

## Notice of Meeting

# People, Performance and Development Committee



**SURREY**  
COUNTY COUNCIL

**Date & time**  
**Wednesday, 31**  
**March 2021**  
**at 1.00 pm**

**Place**  
Remote

**Contact**  
Joss Butler  
Tel 020 8541 9702

**Chief Executive**  
Joanna Killian

[joss.butler@surreycc.gov.uk](mailto:joss.butler@surreycc.gov.uk)



**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 MEETING [10 FEBRUARY 2021]

(Pages 1  
- 4)

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

### 3 DECLARATIONS OF INTEREST

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

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

#### NOTES:

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

### 4 QUESTIONS AND PETITIONS

To receive any questions or petitions.

#### Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (*23 March 2021*).
2. The deadline for public questions is seven days before the meeting (*11 March 2021*)
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

### 5 ACTION REVIEW

(Pages 5  
- 8)

To note the Committee's Action Tracker.

### 6 FORWARD WORK PROGRAMME

(Pages 9  
- 12)

To consider the Committee's Forward Work Programme.

### 7 WORKFORCE OF THE FUTURE

(Pages  
13 - 26)

To provide the Committee with an overview of a new workforce strategy for the council: Workforce of the Future.

## 8 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

### 9 SURREY PAY 2021/22

(Pages  
27 - 36)

To seek the Committee's approval to a number of key changes to Surrey staff pay with effect from 1 April 2021.

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".

### 10 PAY POLICY STATEMENT 2021-2022

(Pages  
37 - 56)

The People, Performance and Development Committee is invited to recommend the Pay Policy Statement for 2021/2022 to the next meeting of the Full Council on the 25 May 2021 for publication on the council's external website.

**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.

### 11 UNSOCIAL HOURS PAYMENT

(Pages  
57 - 70)

To seek the Committee's approval to a key change to staff pay with effect from 1 July 2021. In consultation with the Trade Unions this change has been de-coupled from the main Surrey Pay 2021/22 pay settlement.

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 EMERGENCY DUTY TEAM (EDT) - PAY PROPOSAL**

(Pages  
71 - 114)

To seek the Committee's approval for the introduction of on-call payments paid per shift, to support the new model for the functioning of the Children's Emergency Duty Team (EDT), through continued use of daytime staff on-call for EDT.

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.

**13 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 1**

Information relating to any individual.

**14 DATE OF NEXT MEETING**

The next meeting of People, Performance and Development Committee will be on 9 June 2021.

**Joanna Killian  
Chief Executive**

Published: Tuesday, 23 March 2021

1.

**MINUTES** of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 1.00 pm on 10 February 2021 at Remote.

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

**Elected Members:**

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

**1/21 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]**

Apologies were received from Colin Kemp. Mary Lewis acted as substitute.

**2/21 MINUTES OF THE PREVIOUS MEETING [10 DECEMBER 2020] [Item 2]**

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

**3/21 DECLARATIONS OF INTEREST [Item 3]**

There were none.

**4/21 QUESTIONS AND PETITIONS [Item 4]**

There were none.

**5/21 ACTION REVIEW [Item 5]**

**Declarations of interest:**

None.

**Witnesses:**

None.

**Key points from the discussion:**

1. The Committee noted that there were no updates on the Actions Tracker.

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

None.

**RESOLVED:**

The Committee noted the Actions Tracker.

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

None.

**Witnesses:**

Jackie Foglietta, Director – HR&OD

**Key points from the discussion:**

1. The Committee noted the items of the Forward Work Programme.
2. In regards to the SCC Pay 2021/22 item on the Forward Work Programme, a Member asked whether March 2021 was too late to consider the collective agreement. Officers confirmed that consideration of the item was late however negotiations were still ongoing with the trade unions. Members further noted that it was unlikely that a pay deal would be in place by April 2021 however any changes would be back-dated once agreed.

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

None.

**RESOLVED:**

The Committee noted the Forward Work Programme.

**7/21 STAFFING MATTERS IN RESPONSE TO COVID-19 [Item 7]****Declarations of interest:**

None.

**Witnesses:**

Jackie Foglietta, Director – HR&OD

**Key points raised during the discussion:**

1. The Director – HR&OD provided Members with an update on staffing matters in relation to Covid-19 in response to the latest phase of the pandemic. Members noted that, although the number of cases within the current wave were higher, the council had been much better prepared in all areas in relation to workforce. Members were provided with a short presentation and the slides presented were included in the meeting's agenda.
2. The Committee had a discussion about front line and residential council staff refusing to receive the Covid-19 vaccine and asked whether refusal data was being collated and, further to this, what proactive steps were being taken to support vaccine uptake. Officers explained that there were a number of reasons why someone might refuse a vaccination and that it was against data protection regulations to record individuals preference. Members went on to note that any member of front line staff that had refused to be vaccinated, and could not work from home, may be redeployed to a non-front line role. Members highlighted the importance of proactive communications to support the uptake of the Covid-19 vaccinations by council staff where

appropriate. A Member of the Committee went on to stress the importance of the Corporate Leadership Team finding a suitable way of recording and addressing vaccine refusals.

3. In regards to reallocation of staff, A Member asked whether there had been any negative impacts to business continuity as a result of redeployments. Officers confirmed that the redeployment of staff had been successful and they had not yet identified any impacts of business continuity.
4. The Committee asked for clarification on the pay arrangements in place for staff who were self-isolating. Officers confirmed that the council continued to pay staff who were unable to be redeployed and were self-isolating.
5. Members noted that sickness rates, other than for COVID-19 reasons, were not higher than in the previous year.

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

None.

**RESOLVED:**

To note the content of the report.

**8/21 EXCLUSION OF THE PUBLIC [Item 8]**

**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.

**9/21 CENTRALLY EMPLOYED TEACHERS 2020/2021 PAY SETTLEMENT [Item 9]**

**Witnesses:**

Emma Lucas, Head of Business Partnering and Employment Practice

**Key points raised during the discussion:**

1. The report was introduced by officers. The Committee asked a number of questions which were responded to by the officers present before moving to recommendations.

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

None.

**RESOLVED:**

See exempt minute [E-4-22]

**10/21 PUBLICITY OF PART 2 ITEMS [Item 10]**

**11/21 DATE OF NEXT MEETING [Item 11]**

The Committee noted that its next meeting would be held on 31 March 2021.

Meeting ended at: 2:00pm

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**Chairman**



**People, Performance and Development Committee**  
31 March 2021

**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

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**Annexes:**

Annex 1 – People, Performance and Development Committee Actions Tracker

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## People, Performance & Development Committee – ACTION TRACKING

## February 2021

### 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 'in person' meeting agenda.

**People, Performance & Development Committee – ACTION TRACKING**

February 2021

**COMPLETED ACTIONS**

<b>Number</b>	<b>Meeting Date</b>	<b>Item</b>	<b>Recommendation / Action</b>	<b>Action by whom</b>	<b>Action completed</b>



**People, Performance and Development Committee**  
31 March 2021

**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

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**Annexes:**

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

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**People Performance and Development Committee Forward Work Programme – March 2021**



**9 June 2021**

<b>Item title</b>	Ways of Working post-Covid
<b>Report author</b>	Jackie Fogleitta, Director – HR&OD
<b>Item Summary</b>	To consider a report on the council's ways of working post-Covid-19.

<b>Item title</b>	Staff Pulse Survey Q1 2021
<b>Report author</b>	Jackie Fogleitta, Director – HR&OD
<b>Item Summary</b>	To consider a report on the Staff Pulse Survey Q1 2021.

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

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People, Performance and Development Committee  
31 March 2021

## Workforce of the Future

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

To provide the Committee with an overview of a new workforce strategy for the council: Workforce of the Future.

### **1. Recommendations**

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

### **2. Introduction**

- 2.1 The council's workforce strategy (previously known as Our People) is reviewed on an annual basis to ensure continued alignment with the Organisation Strategy and Transformation Programme. Given the unprecedented changes the Covid-19 pandemic has brought over the last year, a decision was taken in late 2020 to develop a new, future focussed, workforce strategy with a longer-term horizon. The new strategy, Workforce of the Future, which runs to 2030, provides the flexibility and capacity to be truly ambitious and fully realise the potential offered by changing employment trends to ensure our workforce is having the best impact on Surrey.
- 2.2 The approach we are taking will enable greater integration between workforce, financial, technology, business and transformation planning to ensure that the council's workforce is always aligned with and an integral part of delivering the Organisation Strategy and priority outcomes.
- 2.3 A key element of Workforce of the Future is that it is future focused; it identifies future trends in technology, society and the economy to understand how our workforce is changing, and how our employment offer

needs to change so that we can attract the best talent. It looks at how technology can be used to bolster productivity and ensure we are focusing human effort in those roles where they can have most impact for our residents.

- 2.5 Workforce of the Future is a critical component of emerging organisation design work to define the sort of organisation we need to be to respond to these demographic, economic, societal and technological changes more broadly and to meet our financial challenges over the medium term. Ensuring we have the right workforce, working in the right way and focused on the right things will be a critical part of this.
- 2.4 The strategy outlines the ambition around five themes, which when applied together will lead to the transformation of our approach to work and our workforce. Whilst the intent behind each of the five themes will remain constant, we will continue to update the ambition and how we apply it in practice in order to ensure we remain up to date and responsive to the council's, and county's, priorities as well as future changes in employment trends.
- 2.6 Recognising the pressures of the Covid-19 pandemic on staff as well as the wider transformation programme, we will deliver this strategy through utilising opportunity areas to deliver pilot projects as part of wider changes, as oppose to introducing additional wholesale (potentially disruptive) change. This will enable us to test and embed new approaches as opportunities arise before rolling them out more widely across the rest of the organisation.
- 2.7 Pilot areas identified to date include place-based working, greener futures and the digital transformation programme.

### **3. Conclusions:**

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

This strategy will support overall value for money and realise efficiencies by ensuring we are designing and organising work in a way that means we maximise the impact of our resources.

#### **3.2 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.

#### **3.3 Risk Management Implications**

N/A

### **3.4 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.

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**Report contact:** Jackie Foglietta, Director of HR&OD

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**Sources/background papers:** None



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# Workforce of the Future

Workforce Strategy 2030

February 2021



**SURREY**  
COUNTY COUNCIL

# Introduction



This strategy outlines our approach to ensuring our workforce best supports the delivery of the council's priority outcomes to 2030.

Covid-19 has accelerated the 'future of work,' irreversibly changing how work is done and what people expect from work and the workplace. We need to make the most of the opportunities (and mitigate the challenges) that this presents to ensure we remain a modern, attractive employer with a workforce able to meet the challenges of the years ahead and deliver the very best for our residents.

We will do this by fundamentally transforming the way we approach work and workforce:

- We will be much more insight led and integrated with wider strategic planning across the organisation.
- We will use technology to enable our people to focus on where they can add most value.
- We will use an outward looking approach and a strong employer brand to inform how we resource work and achieve value for money.
- We will create an employee experience that supports and enables all staff to deliver their best for Surrey.

This strategy sets out a vision and model for how we do this.

# Strategic drivers

The workforce we need in the future will be strongly influenced by the economic, social, demographic and technological trends we are seeing emerge (see appendix). The pace of this change and the impact they have on work has accelerated due to the Covid-19 pandemic, so it is critical we respond to them in order to be a modern employer that can attract the best talent and maximise the contributions of its workforce.

Wider trends and experiences during the Covid-19 pandemic are changing people's expectations of work. We need to ensure we understand this and adjust our offer accordingly to enable us to attract the best talent.

As a major employer and commissioner, SCC has an impact on Surrey's local economy. We need to align our approach to workforce with our work around economic development for example, to ensure we have a pipeline of skills, and that we are maximising the social value to be gained from our approach to work, e.g. by prioritising apprenticeship and work ready schemes to those furthest away from the jobs market.

The council's workforce strategy needs a clear line of sight to the Community Vision 2030 and our organisational priorities to ensure that investment in our workforce is having the most impact for our residents.

Workforce of the Future

## The vision:

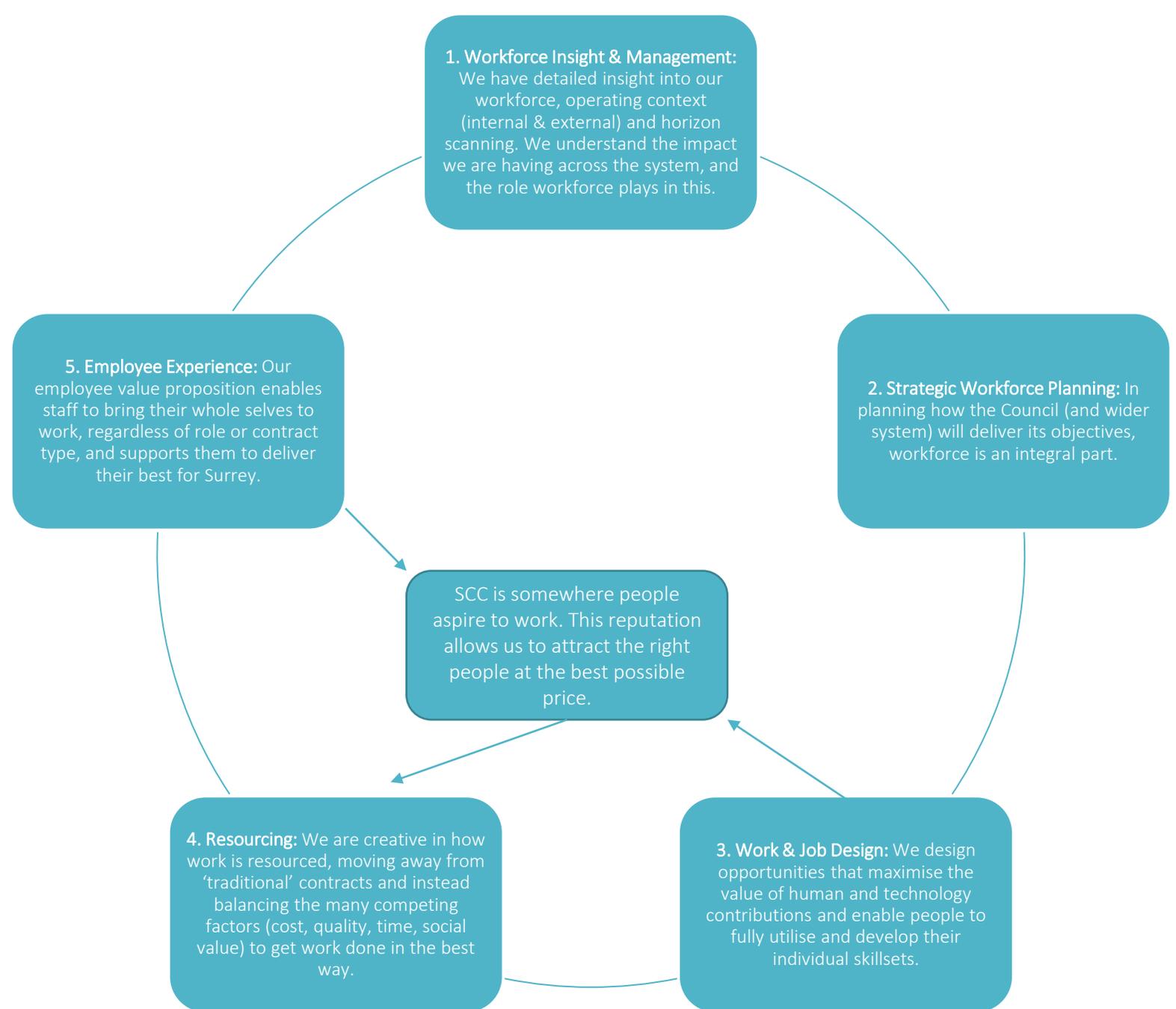
We recognise that our workforce is key to delivering the best possible services for Surrey's residents, whether directly or indirectly employed by the council.

We will be representative of the communities we serve; a place where people aspire to work, where everyone feels able to bring their whole self to work and know that they are making a difference every day. We will be at the forefront of innovation and best practice in people management to ensure that we maximise the value of our workforce in a rapidly changing world. We will have high expectations of our staff, and in turn invest in them and offer a compelling employee value proposition.

# Workforce of the Future: Model for Workforce Transformation

This model is intended to be used to structure thinking around how we can bring together the strategic drivers to ensure our workforce supports organisational and wider system priorities.

More detail about the ambition behind each of the five stages is included on the next slide.



# Workforce of the Future: 5 focus areas

Page 22  
1. Workforce Insight & management



We will develop our understanding and insight into our internal workforce & external environment, using this to drive the design & ensure the impact of the activity across all the other themes. We will understand best practice and look to apply it where relevant within Surrey County Council.

2. Strategic Workforce Planning



We will integrate and embed evidence based workforce planning within wider strategic and financial planning across the organisation so we are able to anticipate, identify and respond to changes in our operating context in a proactive way. This will start from a whole organisation level and flow down to team workforce planning. Any workforce initiatives will be closely aligned to our strategic objectives, ensuring that our workforce has maximum impact on the council's priority outcomes.

3. Work and Job Design



We will combine thinking about technology and people with organisation and service design approaches to completely rethink how we create value and how work is done. We may move away from traditional job roles to build in flexibility and create a more fluid organisation where 'talent flows to work.' This will ensure we maximise efficiency and value for money whilst focusing people on the most rewarding and value added work.

4. Resourcing



Where a person is needed to do a piece of work, we will take a strategic and creative approach, considering the full array of work engagements (such as employment, gig, freelance, alliances, projects, or other alternative work arrangements) to balance best value for money, quality of service and responsibility for our local economy and population. We will have an outward looking approach, creating a strong employer brand and reflecting market best practice to attract the best talent to work for the council.

5. Employee Experience



Recognising that people's expectations of work are changing, we need to develop and use our insight about employment trends to ensure we are offering the best possible employee experience and in return are maximising the value of human capital. This includes wellbeing, ways of working, ongoing learning & development, EDI, talent programmes, staff networks, leadership, pay & reward, benefits, etc.

# Delivery:

The strategy will be delivered through pilot projects to trial new approaches to workforce, in parallel with work to develop the necessary enabling capability and capacity (e.g. skills, policies, processes). Together these will lead to a change in the way we approach work and support achievement of the ambitions set out in this strategy.

This work will be undertaken in parallel to, and closely integrated with, other transformational activity across the council, such as:

- Equality, Diversity & Inclusion
- Climate Change/Greener Futures
- Digital Programme
- Service Improvement, including in Children's Services
- Health & Social Care integration
- Financial, business & transformation planning

Central to this strategy is a strong future focus, the ongoing monitoring of global, national and local employment trends and integration with wider council strategies and planning activity. As these change we will update the ambition set out within this strategy to ensure it continues to remain relevant and effective.



# Appendix

# Megatrends & disruptors: what can we expect to see changing by 2030?

Whilst no one can predict the future, these megatrends identify some of the ways in which society will be changing over the next 9 years. We need to be anticipating these and understand the impact they will have on the work we do, how we do it and what people expect from work.



## Demographic:

- People are living and working for longer, meaning we will have a more multi-generational workforce.
- As the workforce ages, we will need to think about how we retain people towards the end of their careers and attract the more limited pool of younger employees.
- An ageing population will place additional and different demands on our services.



## Technology:

- The pace of innovation in tech is increasing exponentially, meaning we need to build in the agility and flexibility to keep up with this.
- Employee expectations are increasing as consumer tech has overtaken corporate tech.
- Tech e.g. AI and automation will change the work we do, replacing some jobs and creating new ones. This will require different skills.
- The rise of tech carries risks we will need to consider e.g. vulnerability to cyber attacks, and innovation outpacing regulation.



## Economy:

- Rise in short term contracts and gig economy lead to a more flexible workforce as people no longer want a 'job for life'
- This leads to a shift in the balance of power from employers to employees as freelancers pick and choose which employers they want to work for based on what others say about the employee experience.
- Globalisation leads to a global job market, changing who we are competing with for the best talent.
- Automation could lead to greater inequality in the local economy, so we will need to balance our responsibility to Surrey residents with opportunities presented by a global market.



## Environmental & Social:

- Alignment with their own values is something that will increasingly motivate people's choice of employer as people seek meaningful work and the ability to make a difference.
- There is an increasing threat of global emergencies e.g. pandemics or related to climate change
- WHO described stress as the global epidemic of the 21<sup>st</sup> Century.

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