

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

PPDC 11 June 2020

# System workforce recovery

# System workforce recovery:

Recovery is defined as:

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

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

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

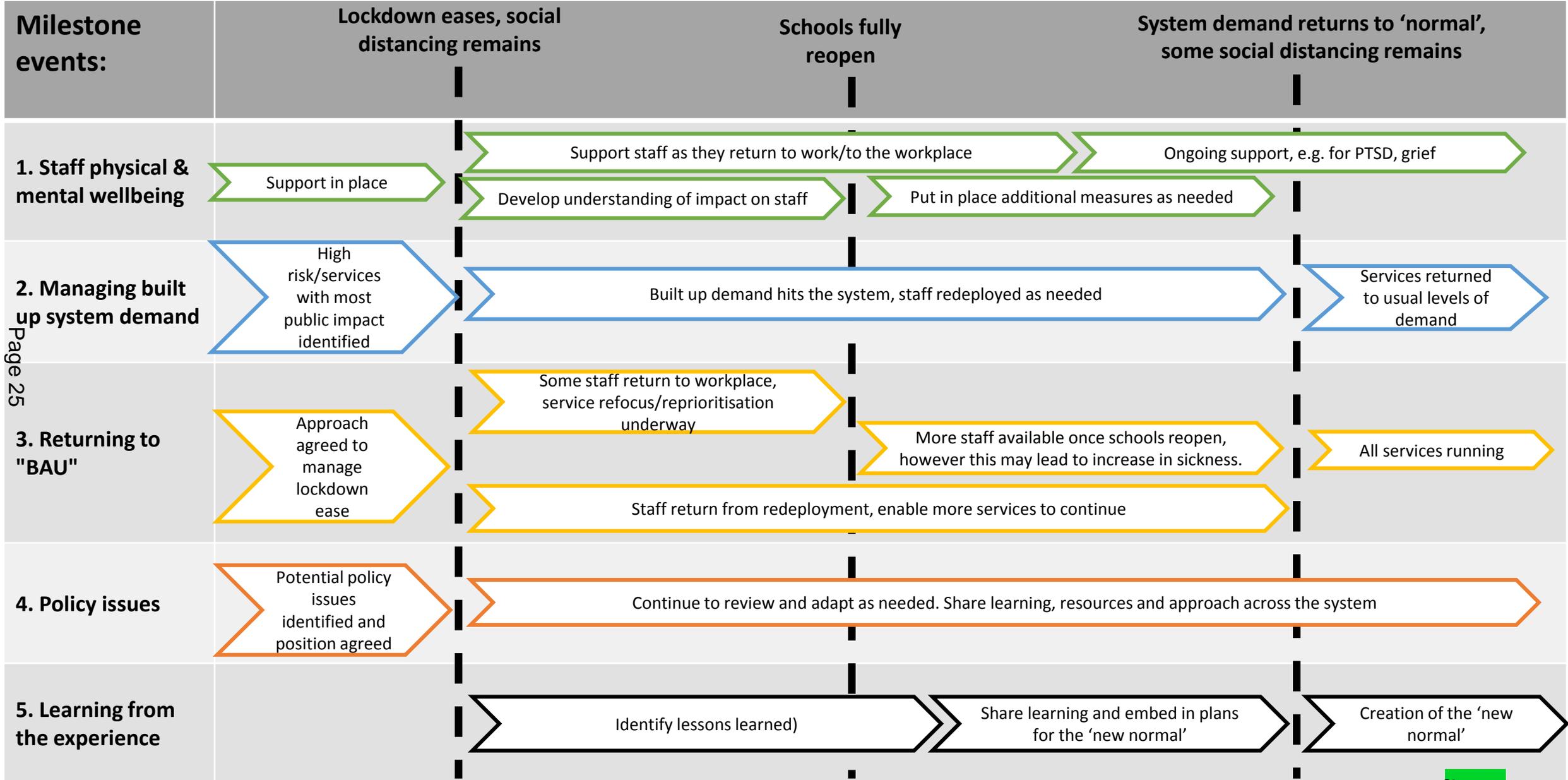


# The five main focus areas for system workforce recovery are:

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

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

# Event based workforce recovery roadmap:



# SCC workforce recovery

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

# 1. Staff physical and mental wellbeing

**ACTIONS:**

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





## 2. Managing built up demand in the system

### ACTIONS:

#### Immediate actions:

- Identify areas of anticipated built up demand.

#### Once lockdown eases:

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

#### When schools fully reopen:

#### Once services are back to usual levels of demand:

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

# 3. Managing the return to "BAU"

## ACTIONS:

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



# 4. Policy issues

## ACTIONS:

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

# 5. Learning from the experience

## ACTIONS:

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

# Appendices

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

# “Our Conversation” –Staff Engagement and Insight Programme

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



## Key Outputs and Outcomes:

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

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

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

## Staff Recognition

Consideration given to:

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



# Discounted:

## **Financial reward:**

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

## **Additional leave:**

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

Agreed:

**Staff award ceremony:**

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

**Peer/customer nominated recognition:**

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

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

# Workforce Deployment

## Close / pause services

### Close / pause services

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

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

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

## Continue / adapt BAU critical activities

### Adapt service models / approach

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

### Continue with normal BAU

- Service and activities unchanged
- Ways of working potentially changed

### Staff used flexibly - reassigned / redeployed

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

### Working with external resource

- Partners inc VCFS
- Providers

## New activities related to COVID

### Assign staff to Surrey wide response activities

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

### Reassign staff to SCC response activities

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

### Staff used flexibly - reassigned / redeployed

- Internal directly from across Directorates
- From central redeployment pool

### Working with external resource

- Partners
- Providers



**LRF / SCG / TCG**

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

**COVID Testing**

12 staff identified for 3 cohorts  
potentially further cohorts

**Supporting NHS e.g. portering**

5 staff deployed to St. Peters Hospital

**COVID 19 PMO**

9 staff fully deployed

**SCC resourcing [mobilisation]**

5 staff [3 fully deployed]

**Community Helpline**

c20 staff - Libraries

**Outbound calls for shielded**

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

**Food packages and related activities**

Managed through LRF

**Death registration [increased demand]**

c13 staff - Libraries

# Directorate Status Summary

## Adult Social Care [ASC]



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



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



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



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

## Environment, Transport & Infrastructure [ETI]



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



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



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

## Transformation, Partnerships and Prosperity [TPP]



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



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



High proportion of staff focussed on COVID 19 response and activities

## Resources [RES]



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



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



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

Twelve 15



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



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



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

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

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



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



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

## Community Protection Group [CPG]



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



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



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



# Managing an Ease in Lockdown Measures

## Guiding Principles

# Overarching Principles

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



# Working Practices

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

# Property Considerations

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

# Miscellaneous

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

# Staff Welfare

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

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