



THE LONDON BOROUGH  
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DATE: 16 February 2021

To: Members of the  
**LOCAL JOINT CONSULTATIVE COMMITTEE**

Employer's Side

Councillor Russell Mellor (Chairman)  
Councillor David Cartwright QFSM  
Councillor Simon Fawthrop  
Councillor Will Harmer  
Councillor Josh King  
Councillor Kate Lymer  
Councillor Colin Smith  
Councillor Pauline Tunnicliffe  
Councillor Michael Turner

Staff Side and Departmental Representatives

Gill Slater (Vice-Chairman)  
Alice Atabong, (Education, Care and Health Services: Housing)  
Claire Brew, ECS  
Thomas Carver, (ECHS-Children's Social Care)  
Ing Freeburne, Education, Care and Health Services (Adult Social Care)  
Beverley Kadyamadare, (ECS)  
Billy McIver, (Education, Care and Health Services: Adult Social Care)  
Josie Meade, (ECHS)  
Nicola Musto, (Environment and Community Services)  
Emerentiana Nyame, (ECS)  
Tony Parnell  
Beverley Pharo, (Environment & Community Services)  
Matthew Smallwood-Conway, (Environment and Community Services: Leisure and Culture)  
Louise Sylver, (Environment & Public Protection)

A meeting of the Local Joint Consultative Committee will be held virtually on **24<sup>th</sup> February at 2.00pm.**

MARK BOWEN  
Director of Corporate Services

**A G E N D A**

- 1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**
- 2 DECLARATIONS OF INTEREST**

To record any declarations of interest from members present.

- 3 MINUTES FROM THE PREVIOUS MEETING OF LOCAL JOINT CONSULTATIVE COMMITTEE HELD ON 12TH JUNE 2019** (Pages 3 - 10)
- 4 MATTERS ARISING FROM THE PREVIOUS MEETING** (Pages 11 - 14)
- 5 STAFF SURVEY UPDATE** (Pages 15 - 36)
- 6 DATE OF NEXT MEETING**

The date of the next meeting is 13<sup>th</sup> July 2021.

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## LOCAL JOINT CONSULTATIVE COMMITTEE

Minutes of the meeting held at 6.30 pm on 12 June 2019

### Present:

#### Employer's Side

Councillor Russell Mellor (Chairman)

Councillor David Cartwright QFSM

Councillor Will Harmer

Councillor Josh King

Councillor Kate Lymer

Councillor Keith Onslow

Councillor Pauline Tunncliffe

Councillor Michael Turner

#### Staff Side and Departmental Representatives

Gill Slater (Vice Chairman) (Vice-Chairman)

Thomas Carver, CEX

Matthew Smallwood-Conway, Environment and  
Community Services (Leisure and Culture)

Tony Parnell (Unite Representative)

Kathy Smith (Unite Branch Secretary)

### **1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

Apologies were received from Councillor Simon Fawthrop. Councillor Keith Onslow attended as substitute.

Apologies were also received from the Leader, Laurence Downes, Sally Tsoukaris and Josie Meade.

Councillor Michael Tickner attended as a visiting Member in place of the Leader.

### **2 DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **3 MINUTES FROM THE PREVIOUS MEETING OF THE LOCAL JOINT CONSULTATIVE COMMITTEE HELD ON 9th JANUARY 2019**

No queries were raised concerning the accuracy of the minutes of the meeting held on 9<sup>th</sup> January 2019.

A Member referred to minute 10, relating to the wellbeing survey being undertaken by ACAS. The minute referenced a previous discussion that was purported to have taken place between the Director of HR and the unions with respect to the ACAS well-being survey. The Staff Side expressed the view that the discussion mentioned in the minutes had not taken place, and had requested a copy of the minutes of the meeting. The Director of HR had

promised to provide a copy of the minutes and the Member asked if this had been actioned.

The Director of HR apologised and said that he had confused the discussion referenced in the minutes with a different discussion. He had met with the unions subsequently, and these minutes had been disseminated.

**RESOLVED that the minutes of the meeting held on 9<sup>th</sup> January 2019 be agreed and signed as a correct record.**

#### **4 REVIEW OF THE LJCC CONSTITUTION**

A paper had been submitted for the Committee's attention, outlining proposed changes to the Constitution and Functions of the LJCC. The changes proposed were to reduce the number of Trade Union and Departmental Representatives, and also to amend the rules relating to quoracy, so that a meeting could take place if any two members of the Staff Side were in attendance. The Chairman felt that this was a sensible idea in that it would make it easier to form a quorum, thus avoiding the previous issues of meetings being cancelled as they were not quorate. In the revised LJCC Constitution and Functions document, it was also proposed to remove the provision that currently allowed for external trade union representatives to attend the Committee, subject to the agreement of both sides of the LJCC.

The Staff Side pointed out that the existing provision (Regulation 8) allowed for external trade union representatives, who were not employees of LBB, to attend to represent staff. They expressed concern that there was a proposal for this provision to be abolished, as Regulation 8 which allowed for external union representatives to attend the LJCC (without voting rights and with the agreement of both sides) did not appear in the proposed LJCC revised Constitution and Functions document. The Staff Side expressed the view that it was vital to keep Regulation 8, as it was important to allow external representatives to come along and contribute to discussions. The Chairman had agreed that external trade union representatives could be invited to attend the meeting on this occasion.

The Staff Side expressed disappointment that agreement to allow external trade union representation had been provided late for this meeting, and this had resulted in trade union apologies.

The Staff Side stated that if the intention was indeed to remove Regulation 8, that this intention be re-considered, and that the ability to allow external trade union input to discussions be retained, as they felt it was important to allow external trade union representatives to attend and contribute to discussions as they represented Council staff.

The Chairman responded and stated that in his view, the trade union representatives, who were able to have an input at the LJCC, should be part of the Council and that in this way they would be more familiar with Council

issues. This position was shared and supported by most of the Chairman's colleagues at the meeting.

A Member stated that the description 'external trade union representatives' could be misunderstood and misconstrued. The trade union representatives would be attending simply to support members of Council staff who were trade union members. The Staff Side expressed the view that the matters they raised on behalf of their members affected all staff.

The Director of HR clarified that the proposal was to remove Regulation 8 and to thereby remove the provision, and this was why the provision had been excluded in the proposed revised Constitution and Functions document. Subsequent to this clarification, the Vice Chairman requested that the intent to remove Regulation 8 be reconsidered and the Regulation be reinstated. The Chairman responded that this would be a Member decision.

A Member said that he did not see the value of external trade union representatives attending, as in his view they were primarily concerned with representing the trade union rather than their members. The Staff Side rejected this and responded that they did represent staff who were union members, as matters brought to the LJCC demonstrated.

The Vice Chairman said that her time and experience was limited and there may be instances such as when complicated or technical issues arose, where she would need help and advice from others in the trade union that were more experienced and knowledgeable than herself. This would ensure that the matters were fully and effectively discussed at the LJCC.

The Staff Side highlighted that over the last twenty years, LJCC meetings in Councils had in the main, been a meeting between the Councillors and the trade unions, and in most Councils this was still the case. A Member responded that times had changed and trade union membership of staff in Bromley had declined. A Member stated that it was the case that both sides of the LJCC at times required help and advice, the Councillors could refer to the Director of HR at the meeting, and similarly the Staff Side at times would need the assistance of external trade union representatives to provide advice. A Member added that the Director of HR also worked with, and provided advice to employees.

The Director of HR reasoned that if the Vice Chairman or any other trade union representative on the LJCC required advice, they could obtain this via their own internal system. There was no legal requirement for an external trade union representative to attend the LJCC.

A Member expressed concern that if the quoracy rules were not changed, and it was still a requirement for one trade union representative to attend, then if the trade unions nationally took industrial action, it could be the case that union representatives may not attend the LJCC as part of the industrial action and so the meeting would need to be cancelled to the detriment of a significant number of the Council's staff.

The Staff Side responded that the unions would not do that, and would not consider non-attendance at the LJCC to be part of industrial action.

The Chairman moved to refer the proposals to the GP&L Committee, but the Vice Chairman indicated that she wanted to discuss in more detail the proposed changes to the rules around quoracy. She expressed concern that the new rules would mean that it was possible in some cases for meetings to take place without any trade union representation. She felt it was important that trade union representation was present so that the trade unions could participate in negotiations.

The Director of HR responded that the trade unions could appoint alternates including shop stewards or trade union members within the organisation. The Vice Chairman explained that providing union representation at the LJCC was not an easy task, and anyone acting as an alternate would need to be competent and properly briefed.

A Member expressed sympathy with the Vice Chairman in this regard, in that it was not always easy to find suitable substitutes. However, he felt that the proposed changes to the quoracy rules did make things easier, and that everyone concerned should ensure that their diaries were cleared to avoid meetings being cancelled. The Vice Chairman pointed out that all of the cancellations (bar one) were due to non-attendance by Departmental Representatives.

A Departmental Representative commented that he accepted that there was a problem with Departmental Representatives attending the LJCC. He explained that this was because in many cases the Departmental Representatives felt that the matters discussed at the LJCC were better placed for the trade union to respond to. They felt that often they had little to contribute to the matters being discussed.

There was a discussion around how many LBB employees were trade union members. The Staff Side declined to provide this information. But advised that under the new Direct Debit system the Council would not have a record of membership and that generally staff did not wish their Trade Union membership to be disclosed to the Council. Mr Parnell agreed that this was the case.

**RESOLVED that the proposed revision to the Constitution and Functions of the LJCC be referred to the GP&L Committee for consideration, as the LJCC was unable to arrive at an agreement.**

## **5 PROVISION OF SERVICES UNDER THE TRANSFORMATION PROGRAMME**

The Staff Side had asked the following question:

*In house staff experience significant additional workloads resulting from the outsourcing of services; this can impact on their ability to carry out their*

*functions and their mental health. As the Council moves towards its programme of Transformation, will the externalised costs of outsourcing be fully factored into decisions about how transformed services are provided?*

The Assistant Director for Governance and Contracts was not able to attend the meeting but had provided the following written response:

*The Transformation Programme, (as detailed in the recently published Transforming Bromley: Our Four Year Roadmap 2019 to 2023), has a much broader purpose than may be inferred from the question. The commissioning of services is only one of seven activity headings within the Roadmap; and the identification of potential third party delivery opportunities is only one of eighty separate actions identified within the nine Priority Themes within the Roadmap.*

*Bromley has described itself as a commissioning organisation for several years, with one of its long established Corporate Operating Principles being that we are a commissioning organisation seeking who is best placed to deliver services to the community based on value for money principles. Any commissioning proposal, particularly where it concerns a potential proposal for the outsourcing (or insourcing) of a service, should be based on a fully costed Business Case that compares the baseline budget (including controllable and non-controllable costs) and outcomes against alternative delivery models. The functions, resources and cost of any client management resource should be considered within the Business Case.*

**RESOLVED that the update from the Assistant Director for Governance and Contracts be noted.**

## **6 PAY SETTLEMENTS AND THE LONDON LIVING WAGE**

The Staff Side asked the following question:

*The LJCC is asked to recommend that the Council consider the Council's leadership role, and assess the impact on staff and the local economy of sub London Living Wage pay settlements for staff (in house and contracted) who provide Council services and reside or shop in the Borough.*

A discussion took place regarding the rates of pay for Bromley Staff. The Committee was briefed that 36 staff members were paid below the rate recommended for the London Living Wage. The London Living Wage was not a statutory obligation. The Committee heard that the rate for the London Living Wage was £10.55 per hour. The statutory national minimum wage and national living wage was £8.21 per hour and the minimum rate of pay applied to Bromley Staff was £9.65 per hour. So although Bromley Staff were not paid the London Living Wage, they were paid above the statutory rate for the national living wage. The Staff Side expressed the view that unlike the London Living Wage, LBB's minimum rate did not adequately account for the higher cost of living in Bromley/London compared to other parts of the country.

The Staff Side highlighted that the London Living Wage was paid by many Conservative Councils in London, and that it would not cost much to upgrade workers in Bromley to the London Living Wage. A Member responded that any artificial adjustment arising from the London Living Wage would have a knock-on effect on other pay grades in the organisation with possible significant financial and equal pay impacts. The Chairman expressed the view that LBB was looking after their staff because in the majority of cases Bromley staff were being paid £9.65 per hour which was above the National Minimum Wage.

The Chairman highlighted the fact that LBB paid its staff a higher rate of pay than what was usually agreed by National Terms and Conditions, and that they also retained the £200k fund for merited pay awards for staff achieving exceptional performance. A Member mentioned that at the GP&L Committee, other incentives to retain staff were being looked at.

The Staff Side asked the GP&L Chairman if she would provide them with a list of workers who were being paid less than the London Living Wage, and she agreed to do so.

The Vice Chairman maintained that the London Living Wage should be paid to Bromley Staff, as in the view of the Staff Side it was the minimum level of money that was needed to function, and that LBB should take the lead in rewarding lower paid staff. The performance incentives mentioned did not benefit everyone equally.

**RESOLVED that the Staff Side question be noted, and that the GP&L Chairman provide a list to the Staff Side, of those workers being paid below the London Living Wage.**

## **7 REVIEW OF DISCIPLINARY PROCEDURES AND UPDATE REGARDING THE ACAS WELL-BEING SURVEY**

The Staff Side were seeking updates on the following issues:

- 1- Review of Disciplinary Procedures
- 2- Time table and Trade Union involvement in the ACAS Wellbeing Survey

The Staff Side expressed the view that the delay in addressing those issues had resulted in ongoing stress and mental health issues for staff.

The Director of HR expressed the view that progress was being made with these issues, after meetings had been held with the trade unions; he thanked Kathy Smith for her assistance in achieving this. He said that regarding the review of disciplinary procedures, agreement had been made on both sides to see what could be done. It was felt that in some cases the concerns were more around how disciplinary matters were conducted by officers, rather than problems with the Disciplinary Procedure itself. It had been agreed that as well as looking at procedures, guidance notes would be drafted to support

managers and also to provide managers with additional training and support and also the possibility of joint training with the unions. The Chief Executive was monitoring the situation.

The Vice Chairman requested that any issues around improvements in the provision of training and guidance for managers be reviewed (in consultation with the Trade Unions) as soon as possible.

The Director of HR acknowledged the need for managerial and cultural change, along with improved training. A Member asked if the Departmental Representatives would be involved in discussions relating to the review of disciplinary procedures and the Director of HR confirmed that they would be consulted and involved.

## **8 DATE OF NEXT MEETING**

It was noted that the LJCC was scheduled to meet next on 30<sup>th</sup> October 2019.

The meeting ended at 8.00 pm

Chairman

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Report No.  
CSD21026

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** Local Joint Consultative Committee

**Date:** 24<sup>th</sup> February 2021

**Decision Type:** Non-Urgent                      Non-Executive                      Non-Key

**Title:** **MATTERS ARISING FROM THE PREVIOUS MEETING**

**Contact Officer:** Steve Wood, Democratic Services Officer  
Tel: 020 8313 4316 E-mail: stephen.wood@bromley.gov.uk

**Chief Officer:** Mark Bowen, Director of Corporate Services

**Ward:** N/A

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1. Reason for report

1.1 **Appendix A** updates Members on matters arising from previous meetings.

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**2. RECOMMENDATION**

2.1 The Committee is asked to review progress on matters arising from previous meetings.

Background Documents: (Access via Contact Officer)	Minutes of the meeting from June 12 <sup>th</sup> 2019
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## Corporate Policy

1. Policy Status: Existing Policy
  2. BBB Priority: Excellent Council
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## Financial

1. Cost of proposal: No Cost
  2. Ongoing costs: Not Applicable
  3. Budget head/performance centre: Democratic Services
  4. Total current budget for this head: £359,420
  5. Source of funding: 2020/2021 revenue budget
- 

## Staff

1. Number of staff (current and additional): 7 posts (6.67fte)
  2. If from existing staff resources, number of staff hours: Completion of "Matters Arising" Reports for PP&S PDS meetings can take up to a few hours per meeting.
- 

## Legal

1. Legal Requirement: None
  2. Call-in: Not Applicable
- 

## Customer Impact

1. Estimated number of users/beneficiaries (current and projected): This report is intended primarily for Members of the Local Joint Consultative Committee
- 

## Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments: N/A

<u>Minute Number/Title</u>	<u>Matters Arising</u>	<u>Update</u>
<p><b>Minute 4</b> <b>12<sup>th</sup> June 2019</b></p> <p><b>Review of the LJCC Constitution</b></p>	<p>It was resolved that the matter of the Renewal of the LJCC constitution be referred to the GP&amp;L Committee for consideration as the LJCC was unable to arrive at an agreement.</p>	<p>This matter was discussed at length at the GP&amp;L meeting that took place on 19<sup>th</sup> September 2019.</p> <p>The Committee resolved that:</p> <p>(1) The recommendations in the report be noted and agreed to amend the Constitution of the Local Joint Consultative Committee as outlined in paragraph 3.14 and Appendix 2 of the report.</p> <p>(2) The outcome of the consultation with trade unions and departmental representatives on the proposed changes to the Constitution of the LJCC be noted.</p> <p>(3) The outcome of the LJCC meeting on 12<sup>th</sup> June 2019 in relation to the proposed changes to the LJCC Constitution, in that they were unable to reach an agreement and referred the matter to this Committee to consider, be noted.</p> <p>(Councillors Mary Cooke and Robert Evans requested that their abstentions be recorded.)</p>
<p><b>Minute 6</b> <b>12<sup>th</sup> June 2019</b></p> <p><b>Pay Settlements and the London Living Wage</b></p>	<p>It was resolved that the staff side question be noted, and that the GP&amp;L Chairman would provide a list to the Staff Side, of those workers being paid below the London Living Wage.</p>	<p>This update was disseminated by email on 15<sup>th</sup> February 2021 as follows:</p> <p>The London Living Wage is currently £10.85. There are 27 employees centrally and 34 schools employees that are currently paid below this on £10.60, the first point of the BR grades. The proposed pay award would bring the lowest point in the BR grades to £10.81. Details of the individuals concerned have not been disseminated as this would be a breach with respect to data protection principles.</p>

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# Agenda Item 5

## London Borough of Bromley

### PART ONE - PUBLIC

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**Decision Maker:** LOCAL JOINT CONSULTATIVE COMMITTEE

**Date:** 24 February 2021

**Decision Type:** Non-Urgent                      Non-Executive                      Non-Key

**Title:** COVID-19 STAFF WELLBEING SURVEY

**Contact Officer:** Charles Obazuaye, Director of Human Resources and Customer Services  
Tel: 020 8313 4381      E-mail: [charles.obazuaye@bromley.gov.uk](mailto:charles.obazuaye@bromley.gov.uk)

**Chief Officer:** Charles Obazuaye, Director of Human Resources and Customer Services

**Ward:** All Wards

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1. Reason for report

This report provides a written update on the rollout of the COVID-19 Staff Wellbeing Survey in May 2020 and the follow-up survey in February 2021.

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2. **RECOMMENDATION(S)**

**Members are requested to note the report.**

### 3. COMMENTARY

#### Introduction

- 3.01 As an organisation, we know that the COVID-19 pandemic has had a significant impact on our staff, many of whom have been asked to adapt their ways of working entirely, take on new roles often outside of their normal field of expertise, and to go above and beyond to support our residents and service users in Bromley.
- 3.02 A staff wellbeing survey was rolled out in May 2020, where we asked colleagues to feed back on their experience of working remotely during the COVID-19 crisis; the quality, frequency and effectiveness of our internal and external communications approach; and what more the Council could be doing to support our staff now and in the medium to longer term.
- 3.03 The survey was completed anonymously with the understanding that no individual responses that could identify a member of staff would be shared with senior managers.
- 3.04 The survey was composed of 27 questions divided into the following key sections/themes:
- **Contextual questions** – department; age group; managerial responsibilities; whether a staff member is a Bromley resident or living outside of the borough
  - **Communications** – preferences regarding the frequency and most effective forms of communication and engagement, as well as content that colleagues would like to read in our internal and external communications
  - **Working from home** – frequency of working from home, ability to work effectively at home, whether staff had suitable technology to work remotely, experience of performing new COVID-19 related tasks
  - **Health and wellbeing offer** – steps colleagues have taken to take care of their physical and mental health; and potential anxieties or concerns for staff, their colleagues, family and friends during the COVID-19 crisis
  - **Council support services** - knowledge and use of the Employee Assistance Programme and the Occupational Health Service
  - **Training opportunities** for both managers and staff
  - **Return to office work approach** – what needs to be in place for staff to feel safe and supported in returning to the office environment
  - **Suggestions** – how can the Council help tackle COVID-19 in our local area and how can the Council better support staff
  - **Lessons for the future** – how can the Council maintain effective new practices that have been introduced during the COVID-19 crisis.

#### Key findings from COVID-19 Staff Wellbeing Survey - May 2020

- 3.05 The staff survey was sent out to the LBB All Officers mailing list on 11 May and was open until 27 May.
- 3.06 The headline findings from the staff survey are as below:

- 975 members of staff completed the survey with 858 complete responses. The average completion time per respondent was 15 minutes, indicating a thoughtful and serious level of engagement
- The Chief Executive's department had the best departmental response rate at 77%, followed by the People's department at 53% and the Place department at 47%.

3.07 The response rate across all age groups was broadly reflective of the Council's workforce profile. Managers formed 26.4% of respondents, which is broadly reflective of the managerial workforce and shows good management engagement. 54.6% of respondents live in Bromley, which is in line with the Council's workforce profile

3.08 The key findings for the questions regarding the Council's communications were:

- A very positive response (over 70% of staff) regarding the current level, detail, and frequency of internal communications from the Chief Executive, Directors and managers
- Staff predominantly use our internal communications tools (email briefings, team meetings/briefings and discussions with line managers) as their main sources of information rather than external or personal communications channels i.e. local media or WhatsApp
- Staff would most like to hear about our recovery planning work and arrangements for exiting lockdown, remote working support and guidance, and updates regarding our local response to COVID-19

3.09 The key findings for the questions regarding the Council's working remotely arrangements were:

- Over 93% of staff work from home all or most of the time. Only 3% stated they do not work from home, when they are performing essential roles in the office or working out in the community
- Over 75% of respondents noted that they had a suitable place to work from home and over 77% have the technology they need to work effectively from home
- 69% of respondents are able to flexibly accommodate other responsibilities at home
- 66.3% of respondents (584) agreed they were just as effective in their role as before COVID-19
- 36.8% of respondents (328 people) confirmed they had taken on new tasks to support the organisation, although many respondents use the 'Other' category to note that they feel their day-to-day work has significantly changed to accommodate new tasks even if they have not been redeployed
- Over 86% of respondents are proud of their work to support the COVID-19 response
- 9.83% of respondents have responded with concerns that their new role may have exposed them to new risks.
- 78.6% of respondents (687 people) feel that their current workload is reasonable and 23% of respondents (200 people) felt that they could do more to tackle COVID-19.
- 48.3% of respondents (420 people) noted that their home/work life balance has improved as a result of working remotely. However, a significant number of respondents worried about their screen time and their mental health.

3.10 The key findings for the questions regarding health and wellbeing were:

- Staff are engaging in a range of activities to promote good mental and physical health and wellbeing

- Staff worried about their own physical and mental health and wellbeing and that of their families and colleagues, to their personal safety and financial situation.
- Staff have a range of caring responsibilities, including children, relatives, partners, older adult children, pets, neighbours and as volunteers in their local communities
- Despite good awareness of the Council's support services, there has been low take-up of the Employee Assistance Programme (only 36 respondents) and the Occupational Health Service (only 96 respondents)

3.11 The key findings for the questions regarding the Council's training opportunities were:

- The most popular training topics for managers included 'Returning to Work', 'Staying Safe at Work' and 'Leadership and Resilience in Turbulent Times'. Managers were also interested in some generic training for all staff, including 'Wellbeing: looking after yourself in isolation', 'Resilience Coaching' and 'Loss and Bereavement Awareness'
- 65.5% of respondents were overall favourable to online group activities, including team lunches and fitness classes
- Some respondents also have creative ideas for promoting health and wellbeing and connecting with colleagues, including quizzes, skills swaps, online meditation and yoga classes, book clubs etc.

3.11 The key findings for the questions regarding the Council's approach to managing the crisis, post-lockdown recovery, returning to work and suggestions for the future, were:

- Over 86% of respondents are proud to work for the Council during the COVID-19 crisis and 84% would speak positively about the work of the Council to friends and family
- Over 41% would like to know what they could do personally to support local charity and voluntary organisations affected by the crisis
- In order of priority, staff would like to see 'Deep cleaning of the offices', 'Adequate spacing of desks', 'Hand sanitiser stations' and 'Office working guidance' alongside a return to the office environment
- Staff also provided a range of suggestions to the Council on how to tackle COVID-19, including a rota for people based in the Civic Centre and other sites; flexibility for staff with childcare responsibilities; use of Microsoft Teams/web-based platform for multi-agency meetings; and extra support, advice and guidance to BAME colleagues
- When asked what more the Council could be doing to support staff, respondents suggested listening to staff and their needs; clarity for staff who fall into vulnerable risk groups; provision of PPE and face masks; IT and laptop rollout; managers being more understanding; and more flexibility in working arrangements
- In terms of longer term changes after the COVID-19 crisis, staff wanted to see more ongoing engagement with staff through regular communications and surveys; maintain home working opportunities and promote flexible, remote and agile working; more empathy and kindness from managers; more interdisciplinary working across teams; more volunteering opportunities; and more virtual meetings with professionals.

### **Actions from Staff Survey findings**

3.12 Following the delivery of the first Staff Survey in May 2020, a Staff Survey Working Group was established with divisional representation from all services, to oversee the delivery of quick

wins and improvements to address the key findings, as well as the development of local departmental and divisional staff surveys.

3.13 The key quick wins delivered from May 2020 onwards included:

#### 3.14 **Communication**

- a) All managers instructed to have a team meeting and/or 'touch base' with all of their staff at least monthly
- b) Regular reporting on progress of the restarted IT roll out programme to staff
- c) Promote free car parking offer of staff who need to come into the Civic Centre
- d) Promoting the importance of culture change through the REAL values staff seminars on the Council's organisational values for staff: Respect, Empower, Ambition and Learn
- e) Regular communications and engagement to reassure staff who are struggling at home around the likely timescales for the implementation of the phased return to the workplace, as feelings of loneliness and isolation are not necessarily linked to issues of flexibility around home working.

#### 3.15 **Health & Wellbeing**

- a) Reinforce the message to all staff that working from home is the default position
- b) Ensure all staff have access to the equipment they need to make working from home safe and comfortable – highlight that a list of 'essential equipment' / 'basic accessories' for all staff is being drawn up.
- c) Relaunch/re-promotion of the new Employee Assistance Programme via a webinar and highlight that staff can self-refer
- d) Promote informal methods for team catch-ups /get-togethers via video to prevent feelings of isolation among staff
- e) Using a 'signature sign-off' to promote flexible working that could be adopted more widely e.g. *"I sometimes send emails out of standard business hours for my own convenience. Please do not feel you need to respond outside of your working hours."*

#### 3.16 **Training & Development**

- a) Identify and promote a 'mental health support' training package for immediate roll out
- b) Encouraging staff to engage regarding their physical and mental wellbeing, with the introduction of 'Wellbeing Wednesdays and Fridays' each week
- c) Workforce Development to roll out the 'It's Okay' campaign covering a wide range of issues around personal health, wellbeing and development needs, time management, safe return to work, remote/home working, compassionate leadership, managing conflict, home/work balance, trauma, financial wellbeing

3.17 A series of medium to long-term actions have also been overseen by the Staff Survey Working Group:

1. Repeat the full Council-wide staff survey: Planning for this, including reviewing questions, was completed by December 2020 with a view to delivering the new survey in January/February 2021

2. Developing our longer term 'offer to staff' – establishing 'what more' staff need to make their home working environment more comfortable in the future and the best way to provide what is required e.g. desks, chairs, laptop stands etc.
3. Ensure that the Health and Wellbeing Programme remains an embedded feature for staff over the long term.

3.18 Each division also developed their own local action plans and have rolled out a range of activities including staff surgeries, departmental conferences, local divisional surveys, and more direct engagement with Chief Officers and senior managers.

### **Follow up staff survey - February 2021**

3.19 A follow-up survey for early 2021 was developed and tested by a control group of colleagues from the Staff Survey Working Group, the Trade Unions and Dep Representatives to ensure that the survey was a manageable length and thus lead to a high response rate, while also covering the key objectives of the survey.

3.20 In addition to the key areas in the first survey, the second staff survey (in Appendix 1) covers the following topics:

- The experiences of new starter who have joined the organisation during COVID-19
- The views and experiences of staff regarding long-term remote/office working during COVID-19
- The impact of our equality and inclusion training and support
- Preferences around remote working in the future
- The effectiveness of the IT transformation programme
- The impact of COVID-19 support work on staff wellbeing.

3.21 The follow-up staff survey was rolled out on Monday 1 February and will be open until Friday 19 February, although this is subject to review depending on the response rate. Regular communications to staff, via the Chief Executive's weekly email and the Transforming Bromley newsletter, will be used to drive engagement.

**In May 2020, we ran a staff wellbeing survey, asking all London Borough of Bromley colleagues, including agency and locum staff, to feed back on their experiences of maintaining their mental and physical health and wellbeing during the COVID-19 pandemic, and the impact of the changes to their working arrangements.**

**This staff survey follows on from the May 2020 survey. Through this survey, we hope to better understand how colleagues, including new starters during the Covid-19 pandemic, are feeling about their longer-term experiences of remote working or office working; the impact of COVID-19 support work on staff wellbeing; our longer-term return to work approach; and the impact of our equality and inclusion work.**

**Please set aside 15 minutes to complete this survey. We would encourage staff to complete as many questions as possible, but you may skip questions as appropriate.**

**All staff, including agency and locum staff, are encouraged to complete this survey.**

**All responses in the survey are confidential.**

**Please note that once the survey is submitted, you will not be able to edit any of your answers.**

1. Which division do you work in?

2. Which age group do you fall in?

3. Are you a manager?

Yes

No

4. Are you a Bromley resident?

Yes

No

## Additional Contextual Questions

The following contextual questions are included to help us understand if there are any particular challenges affecting certain groups in our workforce, especially in relation to Covid-19. These questions are optional.

5. What is your identified ethnicity?

- White
- Mixed/ multiple ethnic groups
- Asian/ Asian British
- Black/ Black British/ Caribbean/ African
- Prefer not to say
- Other ethnic group or background (please specify)

6. Do you live with a disability or a life limiting health condition?

- Yes
- No
- Prefer not to say

7. What is your gender?

- Male
- Female
- I identify as... (please specify)

- Prefer not to say

8. Did you join the Council during the Covid-19 pandemic?

- Yes
- No

## Communications

9. If you are a new starter during the Covid-19 pandemic, to what extent do you agree or disagree with the following statements?

	Strongly agree	Agree	Disagree	Strongly disagree
The Council made it easy to start working for Bromley	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I had an enjoyable induction into the Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Council staff have made me feel welcome	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remote working sometime makes it hard to feel connected to my team	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other comments (please specify)

10. How do you prefer to receive information about the Council's COVID-19 response? (Select as many options as you like)

- Email updates from the Chief Executive and Directors
- Email updates from the Leader of the Council and other senior Members
- E-mails/calls from your line manager
- Team meetings/briefings
- COVID-19 Portal (One Bromley)
- WhatsApp team groups
- Bromley Council website
- Local media
- Transforming Bromley newsletter
- Departmental telephone/virtual conferences
- Other (please specify)

11. To what extent do you agree or disagree with the following?

	Strongly Agree	Agree	Disagree	Strongly Disagree
I feel well informed about the Council's response to Covid-19	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The information I receive regarding the Council's Covid-19 response is not always clear or easy to understand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I receive enough information from the Chief Executive and Directors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I receive enough information from my line manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I receive enough information from team meetings/briefings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Do you have a public facing role where you are regularly in contact with members of the public? (contact can be in person, over the phone, by email, etc.)

- Yes
- No
- Unsure

## Public Facing Roles

13. To what extent do you agree or disagree with the following statements?

	Strongly agree	Agree	Disagree	Strongly disagree
I feel confident when engaging with members of the public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel well supported by the Council when engaging with members of the public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have encountered hostility from members of the public due to my role	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know how to handle difficult encounters with members of the public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Is there anything you think the Council could do to support you in engaging with the public?

- No
- Yes (please specify)

## IT Transformation

15. Have you received IT equipment (e.g. a new work laptop) for home working from our IT rollout in the last 6 months?

- Yes  
 No

16. To what extent do you agree or disagree that the IT rollout programme has improved your ability to work from home?

- Strongly agree  
 Agree  
 Disagree  
 Strongly disagree  
 Do not work from home

17. What are the biggest technical challenges that you currently face? (Select up to 3)

- Poor internet connection  
 Confidence in using video conferencing (WebEx/Skype/Teams)  
 Confidence in using departmental software  
 Slow or faulty IT equipment  
 Other (please specify)

- No technical issues

18. Is there any additional IT training that you would find helpful?

- No  
 Yes (please specify)

19. Are you currently working remotely?

- Yes, all the time  
 Yes, most of the time  
 Yes, some of the time  
 No



## Remote Working

20. If you are not always working at home, where else are you working? Choose as many options as appropriate)

- Office
- In the community
- Visits to service users/members of the public
- Other (please specify)

21. To what extent do you agree or disagree with the following statements?

	Strongly agree	Agree	Disagree	Strongly disagree
I am adapting and building confidence with remote working	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a suitable space where I can work remotely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel effective in my role while working from home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel connected with my team and colleagues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have enough contact with my line manager	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. Do you always feel safe while working for the Council?

- Yes
- No
- Unsure

Please enter a comment if you would like

23. Is there anything you think the Council could do to ensure a safer working environment for staff?

## Changes to Day-to-Day Work

24. Have you performed any Covid-19 support work for the Council over the last 9 months?

- Yes - in a redeployed role
- Yes - as part of my business as usual role
- No
- Unsure

25. How have your day-to-day working arrangements changed over the last 9 months? (Tick as many as appropriate)

- I have been redeployed for part or all of the pandemic
- I took on new Covid-19 responsibilities in addition to my usual role
- I took on responsibilities of co-workers who were redeployed
- I volunteered in a Covid-19 capacity for the Council in addition to my usual role
- I manage staff who have taken on new Covid-19 responsibilities
- My role has not significantly changed
- Other (please specify)

26. If you are performing any Covid-19 support work, to what extent do you agree or disagree with the following statements about your redeployment?

	Strongly agree	Agree	Disagree	Strongly disagree	Not Applicable
I have received sufficient training to perform my COVID-19 related tasks	<input type="radio"/>				
I have been worried that my new functions expose me to new risks	<input type="radio"/>				
I would have preferred to return to my normal business-as-usual role sooner	<input type="radio"/>				

## Health and Wellbeing Offer

27. During Covid-19, have you been aware of the Council's wellbeing support programmes for staff (Employee Assistance Programme, Occupational Health Service, It's Okay Campaign or Wellbeing Wednesdays and Fridays)?

- Yes and I have used this wellbeing support
- Yes, but I have not used this wellbeing support
- No
- Unsure

28. To what extent do you agree or disagree with the following?

	Strongly agree	Agree	Disagree	Strongly disagree
The Council's wellbeing offer for staff during Covid-19 has helped my mental and physical wellbeing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a good balance between my work and home life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can manage my workload	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It has been difficult to take care of my physical health during Covid-19	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It has been difficult to take care of my mental health during Covid-19	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a good sleeping pattern	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often feel lonely or isolated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I take actions to limit my screen time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I sometimes have days where I can't take any breaks at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29. Is there any other wellbeing support you would like the Council to offer?

- No
- Yes (please specify)

30. Are there any other more general training and development opportunities you would like the Council to offer?

- No
- Yes (please specify)

31. Have you had any caring responsibilities during Covid-19?

- Yes, for my children
- Yes, for vulnerable relatives (such as elderly relatives)
- Yes, for someone else (please specify)

- No

## Equality and Inclusion

32. Have you been able to work flexibly to accommodate your caring responsibilities?

- Yes  
 No (please explain)

33. To what extent do you agree or disagree with the following statements?

	Strong agree	Agree	Disagree	Strongly disagree
I have noticed a recent improvement in the Council's approach to equality and inclusion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
All staff are treated fairly at the Council regardless of their personal background	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am treated fairly at the Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Council takes equality and inclusion seriously	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

34. Do you have any suggestions for how the Council could improve its approach to equality and inclusion?

- No  
 Yes (please specify)

35. Have you attended any of the Council's REAL seminars?

- Yes, all of them  
 Yes, at least one  
 No

36. Do you know who your Departmental Representatives are?

- Yes  
 No

37. Do you know who the Council's Trade Union representatives are?

Yes

No

## Returning to Work

38. To what extent do you agree or disagree with the following?

	Strongly agree	Agree	Disagree	Strongly disagree
I am proud of the Council's response to Covid-19	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I speak positively about the Council to my friends and family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would like to find out how I could help support local charity and voluntary organisations affected by Covid-19	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am doing meaningful work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is clear what is expected of me in my role	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

39. Following the Covid-19 pandemic, how many days a week would you typically like to work remotely/from home? (You can explain your preference in the comment box provided)

- No remote/home working (0 days a week)
- Partial remote/home working (1 - 2 days a week)
- Mostly remote/home working (3 - 4 days a week)
- Working remotely/at home all the time (5 days a week)
- Other (please specify)

Please explain your preference

40. Is there anything the Council has introduced in response to Covid-19 that you would like to see continued after the crisis has ended?

41. Is there anything else you would like to tell us that was not covered in this survey?



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