flexible spaces. Open & accessible. Incentivised desired behaviours and encourages collaboration.

Systems, tech & processes

Flexible. Adaptive. Intuitive. Integrated. Innovative. Automated. Maximising technology. Digitally enabled.

THE AGILE ORGANISATION
Outcomes driven
High trust
Adaptability
Collaboration
Common purpose
Learning mindset

Where we work in an agile organisation...

The way that we all use the workplace will be different – in the WoW polls, most people said that they wanted to work 2 days or less in the office and many saw the office in future as a place for collaboration, connection, and conversation. We all need to think differently about how we use the workplace. There will be work that can continue to take place remotely and work that will be more effective in a physical setting – these are choices that we all need to make and each have their own benefits. We need to consider what communication and activity needs to happen in ‘real time’ i.e. people need to be ‘present’ at the same time and what can happen ‘anytime’ i.e. virtual collaboration



Activities carried out in person/face to face

- Positive impact on wellbeing
- Opportunity to see team, colleagues and customers
- Chance and informal conversations
- Supports collaborative working, idea generation in group discussions and meetings requiring complex discussions or decision making

On the occasions that you are in the office, some workspaces will look different. Workspaces should be used to support agile working – this means that there will be fewer traditional banks of desks, more collaborative spaces and spaces put aside for quiet, focussed work.

As a team, discuss how best to use the workspace and for what purpose, this includes social interaction, collaboration and connection with colleagues.



Activities carried out remotely

- Improved work/life balance
- Reduced distraction and interruptions
- Increased flexibility and accessibility
- Ability to use technology to collaborate and interact with colleagues
- Environmental benefits

Feedback tells us that the use of virtual technology has enabled a greater level of flexibility and productivity in the way that we work and has positively impacted our lifestyles.

It is important that we continue to benefit from this, considering where work can continue to be done remotely and how we can use technology to collaborate effectively.

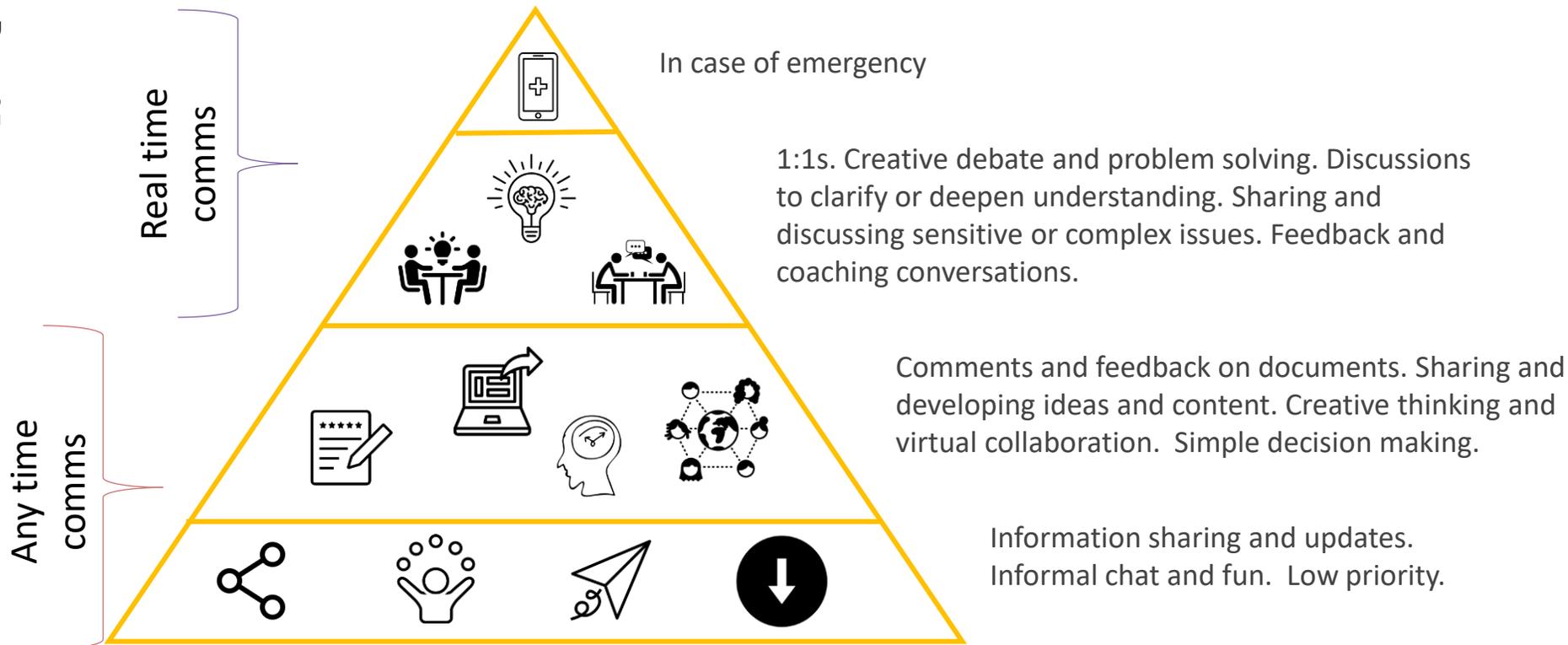
'Real time' vs. 'Any-time' communication

Any-time communication (aka asynchronous) is when two or more people can communicate without the requirement that they be “present” at the same exact moment in time. It is often cited as being both essential for effective remote working and the reason for greater productivity. It applies equally to a “hybrid” world, and can lead to better discussions, more productive meetings, and fewer knee jerk responses because people can process information at a time that suits them.

It doesn't replace the value and importance of face-to-face or online conversations, but it means a **more conscious choice, which in turn informs where and when you decide to meet in real time or in person.**

What's the right model for your team? What would be need to be different once restrictions have lifted?

Page 35



How and when we work in an agile organisation...



Agile working is about focusing on the work that you do - not where or when you do it. It is about being trusted to deliver outputs and achieve outcomes, having greater autonomy and not needing to ask permission to work in a different way. This way of working requires everyone to be accountable for the delivery of their work on time and to a high standard.



Teams working in an agile way focus on the 'task at hand' and have opportunities to work outside of their normal team and collaborate and network across the wider organisation.



Working in an agile way means that teams are more flexible, responsive and adaptable – this means that we need to share information, update colleagues on progress against outcomes and continually learn from others.



Agile working allows us to make choices in the way that we work. Focusing on outcomes means that we can be flexible about when we work as well as where we work aligned to the needs of the individual, the customer, residents and the Council.

Agile Team discussion guide



*Allow enough time for the discussion. The first discussion is likely to take a minimum of **an hour**, but you may need further discussions.*



Purpose of discussion

In planning how to transition the team out of lockdown and into a more agile way of working, it is important to speak with the team to make choices about how, when and where to work. It also provides an opportunity to discuss wellbeing and how the team are feeling about changes to ways of working.



Planning for the discussion

In preparation for the discussion with the team, it would be helpful to:

- Consider when is most appropriate for the team to have the conversation
- Whether there are any key factors that need to be considered within the discussion i.e. Customer requirements
- Provide the template to the team to help them prepare for the discussion
- Consider the best approach to manage the discussion – i.e. how will you ensure everyone is able to contribute? How will the outcomes of the discussion be captured?



Key Considerations

Remember!

- The approach that you adopt is unlikely to be perfect first time! Try something and refine it.
- The whole team needs to be involved in the discussion as it will need to work for everyone and you will all be accountable for making it work
- Try to think about what you can do differently – What has worked well over the last 12 months and how can this be maintained? What are the old habits or practices you need to avoid drifting back into?

Agile working – Team discussion template

Agile aspiration for the Team

How we work

Where we work

When we work

Team discussion template guidance

Agile aspiration for the team

Define what the Agile aspiration for the team is – agree as a team what you will be doing differently

- Looking at the characteristics of an Agile organisation, what would this look like for our team?
- What habits and practices that we have applied during lockdown do we want to keep?
- What old habits from 'pre-Covid' do we want to avoid returning to?
- How as a team will you support each other?

Where we work

A key element of Agile working is the flexibility to choose where you work – agree as a team what activities work best in which location

- As a team, what activities do we agree work better in person? i.e. Collaborative activity etc
- What activities do we agree as a team can work effectively using a remote approach?
- What locations will we use as a team to work from?
- How will we use our workspace differently?

How we work

Working in an Agile way, requires different ways of working – agree as a team how you will work effectively together

- As a team how will we communicate with each other? What communication needs to happen in 'real time' i.e. people need to be 'present' at the same time and what can happen 'anytime' i.e. virtual collaboration
- What processes and approaches will we have in place to make sure that we can effectively collaborate with each other?
- How do we share expected outcomes, progress and learn from each other?
- When we are meeting – whether physically or remotely – what is our meeting 'etiquette'?

When we work

Collectively agree what flexible working will mean for the team and how this aligns to the needs of your Customers

- How do we know when people in the team are available?
- What is the most effective way to structure the working day?
- Are there any barriers in the team to flexible working?
- What customer requirements do we need to consider when determining when we work?
- When and where will we connect as a team?
- How do we build in 'social' time and fun - ensure that there is 'downtime' as a team?

Agile 1:1 discussion guide



Allow enough time for the discussion. Aim for a minimum of **half an hour**, but you may need further discussions.



Purpose of discussion

In planning how to transition the team out of lockdown and into a more agile way of working, speak with the team to discuss choices about how, when and where to work. Each individual will have specific areas that they will want to discuss with regards to a new way of working and may want to discuss their wellbeing or how they are feeling about changes to ways of working – this discussion will enable you both to explore these issues in a confidential environment that can then feed into a wider team plan.



Planning for the discussion

In preparation for the discussion, it would be helpful to:

- Consider when is most appropriate for you to have the conversation
- Whether there are any key factors that need to be considered within the discussion
- Provide the template to the team member to help them prepare for the discussion – there should be joint accountability for the outcomes



Key Considerations

Don't forget:

- The approach that you adopt is unlikely to be perfect first time! Try something, see how it goes, and refine it.
- Everyone will have reacted differently over the last 12 months and will have different feelings about transitioning out of lockdown. It's important to recognise and support this.
- Try to encourage the team member to think about what they can do differently – What has worked well over the last 12 months and how can this be maintained?
- Encourage the team member to think about the flexibility and choices available to them and remind them that they don't need 'permission' to apply this!

Agile working – 1:1 discussion template

Individual agile aspiration
and wellbeing

How you'll work

Where you'll work

When you'll work



Agile working – 1:1 discussion template Line Manager guidance

Individual agile aspiration and wellbeing

Define what the Agile aspiration for the individual and how they feel about transitioning out of lockdown

- How is the individual feeling about transitioning out of lockdown?
- Are there any wellbeing concerns that you need to be aware of and any additional support or reasonable adjustments may be needed? Complete personal and workplace risk assessments.
- Does the individual have any personal circumstances or caring responsibilities that will have a bearing on agile working?
- Aspirationally, what does Agile working look like for the individual?

How you'll work

Working in an Agile way, requires different ways of working – understand what support and structure the individual will need to be able to adapt to this

- How does the individual prefer to communicate?
- What level of support will the individual need to work in an Agile way?
- Is there any development that the individual needs to support them working in an Agile way?
- How does the individual like to learn?
- What approach does the individual prefer to take to collaboration?

Where you'll work

A key element of Agile working is the flexibility to choose where you work – understand what location works best for the individual and whether there are any specific considerations

- Considering personal circumstances and location of Customers what locations are preferable for the individual to work from?
- How frequently does the individual feel they need to be in an office and for what purpose?

When you'll work

Collectively agree what flexible working will mean for the team and how this aligns to the needs of your Customers

- Are there any specific considerations regarding the individual's approach to flexible working?
- When is the individual most effective and what does this mean for how to structure the working day?
- What customer requirements need to be considered when determining when the individual works?

Agile working – 1:1 discussion template individual guidance

Individual agile aspiration and wellbeing

Be clear what Agile means to you. How are you feeling about transitioning out of lockdown?

- How are you feeling about transitioning out of lockdown and working in an agile way? Is there anything you would like to discuss with your line manager?
- Are there any wellbeing concerns that you would like to discuss with your line manager or additional support or reasonable adjustments that you might need?
- Do you have any personal circumstances or caring responsibilities that will have a bearing on agile working?

How you'll work

Working in an Agile way, requires different ways of working – consider what support and structure you are likely to need to be able to adapt to this

- How do you prefer to communicate?
- Is there any support that you need to be able to work in an Agile way?
- Do you need any additional development to support you working in an Agile way?
- How do you like to learn and share information?
- How do you like to collaborate? What approach works best for you?

Where you'll work

A key element of Agile working is the flexibility to choose where you work – consider what works best for you and if there are any specific considerations you need to discuss

- Considering your own personal circumstances and the location of your Customers what locations are preferable for you to work from?
- How frequently do you feel you need to be in an office and for what purpose?

When you'll work

Consider what flexible working means for you and how this will fit with the wider needs of the team and the needs of your Customers

- Are there any specific considerations you'd like to discuss with your line manager regarding flexible working?
- When are you most effective and what does this mean for how you'll structure your day?
- What customer requirements do you need to consider when determining when you'll work?

Additional support, guidance and resources

[An Agile Organisation | JiveSurrey \(jiveon.com\)](#)

[Staff Coronavirus information](#)

[Covid 19 Wellbeing support](#)

[Covid testing](#)

[Employee Assistance](#)

[Ways of working update - October | JiveSurrey \(jiveon.com\)](#)

[Agile working - the human factor \(surreycc.gov.uk\)](#)

[Managing by outcomes guide](#)

Agile working toolkit – coming soon!

Article: [Flexible and Agile working – do you know the difference?](#)

Article: [Covid killed the traditional workplace](#)

Report: [The five trademarks of agile organisations](#)

Article: [Agility, it rhymes with stability](#)

Article: [Designing the hybrid office](#)