

Meeting of:	Cabinet
Date of Meeting:	Monday, 13 July 2020
Relevant Scrutiny Committee:	Corporate Performance and Resources
Report Title:	COVID-19/Coronavirus - Working Towards Recovery
Purpose of Report:	To provide Cabinet with an overview of the work underway to develop a recovery strategy for the organisation following the coronavirus pandemic and to seek approval for the approach.
Report Owner:	Leader of the Council
Responsible Officer:	Managing Director
Elected Member and Officer Consultation:	This report has been considered by the Council's Corporate Management Team.
Policy Framework:	This is a matter for executive decision by Cabinet.
<p>Executive Summary:</p> <ul style="list-style-type: none"> • This report is the latest in a series of update reports to elected Members of the Council regarding the continuing coronavirus pandemic and complements the on-going and regular communication and information sharing whilst the Council operates during the crisis. • This report provides Cabinet with an overview of the work underway to develop a Recovery Strategy for the Council following the outbreak of the coronavirus pandemic. The previous updates provided to elected Members are referenced in the background papers to this report. • This report provides Cabinet with an opportunity to consider the phases of response, transition and recovery associated with the pandemic and gives an update on the current status of the Council's work. At all times, the Council's primary concern is the well-being and safety of residents and visitors to the Vale of Glamorgan and the Council's staff and elected Members. These are the guiding principles in all decisions made, in line with the latest Government advice. • This report seeks approval for the approach to developing the Recovery Strategy, including a recommendation to refer to the Scrutiny Committee (Corporate Performance & Resources) for that Committee's views on the proposed approach. 	

- The report provides (at Appendix A) a summary of the results of the recently closed staff well-being survey which contains welcome results and is testament to the on-going dedication and hard work of the Council's staff.
- In order to continue to keep stakeholders updated on the Council's work, it is also recommended that this report be sent to all elected members, Town & Community Councils and members of the Public Services Board for their information.

Recommendations

1. It is recommended that Cabinet note the contents of this report and Appendix A.
2. It is recommended that Cabinet approves the approach to the development of the Council's Recovery Strategy and receives further updates in due course.
3. It is recommended that Cabinet refers this report to Scrutiny Committee (Corporate Performance & Resources) for its consideration and views on the approach being adopted to developing a Recovery Strategy.
4. It is recommended that this report be sent to all elected Members, Town & Community Councils and members of the Public Services Board for their information.

Reasons for Recommendations

1. To provide an update to Cabinet on the work being undertaken to develop the Council's Recovery Strategy.
2. To enable work to progress on the Recovery Strategy and to provide Cabinet with updates in due course.
3. To provide an opportunity for Scrutiny Committee (Corporate Performance & Resources) to comment on and inform the approach to the development of the Council's Recovery Strategy.
4. To provide an update to stakeholders.

1. Background

- 1.1 This report was drafted 7th July 2020. Due to the fast-developing situation, the report is accurate as at the date of drafting. Any developments of note that arise following publication of the report will be reported to Cabinet at the meeting of the 13th July 2020.
- 1.2 Reports have previously been produced on the Council's response to the Coronavirus pandemic. Links to these reports can be found in the Background Papers to this report and focused on the initial service response, emergency planning mechanisms enacted and associated governance arrangements. The most recent report provided an overview of the way in which services were operating within the regulations and guidance from Welsh Government and UK Government.
- 1.3 The Council continues to respond to the pandemic with many services continuing to operate in different ways to 'business as usual'. The position is changing rapidly, with the on-going easing of lock-down restrictions. The Council's emergency management arrangements via the extended Corporate Management Team as 'Gold Command' continue to operate in order to manage the situation.

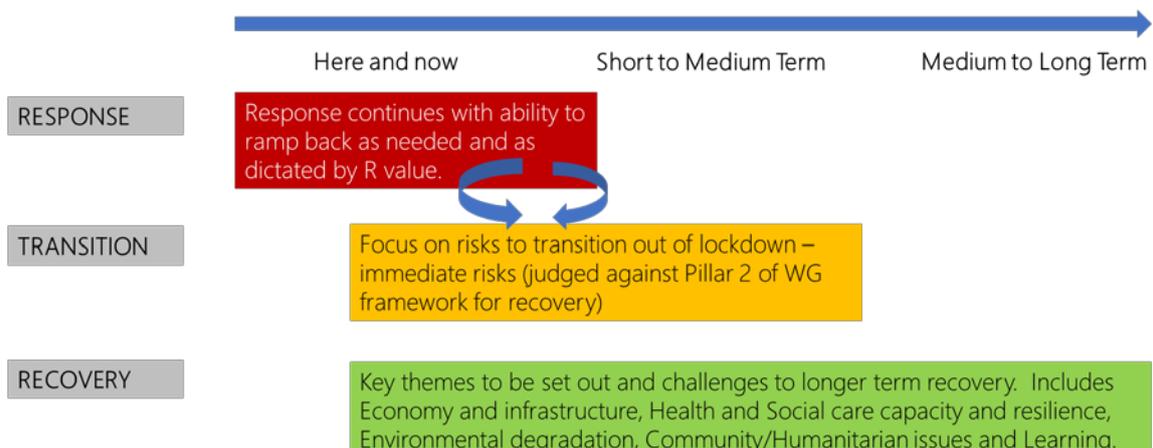
- 1.4 In recent weeks, as well as managing the response to the pandemic, attention has turned to 'recovery'. The impact of the pandemic will be long lasting and wide reaching for the people of the Vale of Glamorgan and the Council as an organisation.
- 1.5 This report sets out details of the work undertaken to date as well as the future direction of that work.

2. Key Issues for Consideration

A Framework for Recovery

- 2.1 The initial activity within services to date has been on the Council's response to the coronavirus. The aim of the response phase is to reduce the transmission of coronavirus whilst continuing to operate critical services for those who need them. Given the breadth of services operated by the Council and their ability to be impacted by regulations and restrictions in different ways, this phase will continue for different lengths of time.
- 2.2 In the short to medium term, services will begin to move out of response and into the transition phase. The management of the transition phase focuses on moving out of 'lockdown' in line with the easing of restrictions as set out by Welsh Government whilst recognising that services cannot operate 'as usual'. It is always possible that changes made to the way in which services work will be reversed (should transmission rates increase to unacceptable levels) and this would see a movement back to the response phase. At all times the focus of actions taken in transition are in the context of the overall Welsh Government framework for recovery which sets out a series of tests/considerations for changes being made.
- 2.3 Recovery work will commence in parallel with the transition phase for services. This phase involves the longer-term consideration of how the Council will work in the future. This involves giving thought to the learning from the pandemic and the pressures and demands arising from it.
- 2.4 The figure below illustrates the different phases within the framework.

Response



- 2.5 As described in previous reports, the Council's focus within the response phase has been on managing critical services whilst minimising the transmission of the coronavirus. This has been significantly influenced by the 'lockdown' arrangements and associated regulations and guidance. The objectives of the response phase have been to:
- Care for our most vulnerable residents by ensuring the continuity of priority services (e.g. social care, food parcels, childcare hubs, homelessness)
 - Maintain and manage our public spaces in general accordance with WG advice and objectives and having regard to local circumstances (e.g. waste services)
 - Ensure lockdown measures were in place, again, in line with WG advice and objectives and that such measures were regularly reviewed and enforced (e.g. parks, resorts, enforcement)
 - Support our workforce to work flexibly and safely, from their place of work or home (e.g. Personal Protective Equipment (PPE), guidance, working from home)
 - Support our partners in their work (e.g. University Health Board, Public Services Board, Local Resilience Forum)
 - Help keep businesses sustainable, by offering advice and guidance and administering financial assistance and support (e.g. grants)
 - Keep the Council running (finance, governance, decision making)
 - Keep people informed (communications)
- 2.6 This work has been coordinated by the Council's extended Corporate Management Team as 'Gold Command' who have met regularly throughout the pandemic to track progress, identify actions and manage risks to meeting these objectives.
- 2.7 The work of 'Gold Command' is supported by directorate management teams and a series of tactical coordination groups around specific services/issues such as PPE, crisis support and office accommodation.
- 2.8 In order to inform the Council's transition and recovery planning, all Heads of Service worked with their teams to undertake an assessment of the learning from the response phase. A series of questions were posed to each service area and the key findings from this current situation analysis are set out below.
- What has continued?
- 2.9 For most services, work has continued albeit in different ways and to different extents. There are clear exceptions in some areas, such as schools (with the movement to childcare hubs for children of key workers and vulnerable children) and some social services provision (for example, day services).

- What has stopped?
- 2.10 In addition to the services highlighted above, the Council has largely suspended face-to-face services such as reception areas, as offices have been closed. There have also been some changes to the work due to be completed on the capital programme as well as early intervention/prevention services in areas such as children and young people and housing services.
- What has been done differently?
- 2.11 Services highlighted a range of things that have been done very differently during the response to the pandemic. These changes involve new ways of working with an emphasis on digital methods such as video conferencing and data sharing.
- 2.12 Colleagues highlighted how staff have been used in different ways, for example within schools, teachers/Learning Support Assistants providing childcare and the repurposing of staff from departments into new services such as the PPE and Crisis Support Teams.
- 2.13 There have been changes to traditional working practices reported, for example in the sharing of information and data across service areas with more fluidity than in the past. This is consistent with reports of reduced 'red tape' and the willingness to experiment and take measured risks. Services have reported that in some areas, projects have been driven through at pace due to necessity, for example the 'Your Choice' approach to domiciliary care arrangements which involve service recipients to a greater degree in the decision-making process for care at home.
- What has been learnt from the response phase?
- 2.14 Services reflected on a range of things that they have learned during the response phase. This included learning about how to support new ways of working, for example at home in terms of equipment, etiquette and how to maintain communications. Managers reported the need for training to support these issues and that policies will need to be revised to take account of these issues.
- 2.15 In the early phase of the Council's response, rapid changes were required to the ICT connectivity to support working from home and the early issues experienced by colleagues were reported as having significant impact on some people's ability to work productively and effectively.
- 2.16 For some areas, changes to more 'remote' ways of working were not always positive with some requiring face-to-face interaction to be most effective. The consensus view was that a blend of face-to-face and virtual ways of working

were most likely to be effective in the medium to longer term. This could lead to the rationalisation of office accommodation in the future.

- 2.17 Many people identified the way in which staff have adapted very quickly and with dedication to continuing to operate services in unprecedented circumstances. This has prompted new ways of communicating with colleagues, with more 'local' ownership of disseminating information by managers, supplemented by 'corporate' messaging, for example, the end of week email to all staff from the Managing Director.
- How would you describe the morale and well-being of staff?
- 2.18 Managers reported a mixed picture in terms of the morale within and across teams which is reflective of the different personal experiences colleagues will be having in balancing new ways of working and personal commitments. Caring responsibilities were identified as being a significant challenge for many colleagues.
- 2.19 The more flexible arrangements for those staff able to work from home were cited as being positive (for example, removal of core hours).
- 2.20 The suggestion of a Covid-19 survey for all staff to share their views was largely welcomed. The survey was issued to all staff and promoted widely by a range of methods. The survey results have been the subject of an initial analysis. A high-level summary of findings is attached at Appendix A to this report. The survey asked a series of questions including those relating to working patterns, health and wellbeing, the impact of coronavirus, issues relating to communications and the visibility of managers. The summary demonstrates staff have generally responded very positively to the challenges of working differently and continuing to provide essential public services. The survey's responses will continue to be analysed and will inform the next stages of our staff engagement as we emerge from responding to recovering from Covid-19.
- What demands and issues are emerging?
- 2.21 Finally, services were asked about the demands and issues that were emerging during the response phase and the impact these will have as the Council begins work in transition and recovery. The answers given by colleagues to this question related to ways of working and services themselves.
- 2.22 In terms of ways of working, there are issues emerging regarding flexible working such as the expectations and working practices such as working hours and the availability of IT solutions to enable collaborative working. Colleagues identified issues such as changes to the working environment consistent with social distancing guidance and the need to prioritise accommodation for critical services. Staffing availability and the ability to increase this in some areas to support new ways of working was identified as being required, notably in teams that have been newly created to support elements of the Council's response such as the PPE team.

- 2.23 The pandemic has meant some public services have ceased working, such as the Courts service. When restarting, this will increase the demand on services operated by the Council, such as housing and homelessness support. There have been significant changes to residents' circumstances (and this will continue to evolve) and as such, several services have highlighted the need to undertake work to identify new priorities and emerging areas of demand. This will be linked with any economic and social impacts of the coronavirus and is consistent with reported trends on the negative impact around well-being and reports of increased anti-social behaviour and domestic abuse.

Transition

- 2.24 The transition phase is characterised by the WG's easing of lockdown restrictions, will be iterative and will be carefully monitored in parallel with more strategic planning for recovery.
- 2.25 The Council has set out a series of objectives for this phase of work and these are to:
- Ensure that we continue to manage and mitigate risks to the longer-term recovery and the easing of lockdown restrictions.
 - Continue with our response objectives, within the context of responding to changes in lockdown arrangements, as necessary and appropriate. As an organisation we are on 'stand by' to refocus on our response should scientific evidence around the R value and WG advice demand it.
 - Consider how the changes introduced in crisis response offer opportunities for long-term, sustainable change both of our organisation and the communities we serve.
 - Prepare and plan our services and public spaces for the easing of lockdown with the health and safety of residents, businesses and visitors at the centre of that planning.
 - Support the well-being of our staff, elected Members and residents, as the impact of Covid 19 continues.
 - Communicate and engage with people and partner organisations in the design of our recovery.
- 2.26 These objectives are informing the work of directorate management teams and corporate recovery groups who are considering cross-cutting or specific issues such as changes to the workplace, workforce planning/engagement/well-being, support for business, public area re-opening, schools' recovery and corporate functions (governance, audit, finance).
- 2.27 Key issues in recent weeks has focussed around the following areas of work. These demonstrate the Council's primary concern regarding the well-being and safety of residents and visitors to the Vale of Glamorgan and the Council's staff and elected members. These are the guiding principles in all decisions made, in line with the latest Government advice.

- 2.28 In relation to schools, there has been considerable work undertaken in reopening schools for 3 weeks prior to the end of the Summer term. This has involved working very closely with all schools and Head Teachers to ensure that risk assessments were in place and working practices were embedded to allow a safe return to the learning environment. As we move towards the end of term the focus will shift towards planning for the new academic year for 2020/21.
- 2.29 With the reopening of non-essential retailing from Monday 22nd June, work was undertaken in preparation to ensure that our town centres offered a safe environment for shoppers and businesses. The Council has therefore implemented measures to ensure that public can move safely in and out of retail and hospitality premises. This has required careful consideration of the need to balance the use of the adopted highway and pavements by motorists, pedestrians and cyclists as well as those of individual businesses, to maintain as far as reasonably practicable the social distancing measures in accordance with the Health Protection (Coronavirus Restrictions) (Wales) Regulations 2020.
- 2.30 Each town centre is slightly different in nature and character and has been individually reviewed and assessed to determine the measures and adjustments necessary. The measures designed and implemented in the Town Centres will be closely monitored and potentially form the basis of future medium to longer term modifications to adapt town centres to meet future environmental and shopper needs. In brief, measures have included establishing pedestrian one-way systems where appropriate, restrictions in certain on street car parking areas to enable more space to be given over for pedestrians and advanced signage where necessary. The measures will out of necessity be fluid in nature and will be continually reviewed in dialogue with businesses, traders and town councils.
- 2.31 Another key area that has required considerable attention during the easing of lockdown has been the management of parks and resorts. As Members will know, in the response phase all car parks in coastal areas and in relation to our two Country Parks were closed. With the easing of lockdown, there has been an increase in visitor numbers to the Vale of Glamorgan coast and Country Parks and as a consequence a significant increase in car parking within residential areas adjacent to beaches and parks. As a result, and in order to better manage the situation, car parks were reopened from mid-June. The advent of hot and sunny weather during the latter part of June has also resulted an increase in visitor numbers to the Vale of Glamorgan despite the 5 mile limit on travel put in place by Welsh Government. From 6 July 2020 the stay local (5 mile limit) restriction is removed and much work has been undertaken within coastal areas to manage the expected increase in visitors. This has included re-opening toilet facilities and putting in place measures to control car parking in residential areas, where practical.

Recovery

- 2.32 A Recovery Strategy will be developed in the coming weeks and it is recommended that Cabinet consider and approve the approach set out in this report and refer to Scrutiny Committee (Corporate Performance & Resources) for the views of the Committee to be used to inform this work.
- 2.33 The Recovery Strategy will be developed in line with the Council's Emergency Planning procedures in managing the recovery phase of a major incident. However, it is important to take time at this stage to:
- Recognise this is not 'recovery' to a previous state for all services;
 - Acknowledge the recovery process will take significant time and be influenced by a number of significant issues, and will not necessarily be linear ('lockdowns' or other regulations may be introduced that impact upon different services in different ways and at different times and at short notice);
 - Identify this as an opportunity unlike any other to fundamentally think about the way in which the Council operates and there are therefore linkages with the transformation of the organisation.
- 2.34 To inform the recovery work, service areas considered a range of issues (such as an economic downturn, changes to social distancing regulations, the operation of services such as schools, public confidence and the availability of staff). These have identified the themes that the organisation will need to address as part of the recovery strategy. These themes are:
- Health & Social Care
 - Community & Humanitarian
 - Learning Continuity
 - Public Realm & Public Spaces
 - Business, Economy & Infrastructure
 - Environmental
- 2.35 These themes are all cross-cutting and will require effective involvement, engagement & communication, understanding our partners' issues, working together, a focus on the longer-term and seeking to understand and prevent the root-causes of issues.
- 2.36 Immediately prior to the pandemic, the Council published a new Corporate Plan for 2020-2025, with a new set of well-being objectives. The Corporate Plan is complemented by an Annual Delivery Plan setting out the specific steps that will be delivered each year to progress the well-being objectives which are to:
- Support learning, employment and sustainable economic growth
 - Support people at home and in their community
 - Respect, enhance and enjoy our environment
 - Work with and for our communities

2.37 The Council has published the Annual Delivery Plan for 2020-21. It is recognised that some of the commitments contained in that Plan may not now be delivered or will have a different emphasis. In order for there to be synergy between the Corporate Plan and Recovery Strategy, it is proposed that the recovery themes highlighted above are developed within the context of the well-being objectives to ensure actions are taken in a consistent and integrated way consistent with the Council’s vision of Strong Communities with a Bright Future.

2.38 The following highlights how this blended approach will work:

To work with and for our communities	To support learning, employment and sustainable economic growth	To support people at home and in their community	To respect, enhance and enjoy our environment
<ul style="list-style-type: none"> • Resilient, innovative & responsive to the needs of our customers. • Involvement, communication & engagement. • Our resources. 	<ul style="list-style-type: none"> • Learning Continuity • Business, Economy & Infrastructure 	<ul style="list-style-type: none"> • Health & Social Care • Community & Humanitarian 	<ul style="list-style-type: none"> • Public Realm & Public Spaces • Environmental

2.39 Initial consideration has been given to a range of threats and opportunities within each well-being objective associated with the recovery themes and these are summarised below.

Well-being Objective/ (Recovery Theme)	Threats	Opportunities
<p>To support learning, employment and sustainable economic growth</p> <p>(Learning continuity; Business, economy & infrastructure)</p>	<p>Length of time pupils are not in school full-time</p> <p>Distance learning – and impact on particular groups (e.g. ALN)</p> <p>Impact of social distancing regulations on business</p> <p>Recession & unemployment (especially in key industry sectors, e.g. aviation)</p>	<p>Distance learning</p> <p>Supporting innovative businesses</p> <p>Capital programme investment – and a Covid-review step</p> <p>Focus on green jobs and green infrastructure</p>

<p>To support people at home and in their community</p> <p>(Health & Social Care; Community & Humanitarian)</p>	<p>Workforce availability</p> <p>Reduction in preventative/early intervention services during crisis</p> <p>Impact of recession</p> <p>Community tensions</p> <p>High numbers of vulnerable/shielded service users</p> <p>Delivering human, front-facing services whilst physically distanced</p> <p>Mental and physical health problems associated with Covid</p>	<p>Sustaining homelessness reduction</p> <p>Discussion on health/social-care interface</p> <p>Harnessing the support that exists in the community to reduce dependence</p> <p>Increased control for service users over their care and support plans</p>
<p>To respect, enhance and enjoy our environment</p> <p>(Public Realm & Public Spaces; Environmental)</p>	<p>Managing public spaces</p> <p>Social distancing regulations</p>	<p>Embracing active travel</p> <p>Increased home working</p> <p>Increased interest in climate change agenda</p>
<p>To work with and for our communities</p> <p>Resilient, innovative & responsive to the needs of our customers.</p> <p>Involvement, communication & engagement.</p> <p>Our resources.</p>	<p>Recession – reduction in council income</p> <p>Availability of staff</p> <p>Staff morale/well-being</p> <p>Responding to different public feelings on Covid-19.</p> <p>Returning to ‘business as usual’</p> <p>Finding new ways of working consistent with good governance</p>	<p>Sustaining new ways of working</p> <p>Considering what needs to be done in an office</p> <p>Digital transformation – customer and employees</p> <p>New ways to engage and communicate online</p> <p>Consideration of pay for key worker groups</p> <p>Valuing front-line staff and engaging them</p>

		<p>Working with volunteers</p> <p>Cross-directorate working, building on the really good work to date</p> <p>New governance approaches</p>
--	--	--

Next Steps

- 2.40 It is proposed that, informed by the threats and opportunities highlighted, the themes identified above will be used to develop a series of strategic actions to form the basis of the Recovery Strategy. These will also be used to further inform the actions contained in directorate and corporate recovery group plans.
- 2.41 Whilst this work is underway, an analysis of the equalities and economic impact of the coronavirus will be undertaken to inform discussions. Consideration is also being given to the way to involve others, including the public, in the development of the Recovery Strategy.
- 2.42 It is recommended that Cabinet and Scrutiny Committee (Corporate Performance & Resources) consider this approach and receive updates in due course, including consideration of the Recovery Strategy once completed.

3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

- 3.1 As described above, the recovery themes are all cross-cutting and will require effective involvement, engagement & communication, understanding our partners’ issues, working together, a focus on the longer-term and seeking to understand and prevent the root-causes of issues and are therefore consistent with the five ways of working required to demonstrate the sustainable development principle.
- 3.2 In setting out the recovery work within the strategic context of the Council's Corporate Plan, it is intended to ensure that this work is consistent with delivering the Council's overall vision.

4. Resources and Legal Considerations

Financial

- 4.1 There are no specific financial implications associated with this report. However, the impact on the Council's finance arising from the pandemic (and work required in recovery) will be significant and be reported in due course.

Employment

- 4.2 The employment issues arising from the Council's recovery work are described in the main body of the report and are subject of specific focus within the workforce planning, engagement and well-being recovery group.

Legal (Including Equalities)

- 4.3 There are no specific legal implications associated with this report. However, the Council's recovery work will be influenced strongly by relevant legislation, in particular relating to the easing of lockdown.
- 4.4 As elected Members will be aware, since the outbreak of the coronavirus pandemic, formal decisions have been taken using the Managing Director's Emergency Powers as provided for by the Council's constitution. Emergency Powers are approved following consideration by relevant senior/statutory officers and in liaison with the Leader and Deputy Leader of the Council and relevant Cabinet Member. Whilst the Council continues to operate within the response/transition phase, this process will continue. Emergency Powers, once approved, are published on the Council's website. As the landscape develops, it is intended that a series of formal meetings will commence, such as this meeting of Cabinet. Details of these arrangements can be found in the report to Cabinet of 23rd March 2020 which is referenced in the background papers to this report.
- 4.5 Virtual meetings, as appropriate, and in line with WG regulations and guidance have taken place in respect of school admission/exclusion appeal hearings and a Licensing sub-committee meeting has been held during this period. However, where considered necessary, it is also be the intention to hold virtual Planning Committee meetings, alongside Cabinet and Scrutiny Committee meetings to consider urgent planning applications and reports, as appropriate.
- 4.6 The Council's Strategic Equality Plan is based on the well-being objectives contained within the Corporate Plan. There are important equalities considerations resulting from the differing impacts of coronavirus on different

parts of the community. The strategy will be subject to an equalities impact assessment and work has commenced to compile relevant equalities information to inform this.

5. Background Papers

COVID 19 / Coronavirus - Service Implications and Business Continuity Update, General Information Report, 28 April 2020

<https://www.valeofglamorgan.gov.uk/Documents/Our%20Council/Press%20Office/Coronavirus/Business-Cabinet-28-April-2020-Covid19-Service-Implications-and-Business-Continuity.pdf>

COVID 19 - Service Implications and Business Continuity, Cabinet, 23 March 2020

<https://www.valeofglamorgan.gov.uk/Documents/Committee%20Reports/Cabinet/2020/20-03-23/COVID-19-Coronavirus-Service-Implications-and-Business-Continuity.pdf>

Coronavirus Preparations - Officer Delegations & Working Practices, Cabinet, 23 March 2020

<https://www.valeofglamorgan.gov.uk/Documents/Committee%20Reports/Cabinet/2020/20-03-23/Corona-Virus-Preparations-Officer-Delegations-and-Council-Working-Practices.pdf>

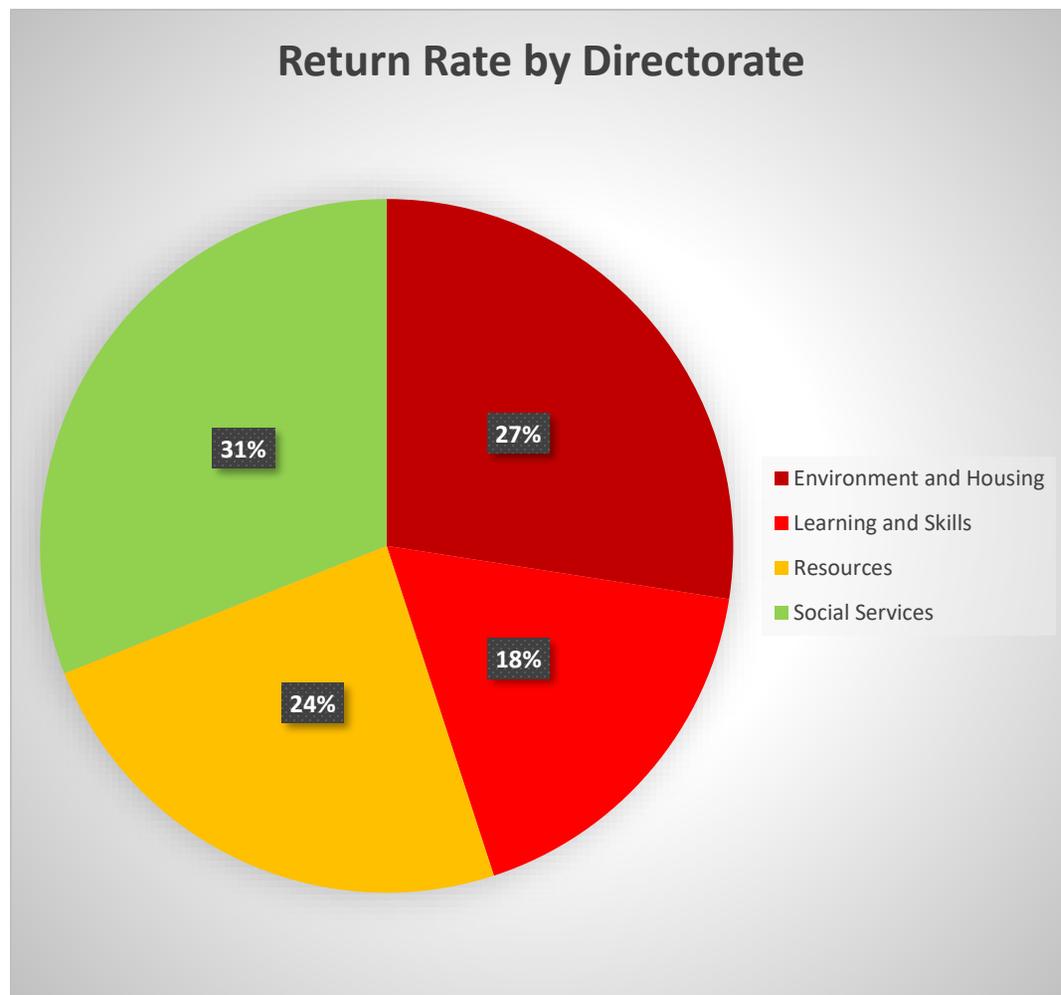
Covid-19 Staff Survey June 2020

Initial Findings Report

Methodology

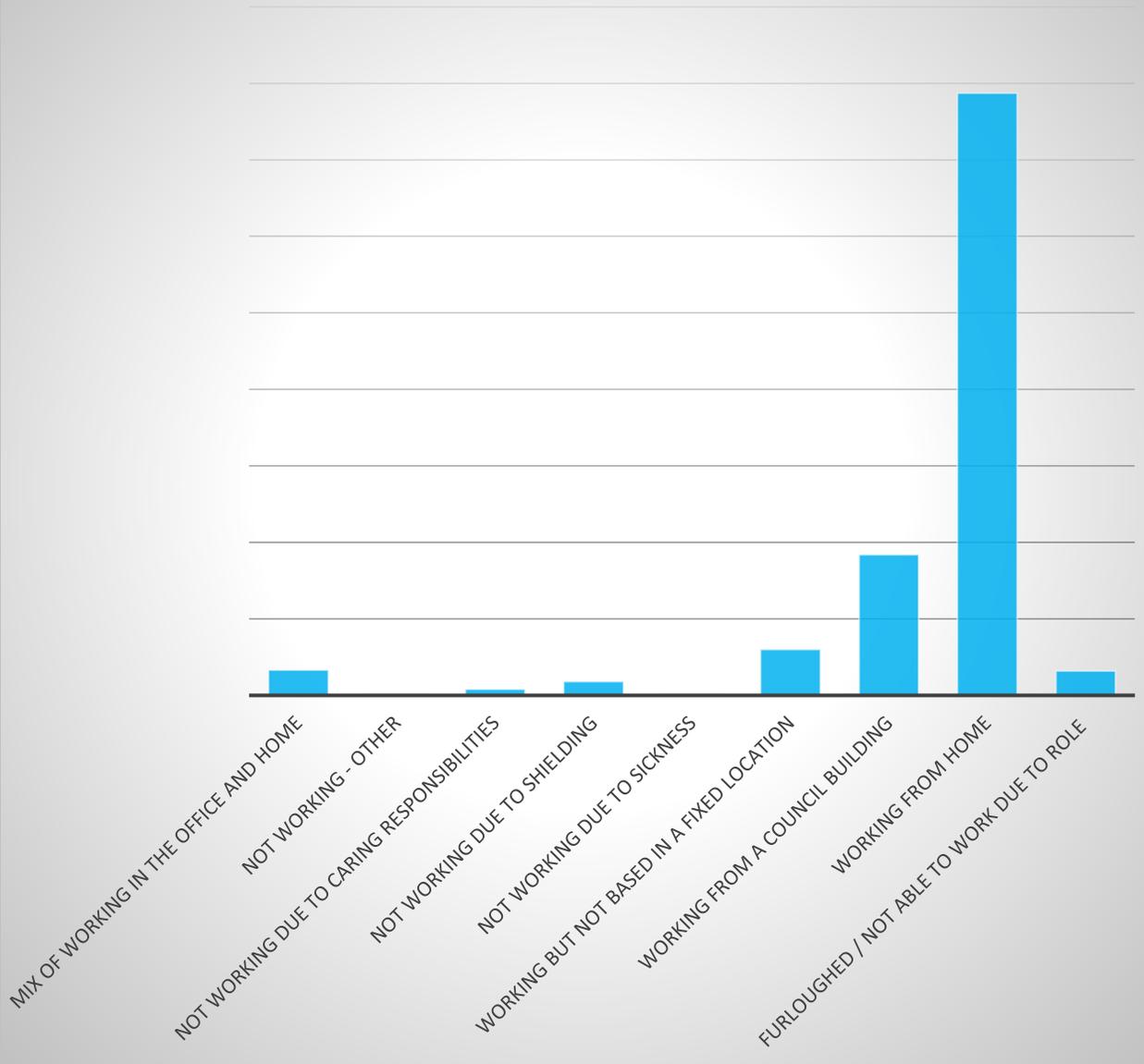
- The survey was provided in English and Welsh, electronically using Microsoft Forms.
- The survey was administered electronically only, due to the need for a speedy response to action the results.
- The survey ran for just over 2 weeks from 10th June 2020 until 26th June 2020.
- All staff were sent an email to their VOG email address or personal email address directing them to complete the Survey online. For any staff without an email address on file, they were sent a letter directing them to complete the survey online following the enclosed instructions.
- Reminder emails was sent to all staff to encourage them to complete the survey mid-way through, and managers we're encouraged to share the survey electronically via any staff WhatsApp groups they may be using as a result of the Covid-19 lockdown.

Response Rate



- There were 1126 responses to the survey, an overall response rate of 44% of the current workforce.
- In 2018 we received a 57% response rate for the Staff Engagement Survey. Considering the shorter window for completion and the number of staff not currently working due to Covid-19, anticipated to be around 15%, this response rate is higher than anticipated.
- Social Services Directorate response rate was the highest at 31% of the overall responses.
- Learning and Skills Directorate had the lowest response rate at 18% of the total responses.

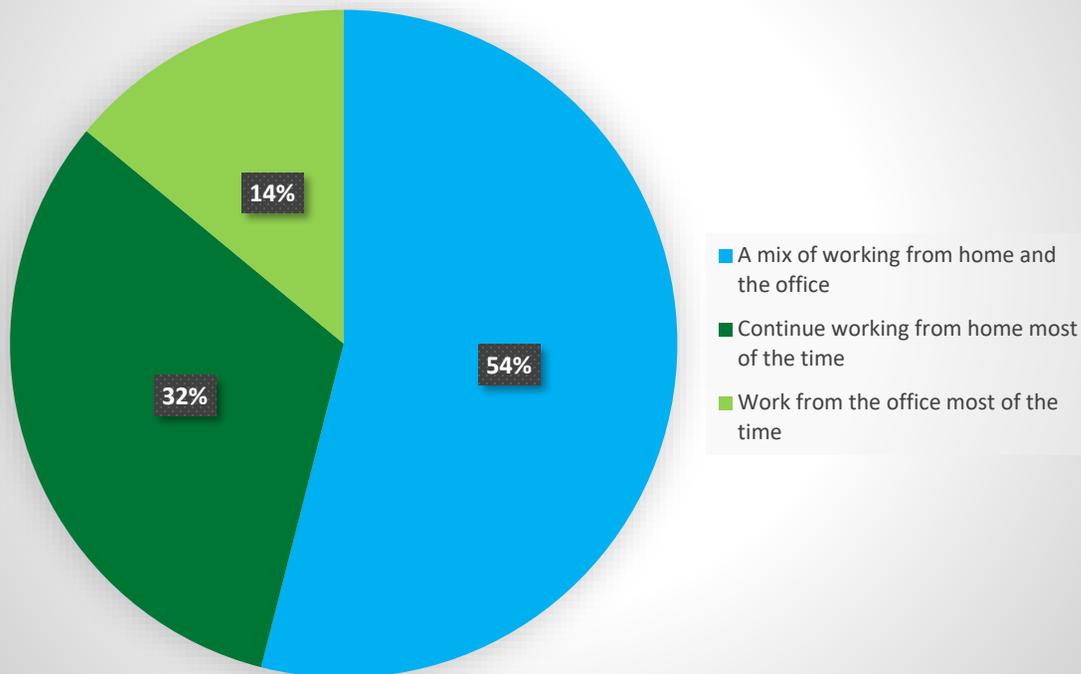
How Responders are working currently



Responders were asked how they were currently working:

- 70% of the total responders are currently working from home.
- The June Workforce Data suggests that around 48% of our workforce are currently working from home in some capacity.
- The survey results therefore will be disproportionately veered towards those staff currently working from home most of the time, and this will need to be considered when reviewing the results.

How would you like to continue working in the future?



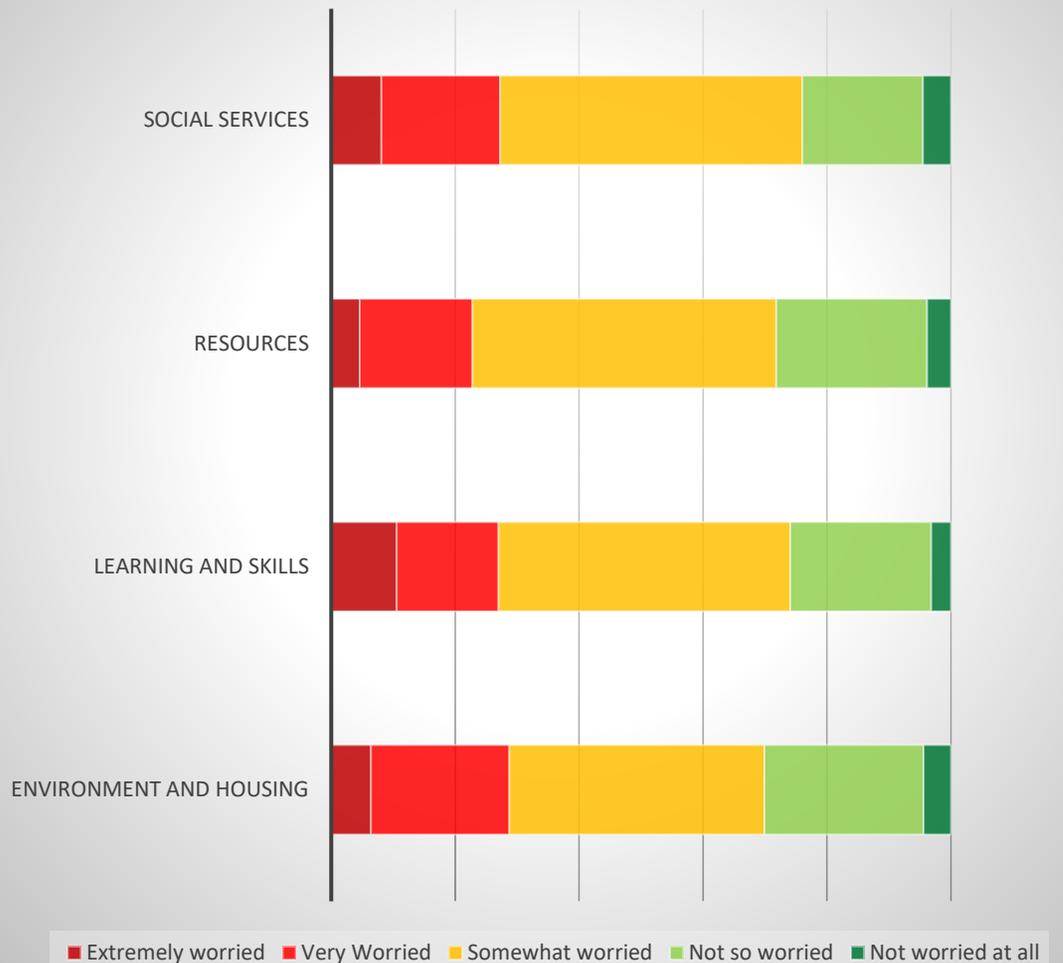
For those who indicated they were currently Working From Home, they were presented with a follow up question about how they wished to work in the future:

- 14% of the 70% currently working from home indicated they would favour returning to the office for most of their working day.
- By far the largest proportion of staff indicated they would like a mix of working from home and working from the office (54%)
- When this information is broken down by directorate, there is very little variation in the figures:
 - The highest proportion in all directorates with over 50% of respondents is a mix of working from home and office.
 - The lowest proportion in every directorate is working from the office most of the time.

Initial recommendation based on data:

- With such a significant number of staff indicating the desire to work more flexible in the future, policies and processes should be developed to support a flexible approach to working condition.

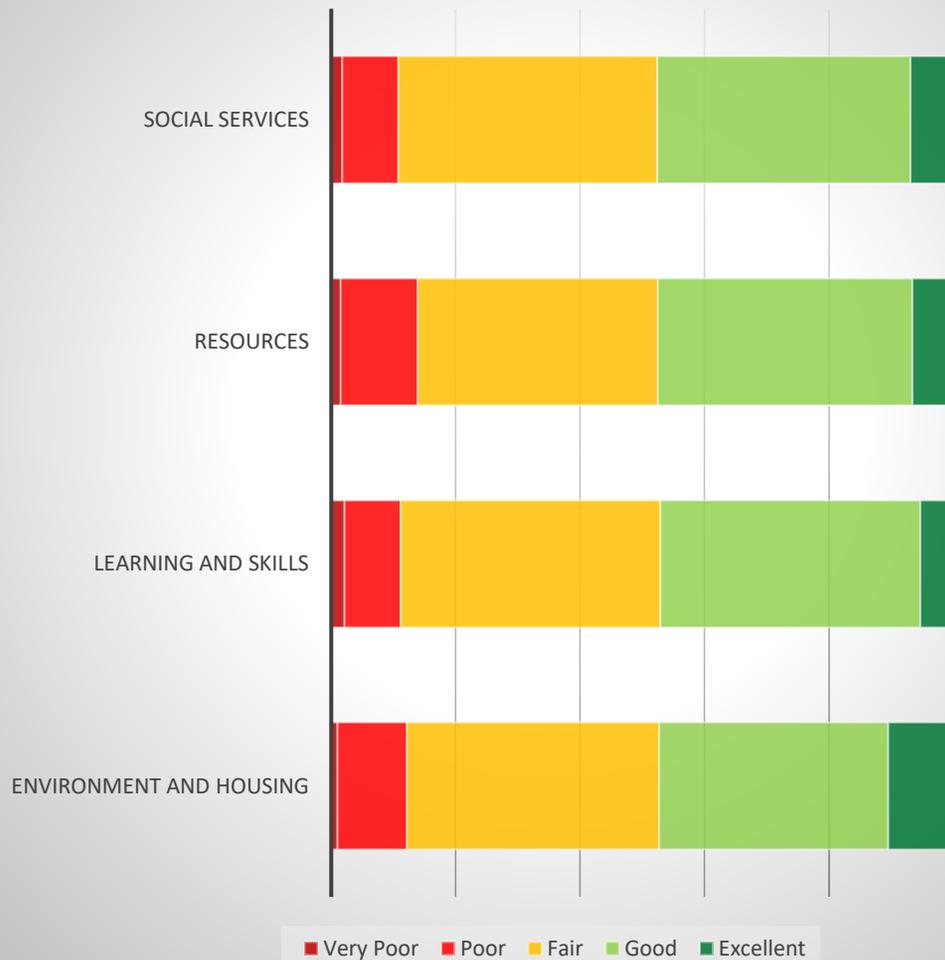
How worried are you about the impact of Coronavirus on your personally?



All respondents we're asked how worried they were about the impact on coronavirus on them personally.

- The results consistently show across all Directorates, that there is some level of concern about the personal impact of Coronavirus:
 - All Directorates had around 70% of respondents answering "somewhat worried" or higher to this question.
 - Only 4% of staff indicate they are "not worried at all" about the impact on them personally.
- Further analysis of the results shows no distinguishing factor around this question, the figures are consistent across directorates, grades and current working location.
- The results are in keeping with national statistics published by ONS in June 2020 that 69% of adults in the UK report feeling somewhat or very worried about the effect COVID-19 is having on their life.

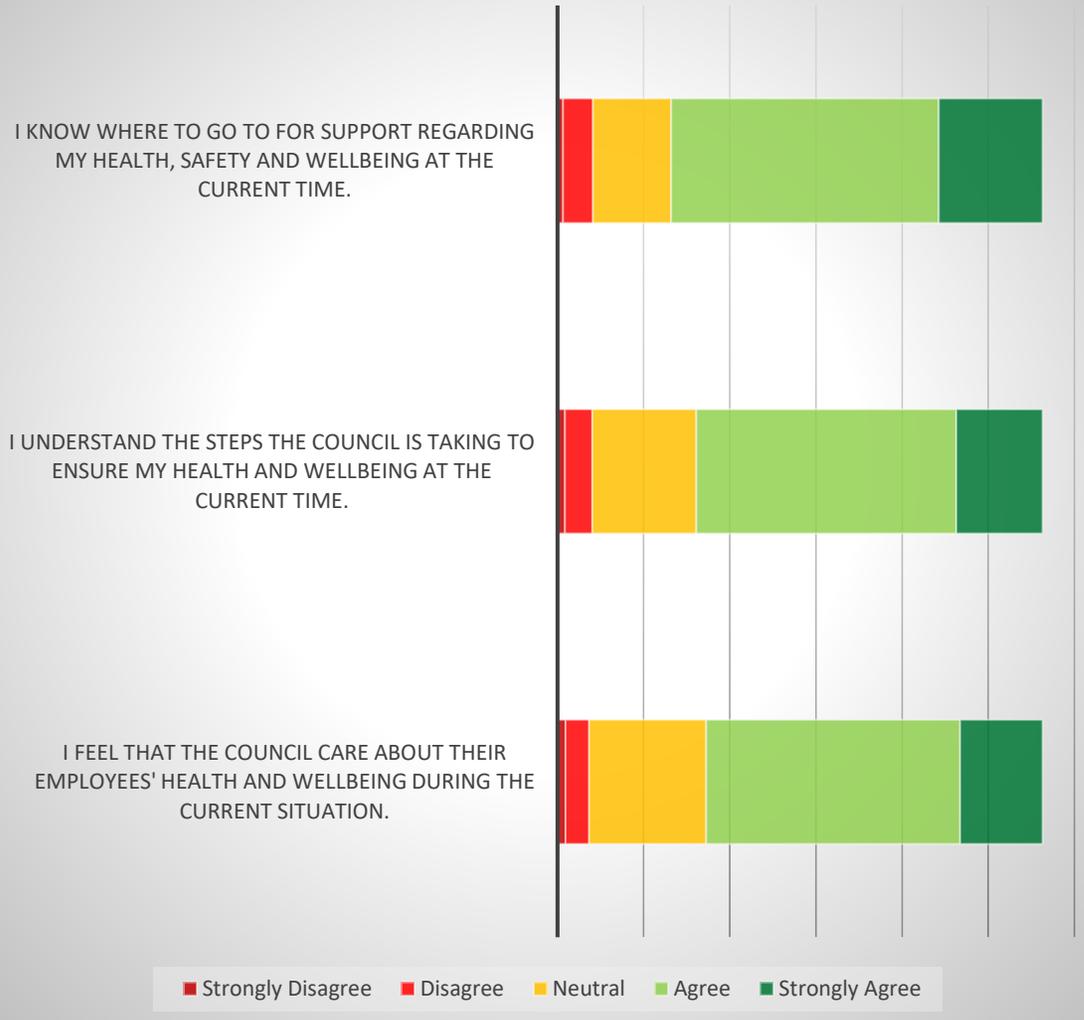
How would you rate your mental health at the current time?



All respondents we're asked to rate their mental health at the current time.

- Considering reports around the concern to mental health as a result of Coronavirus, the majority of staff indicated a positive response regarding their own mental health.
- Across all directorates around 47% of staff provided a response of either **good** or **excellent**.
- On average 11% gave a rating of **very poor** or **poor**.
- Our statistics are more positive than the national picture with recent ONS statistics showing 44% of adults saying their well-being was currently affected by the coronavirus.
- There is some slight variation in the figures when broken down by grade, more responders Grade 1 – 4 have given negative responses (15%)

Your Health and Wellbeing



Three questions around Health and Wellbeing were asked. The results of which were on the whole quite positive:

- In relation to knowing where to locate the support on offer 77% of staff answered positively to this question.
- We saw a slight variance when broken down by directorate in the Environment and Housing Directorate, where the positive rating drops slightly to 67%
- Understanding the steps the Council is taking to protect staff health and wellbeing was another positive response. Less than 7% of staff gave a negative rating to this question.
- Nearly 70% of staff have answered positively that they feel the council care about their health and wellbeing at the current time.
- When broken down by directorate, again Environment and Housing show a very slight variance to the council's average (64%)

Further analysis of the free text comments is needed to further supplement these ratings; initial review indicates a significant amount of the comments are around health and wellbeing areas.

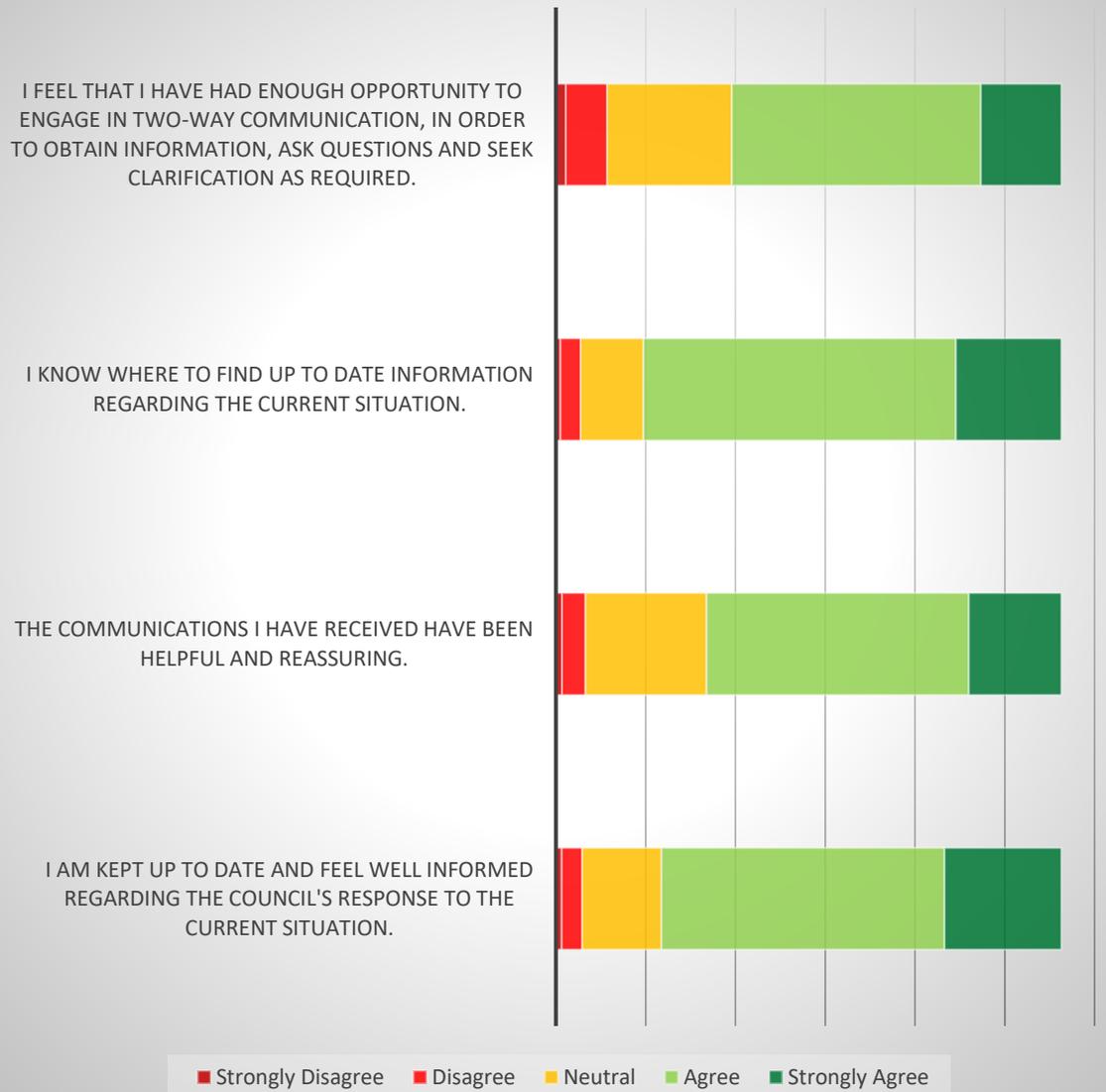
Senior Leaders (incl. Directors and Heads of Service)



In relation to the Council's Senior Leaders the results summary is as follows:

- 51% of respondents have answered positively that the Senior Leaders role model the behaviours they have asked of staff in the crisis.
- When we break the responses for this question down by how people are currently working we see greater variance across the responses with people working in council location or a mix responding more negatively than those solely working from home.
- 70% of respondents have answered positively that they trust the senior leaders to make decisions that protect staff.
- 54% of the respondents answered positively that senior Leaders have been sufficiently visible and accessible during the pandemic.
- Again we see variance in the responses when broken down by how people are working. Those working from home have answered more positively than those not working.

Communication

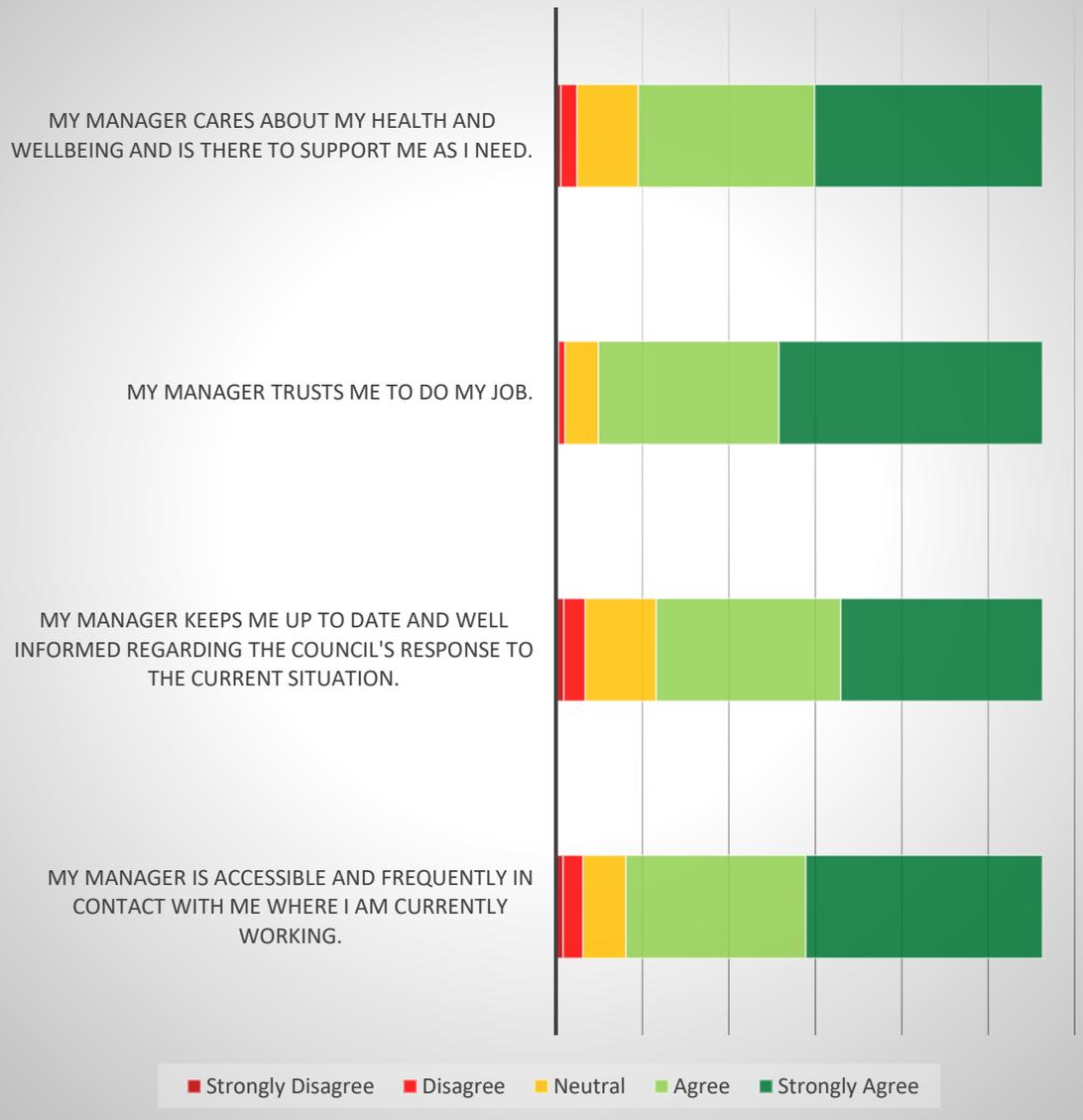


The ratings questions in relation to communication have been answered fairly favourably, although from the free text responses it is one of the areas that has been highlighted that people would like to see more of.

- 65% indicate they have had opportunity to
- 84% know where to find information regarding the pandemic
- 70% believe communication has been helpful and reassuring
- 80% of staff feel that have been kept up to date and well informed

Further analysis of the free text comments is needed to further supplement these ratings; initial review indicates a significant amount of the comments are around communication elements.

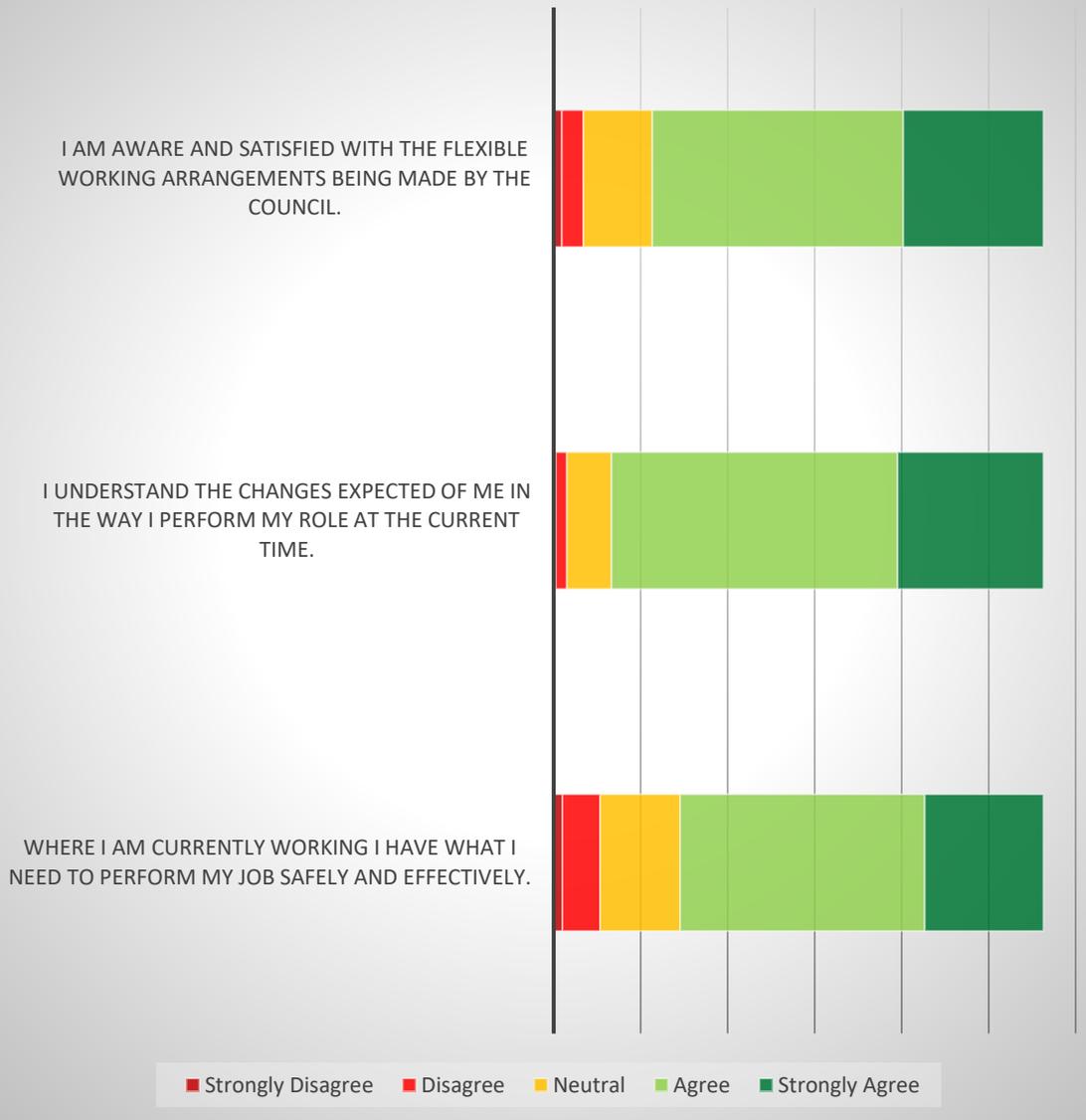
Line Manager



Questions in relation to line manager provided the largest proportion of “strongly agree” ratings.

- 83% believe their manager care about their health and wellbeing and is there to offer support as needed
- 91% feel trusted to do their job
- 80% acknowledged that their manager keep them up to date and well informed
- 87% of staff answered positively that their manager was accessible and in frequent contact

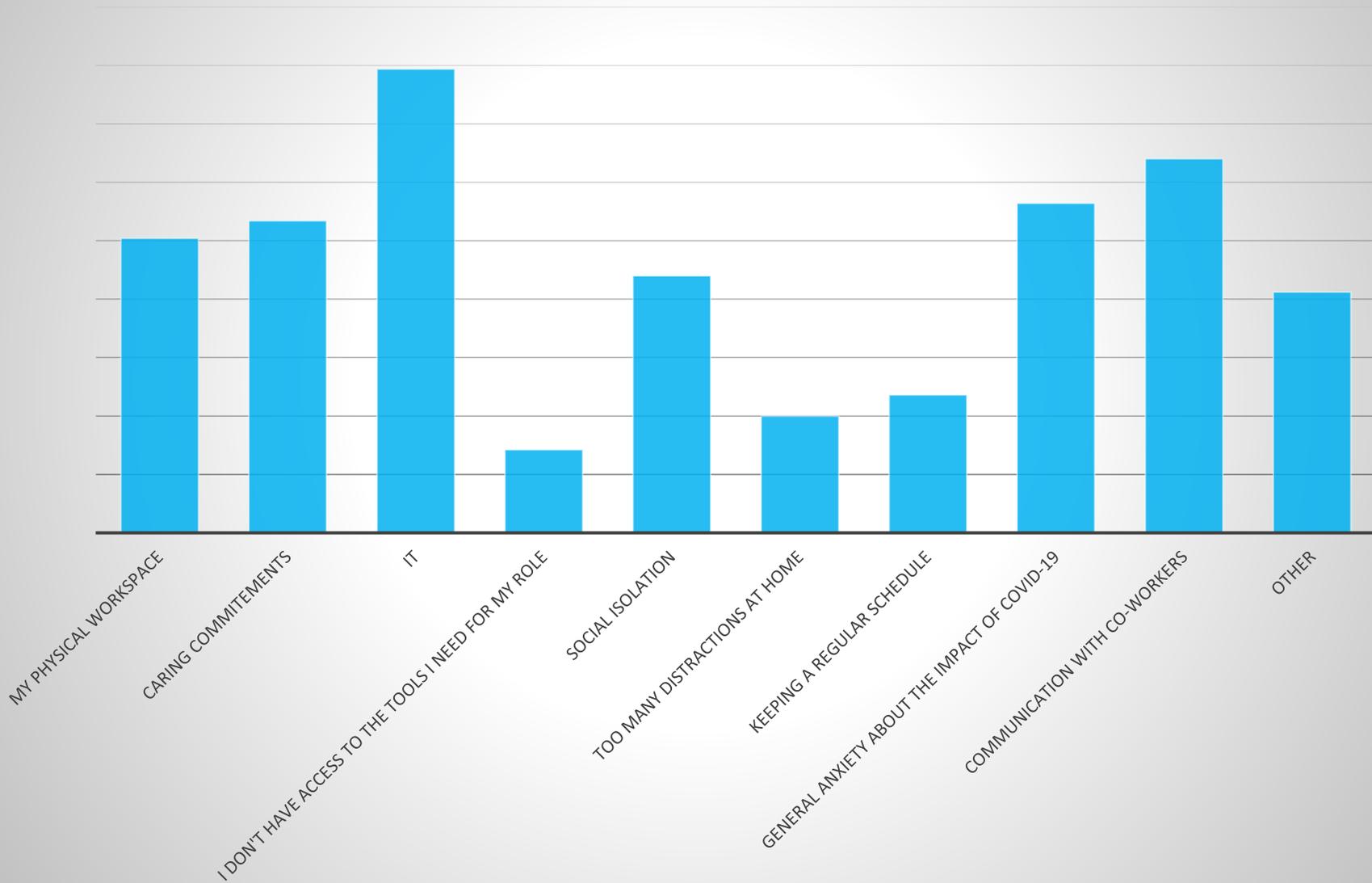
Working Conditions



In looking at the working conditions data, its important to note that the bulk of respondent are currently working from home, and this data therefore will not be representative of staff working in council locations.

- 80% are aware of the flexible working arrangements
- Nearly 90% of staff understand the expectations of them in performing their role at the current time.
- 75% of respondents have what they need to perform their role safely and effectively.
- It is worth noting that an initial review of the free text comments has significant mentions around DSE. Further analysis is needed of these comments.

What are the TOP TWO biggest challenges you are currently facing while working now?



Next Steps

The survey included four free text boxes, and staff have taken the opportunity to provide a significant amount of commentary to accompany their ratings. Analysis of this commentary will take a little longer to analyse due to the amount provided.

This information will now be used to develop recommendations and an Engagement, Communication and Wellbeing Action Plan.

Directorate breakdowns of the responses will be provided to each area in order to allow for local analysis and action plans to be put in place.