Covid-19 Workforce Update

for Staffing and Remuneration Committee
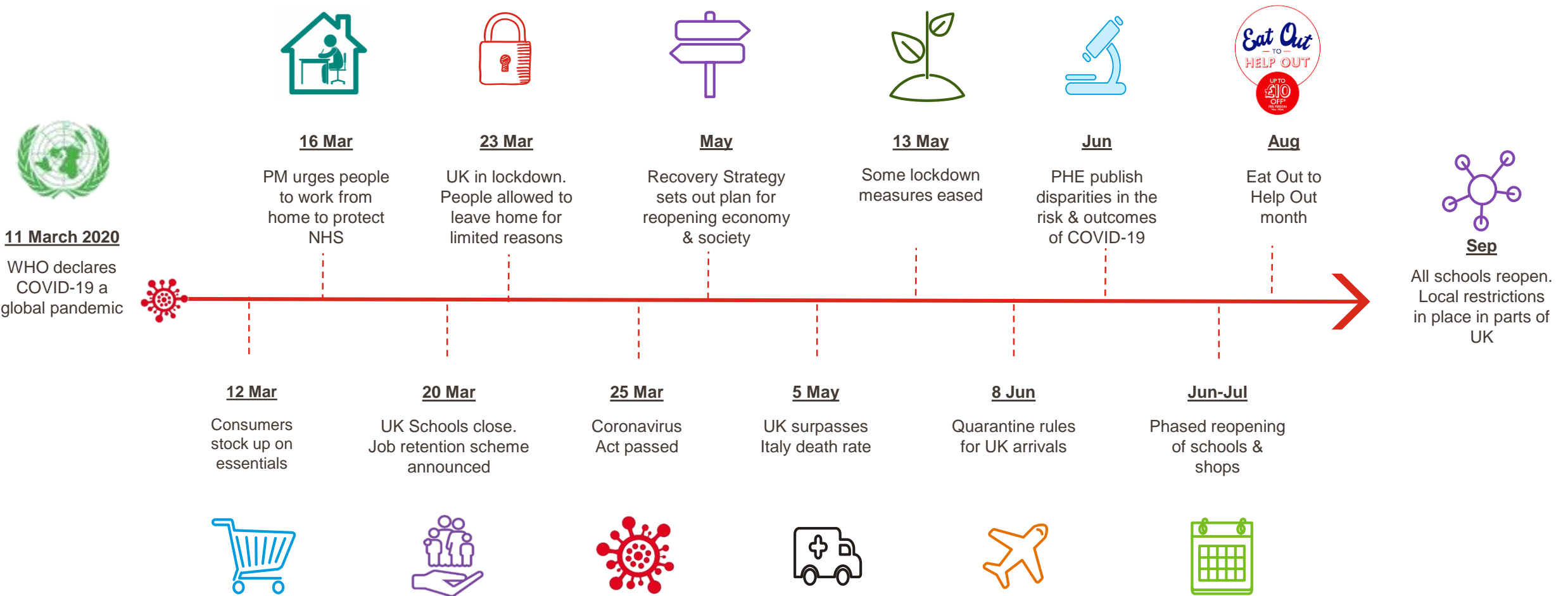
October 2020

Outline

1. Recap – reminder of key events from March to September 2020

2. Initial HR Response

3. Key changes and support provided

4. Feedback from staff – wellbeing survey and staff circumstances data collection exercise

5. Next phase plans

Recap - timeline of key events

11 March 2020

WHO declares COVID-19 a global pandemic

16 Mar

PM urges people to work from home to protect NHS

23 Mar

UK in lockdown. People allowed to leave home for limited reasons

May

Recovery Strategy sets out plan for reopening economy & society

13 May

Some lockdown measures eased

Jun

PHE publish disparities in the risk & outcomes of COVID-19

Aug

Eat Out to Help Out month

Sep

All schools reopen. Local restrictions in place in parts of UK

12 Mar

Consumers stock up on essentials

20 Mar

UK Schools close. Job retention scheme announced

25 Mar

Coronavirus Act passed

5 May

UK surpasses Italy death rate

8 Jun

Quarantine rules for UK arrivals
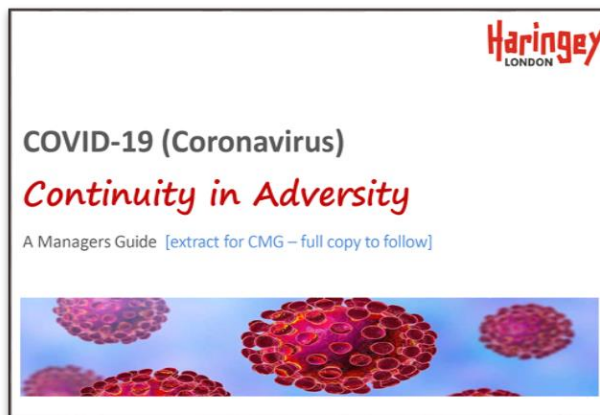
Jun-Jul

Phased reopening of schools & shops

Initial HR Response

HR GOLD objective during pandemic

1. Maintain payroll
2. Monitor workforce profile & impact of interventions
3. Manage e-learning channels to enable flexibility
4. Advise on resourcing solutions to maintain a viable workforce
5. Act as liaison with Trade Union side
6. Support line managers with HR policy guidance
7. Signpost support for the health & wellbeing

By 19 March 2020

- Guidance for staff and managers set up on intranet
- A Managers guide provides information on
    - How to record Covid-19 absences
    - Identify and support vulnerable groups
    - Annual leave changes
    - Agency workers
    - Recruitment
    - How to respond to key staff questions

COVID-19 (Coronavirus)
Continuity in Adversity
A Managers Guide [extract for CMG – full copy to follow]

Covid-19 (Coronavirus) Guidance for Staff

⚠ COVID-19 (Coronavirus) Guidance for Staff | Remote Working and MS Teams

Staff News Update ❯

Guidance for staff ❯   **Guidance for managers** ❯

Advice and answers to specific HR queries:

- What to do if you're ill
- Information on staff testing
- PPE: guidance and how to request it

Advice relating to:

- How to get in touch with HR
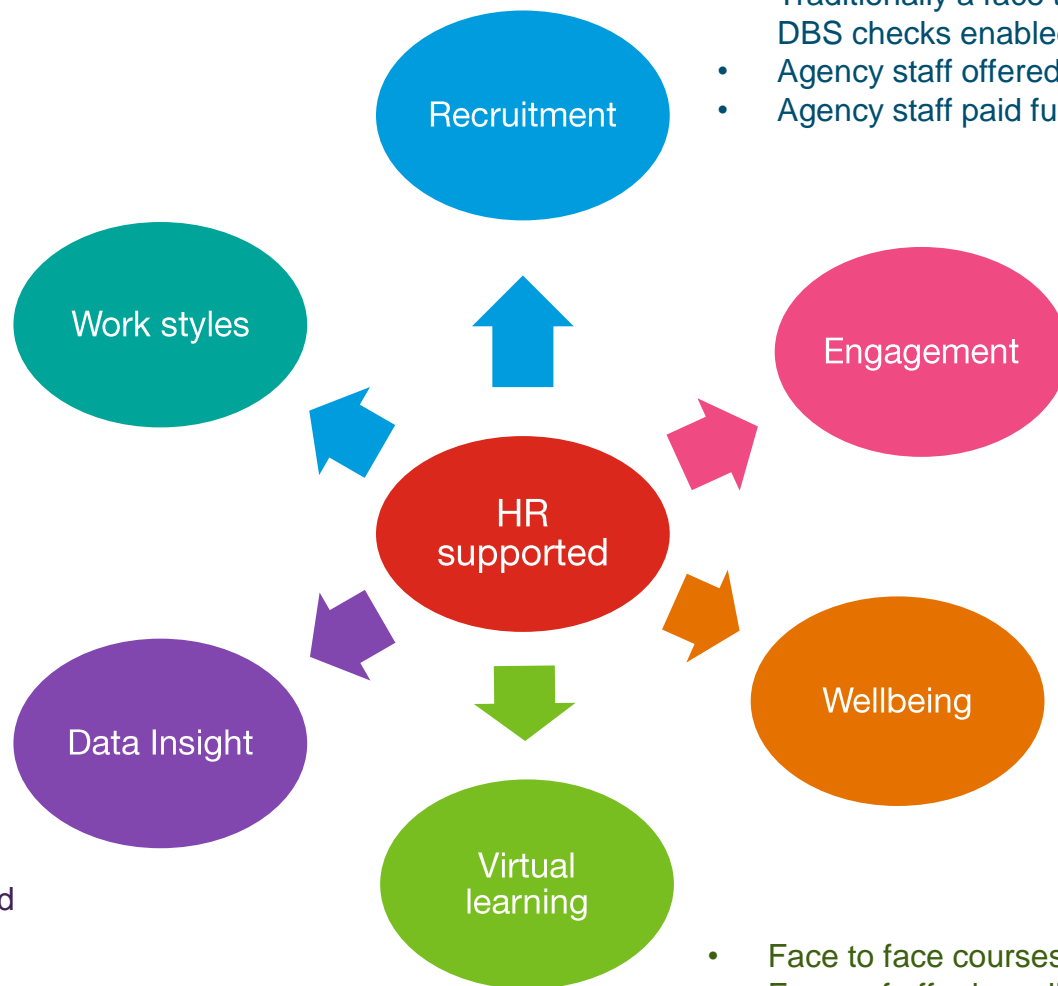- Information on staff testing
- Key Workers and Travel Passes

CERTIFIED **Haringey** LONDON haringey.gov.uk TRAVELLER

Key changes and support introduced

Recruitment
- Traditionally a face to face activity – change over to virtual interviews and online DBS checks enabled recruitment to continue
- Agency staff offered fast tack to permanent roles
- Agency staff paid full sick pay if impacted by Covid-19

Work styles
- Volunteers Group set up to support key projects such as food deliveries and telephone support to home carers
- Deployment hub created to enable fast track secondments internally & across London
- Equipment loans to enable staff to work from home
- PPE poster guides
- Key workers and critical roles identified
- Able to work from abroad in exceptional circumstances

HR supported

Engagement
- Daily updates provided initially, now twice weekly
- Supplemented with FAQs & videos
- Celebrate lockdown heroes
- Monthly Lets Talk sessions led by Chief Exec
- Active Yammer discussion boards
- Increased TU engagement

Wellbeing
- Revised Risk Assessments and HR support
- Wellbeing Wednesday webinars on core topics e.g. "Its Ok not to be OK", "managing a remote workforce", "how to use TEAMS"
- HR led Equalities awareness webinars
- Anonymised access to counselling
- Bereavement support

Data Insight

Key data collected / analysed
- Wellbeing survey
- Staff personnel information updated
- Data collected to understand individual circumstances
- Workspace survey
- Weekly absence reports
- BECC workforce data

Virtual learning
- Face to face courses moved to TEAMS or Zoom
- Focus of offer is resilience, managing remotely, wellbeing, health and safety, GDPR
- Access to Covid-19 toolkits from any SMART device

Staff circumstances information (May)

76%
1718 employees completed survey

+

338
Agency/interim staff completed survey

We asked staff to tell us about their:

Shielding or Vulnerable situation

- 95 say someone in my household is 'shielding'

- 66 say someone in my household is 'shielding' and I have caring responsibilities for them

- 123 say I have caring responsibilities for someone outside my household who is 'shielding'

Childcare or carer responsibilities

- 14% of employees are responsible for child care/education provision during the work day.

- Flexible working day extended.

- Yammer group set-up and tips provided by teachers. Accept unique circumstances and direct correlation to performance

Working arrangements & home work environment

- 1493 employees can create a suitable work environment

- 210 cannot create a suitable work environment (e.g. due to lack of space/other factors)

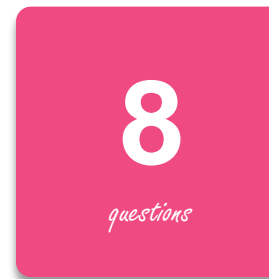- Working with NWOW and IT to address challenges

Travel plans if required to attend work office/site

- 45% will you use public transport to travel to work when/if required

- Using public transport is a key concerns staff have about attending the office.

Health and Wellbeing Survey (May)

8 questions **+** **75%** 762 responses received

How have you been feeling during lockdown?

1. Good and feeling positive – **20%**
2. Ok and hopeful – **33%**
3. Not sure what to make of the situation – **14%**
4. Ok but concerned – **31%**
5. Very worried or upset – **3%**

Since lockdown, what 3 things have been on your mind the most?

1. Health and wellbeing of loved ones **– 450**
2. Physical health and wellbeing **– 357**
3. Exposure to coronavirus **– 296**
4. My workload and productivity **– 259**
5. *All other responses had under 250*

Which of the following support have you sought?

1. Friend/ colleague advice **– 383**
2. Line manager advice **– 224**
3. None **– 206**
4. Haringey intranet **– 146**
5. All other responses under 140

What are the 3 biggest challenges you are facing working from home?

1. Maintaining an active lifestyle **– 423**
2. Wifi, working with others around, lack of large computer screen - **all around 200**

Which of the below would help you adapt to working from home?

1. Organising space only for work **– 186**
2. Online learning and development **– 186**
3. Regular calls with colleagues **– 176**
4. Setting regular objectives **– 161**
5. *All other responses under 130*

Compare to office working I am 1) much less effective – 10) much more effective

7.14 average

I am being kept up to date and well informed by the Council.

8.48 average

How connected do you feel with your team?

7.68 average

Let Talk Equalities: 500 staff virtually attend June workshop

At start of workshop asked
What comes to mind when you hear the word equality?

unfair discrimination
unheard and unrepresented
painful not equal
systematic racism #94364
unsafe sexism power
unfair treatment prejudice sadness unsustainable
disparity poverty bias anger unjust treatment
disadvantaged division worse outcomes
oppression injustice race uneducated
unequal
unseen hurt unjust weak
pain unfairness white privilege
why fear racism wrong nepotism
privilege tears unfair frustration
barriers
discrimination
powerless ignorance supremacy
disadvantage need to change
very much alive

At the end of workshop asked
How are you feeling now?

galvanised
included invigorating
will there be real change keep conversation going
hope worried about speaking up
listened to confused determined happy
hopefull worried unresolved disappointed
neutral same positive sad informed
indifferent frustrated
challenged hopeful valued its a start
unconvinced processing
fine optimistic tired more work
uncertain worries tentative
will there be change encouraged
fustrated
shaken very good
exhausted reflective lip service
enspired open unsure too short
look forward to more reassured
opportunity

Workspace requirements survey

-83 teams have completed survey comprising 1,500 staff (out of circa 2,800)

280 shielding or vulnerable

550 staff anxious about coming to the office

140 staff with strong preference to work in office

47 team managers believe that teams can continue as they are now

16 team managers concerned about long periods of separation

20. Considering how your team works together, are you:

More Details

- Happy that your team is able t...   56
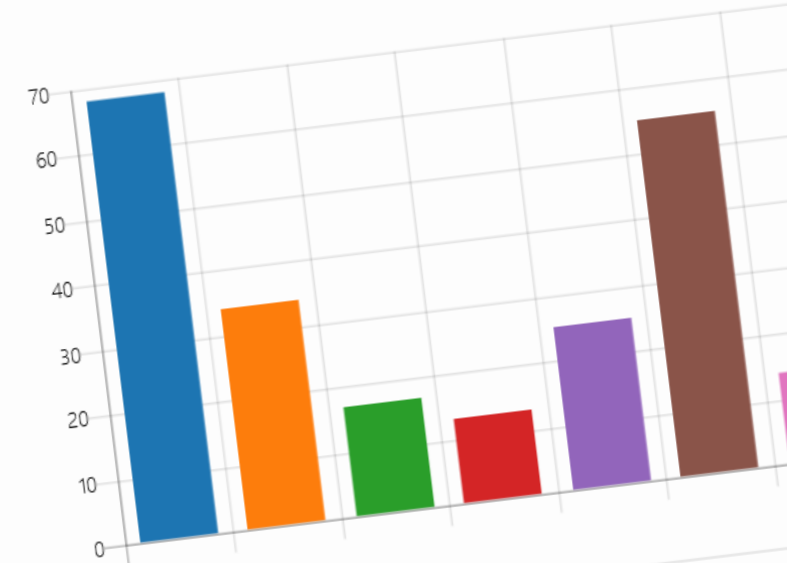- Concerned about long period...   17
- Unable to carry out your servi...   5

Responses   82

Questions

9. Thinking about the service that your team delivers, which of the following statements applies?

More Details

- My team is able to work effect...   68
- Individual Officers need to co...   34
- Some Officers need to be in t...   17
- My team work in the commun...   13
- The service has a significant fa...   25
- The way my team is working n...   55
- My team will need more spac...   14

Next steps / phases of support

1. Working with other teams on the design and use of office spaces in future

2. Supporting employees to continue to work from home with equipment and embedding working practice changes that have been effective

3. Planning and preparing for a second wave alongside winter flu season

4. Refocussing on key HR development projects
   1. HR service – stabilise core offer and workforce data improvements
   2. Recruitment Insourcing
   3. Apprenteships – proposition development