

**Minutes of the  
Policy and Resources Scrutiny Panel  
(to be confirmed at the next meeting)**

**Date:** Monday, 11 July 2022

**Venue:** Collingwood Room - Civic Offices

**PRESENT:**

**Councillor** Mrs S M Bayford (Chairman)

**Councillor** N J Walker (Vice-Chairman)

**Councillors:** F Birkett, M R Daniells, D J Hamilton, Miss T G Harper and Mrs K Mandry

**Also  
Present:**



**1. APOLOGIES FOR ABSENCE**

There were no apologies of absence.

**2. MINUTES**

RESOLVED that the minutes of the Policy and Resources Scrutiny Panel meeting held on 3 March 2022 be confirmed and signed as a correct record.

**3. CHAIRMAN'S ANNOUNCEMENTS**

There were no Chairman's announcements made at this meeting.

**4. DECLARATIONS OF INTEREST AND DISCLOSURES OF ADVICE OR DIRECTION**

There were no declarations of interest made at this meeting.

**5. DEPUTATIONS**

There were no deputations made at this meeting.

**6. CAPITAL AND TREASURY MANAGEMENT OUTTURN 2021-22**

The Panel considered a report by the Deputy Chief Executive Officer on the Capital and Treasury Management Outturn 2021/22.

RESOLVED that the Panel recommends that the Executive endorses the Capital and Treasury Management Outturn 2021/22 report when it considers it at its meeting on 5 September 2022.

**7. UK SHARED PROSPERITY FUND INVESTMENT STRATEGY**

The Panel considered a report by the Deputy Chief Executive Officer which reviewed the Executive's proposals for the use of the Council's allocation from the UK Shared Prosperity Fund, prior to the submission of the Borough Investment Plan.

RESOLVED that the Panel agreed that the Executive proposals for the use of the Council's allocation from the UK Shared Prosperity Fund be included in the Borough Investment Plan.

**8. NEW WAYS OF WORKING UPDATE**

The Panel received a presentation from the Deputy Chief Executive Officer which provided an update on the New Ways of Working. (A copy of this presentation is appended to these minutes).

The Panel commented on how well the new approach is working, and noted that the customer is main priority, with the Council ensuring any changes to staff working patterns does not have any impact on the level of service provided to its customers.

The Panel asked questions regarding confidentiality and how this is being maintained with those employees working at home. The Deputy Chief Executive Officer confirmed that here is guidance provided to all employees with regard to working at home, which states that employees must be able to work in an environment where confidentiality is ensured.

The Panel also enquired whether any revenue opportunities had been explored with the decreased number of staff in the building. The Deputy Chief Executive Officer confirmed that initially cost savings on lighting, heating etc are being worked out by combining teams into fewer floors. He confirmed that there then may be an opportunity to lease more floor space of the civic offices to other organisations which would generate revenue income for the Council.

RESOLVED that the Panel thank the Deputy Chief Executive Officer for his informative presentation.

## **9. EXECUTIVE BUSINESS**

The Panel considered the Executive items of business which falls under the remit of the Policy and Resources Portfolio, including Executive Member decisions and Officer delegated decisions, that have taken place since the last meeting of the Panel on 3 March 2022.

The Panel considered the decisions at items 9(1) to 9(8) of the agenda.

### **(1) Irrecoverable Debts**

There were no comments received.

### **(2) Cash Office Provision**

There were no comments received.

### **(3) Citizen of Honour Nominations 2022**

There were no comments received.

### **(4) Approval of a Disposal at Spitfire Way**

There were no comments received.

### **(5) Daedalus Financial Strategy**

There were no comments received.

### **(6) Energy Rebate Discretionary Policy**

There were no comments received.

### **(7) Investment Programme for Solent Airport, Daedalus**

There were no comments received.

**(8) Regeneration of Fareham Town Centre, including Fareham Live and Osborn Road Multi-Storey Car Park**

There were no comments received.

**10. SCRUTINY PRIORITIES**

The Deputy Chief Executive Officer addressed the Panel on this item and offered members the opportunity to put forward any items of business that they may wish to consider at a future meeting.

There were no further items put forward on this occasion.

(The meeting started at 6.00 pm  
and ended at 7.01 pm).

# New Ways of Working Update

Page 5

Minute Item 8

11<sup>th</sup> July 2022

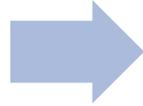
# Update

1. Revisit the agreed vision
2. Progress so far
3. What our employees are telling us
4. What next
5. Questions

# The Approach

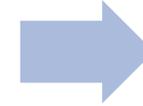
## Research

- What have we learnt?
- Good practice within FBC
- External partners
- General studies



## Engagement

- Managers
- Employees
- Union



## Understand the Influences

- ICT potential
- Buildings Potential
- People Potential
- Customers and Cllrs

# What did our staff say ...

- 233 responses (83% Civic)
- 81% rarely/never WFH before
- 20% juggled school
- 41% worked different hours at home
- ICT generally worked well for 76%
- 81% had no issues with work environment (workstation, etc)
- 89% want to continue some home working
- Strong preference for mixed working arrangements
- Very little interest in moving from civic

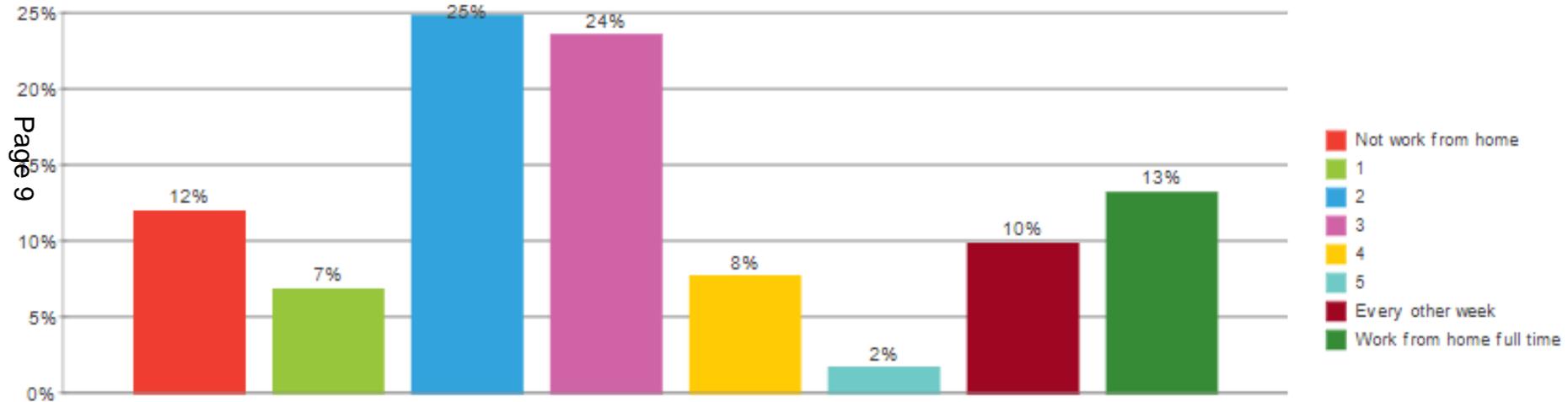
Page 8

## CONCLUDED

- Strong desire from staff to continue home working, with a central base in town centre
- Team presence important and sense of “own space” if hot desking

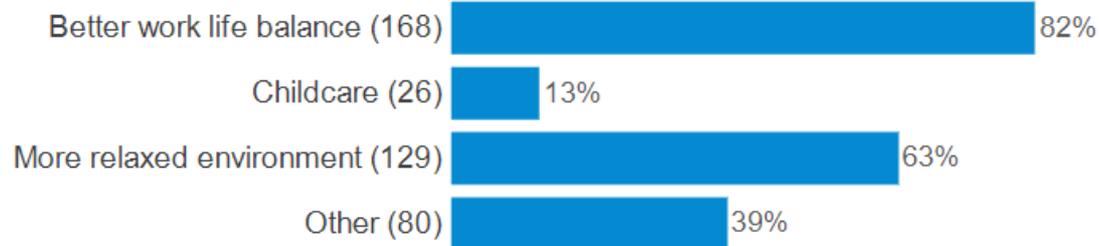
# Staff survey

How many days a week would you like to work from home?

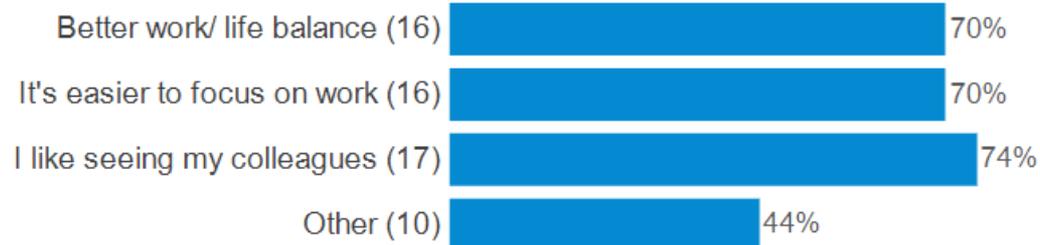


# Staff survey

## Why would you prefer to work from home? (Tick all that apply)



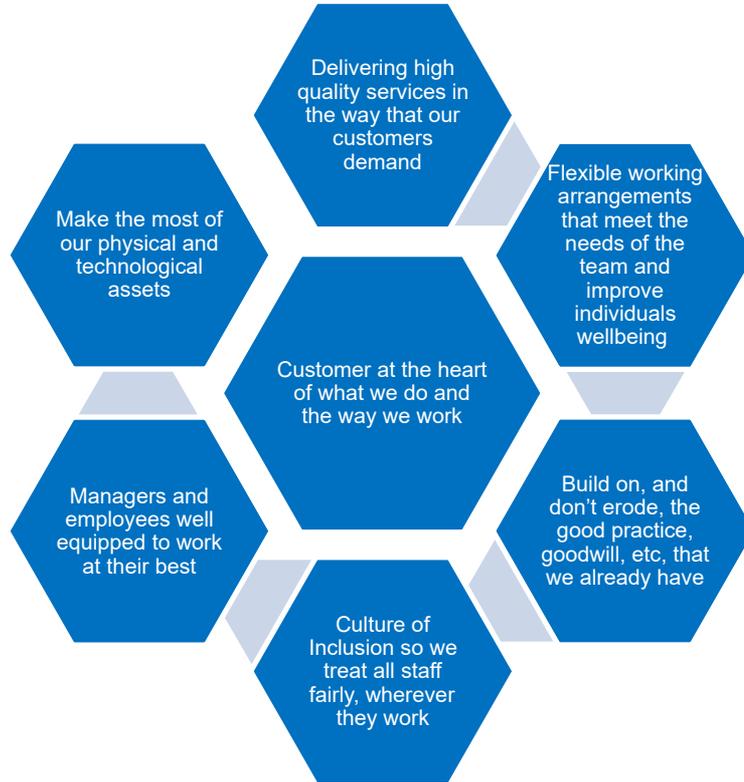
## Why would you prefer to work in the office? (Tick all that apply)



# Research Findings

- Engaged with 12 Local Authorities, NHS Trust, 8 Private Sector companies
- Common themes
  - Consider it a “culture change” programme
  - Trust is central to a dispersed workforce
  - Forced “teambuilding” is necessary
  - Consistency through a corporate approach, whilst making the change meaningful for individuals’ well-being
  - Hot desk ratios very important, as are team zones and super-hot space
  - Spaces for meeting, “Teams-ing”, storage and lockers

# Our Vision - Key Principles



Vision was agreed by Executive in October 2021

# Progress to date

## People

Oct-Dec  
Managers net  
staff

Dec/Jan HR  
overview

Jan+ Work  
patterns  
established

## Technology

Laptops

Teams Telephony

Sharepoint

Review of mobile  
devices

## Procedures

Employee guide

Home work  
station  
assessment

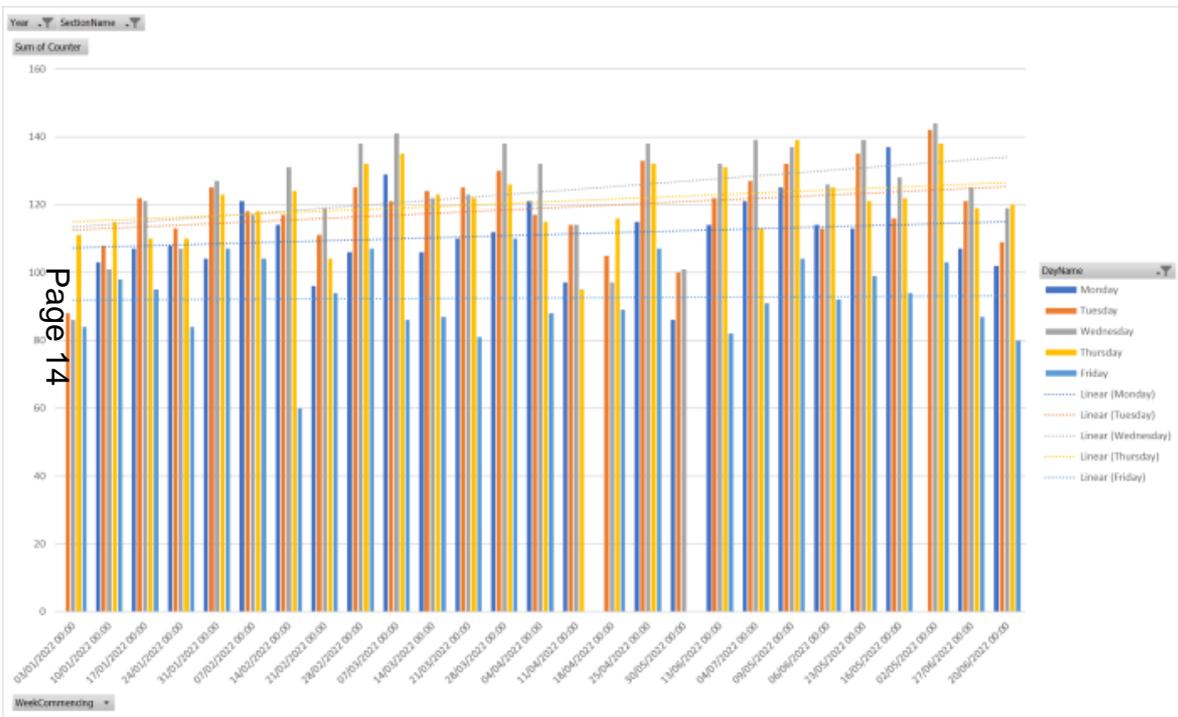
ICT guidance/  
training

## Assets

Civic AMP

Office layout

# Working arrangements



Turnstile data shows attendance is 64% compared to pre-pandemic period

average attendees

Monday	111 (169)
Tuesday	119 (184)
Wednesday	123 (192)
Thursday	121 (186)
Friday	92 (157)

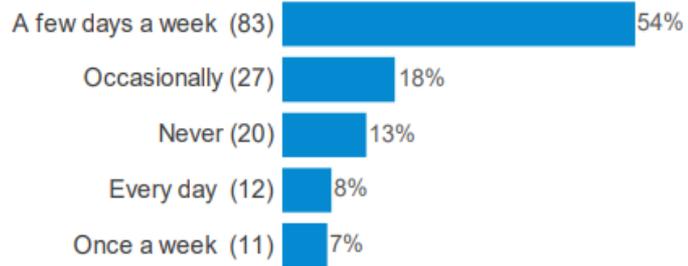
(2019 figs in brackets)

Slight upward trend since January, as expected

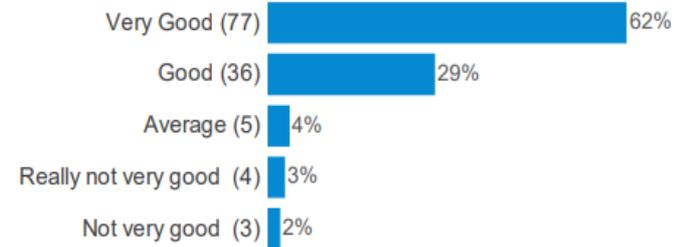
# What our employees are saying

## Survey in June 2022

### How often do you work from home?



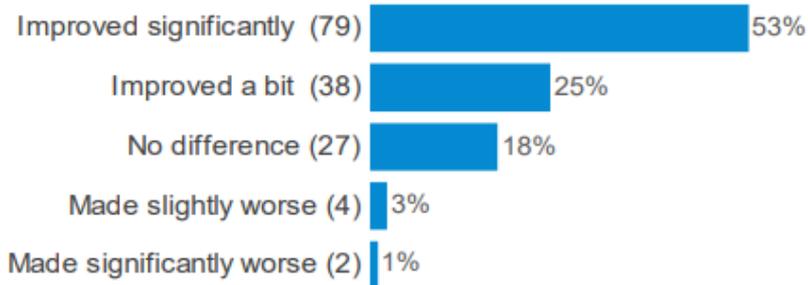
### How do you feel about the current way of working? (drag the slider to select your answer)



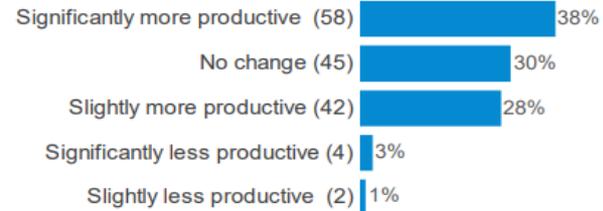
# Survey (2)

## How has it affected your work life balance?

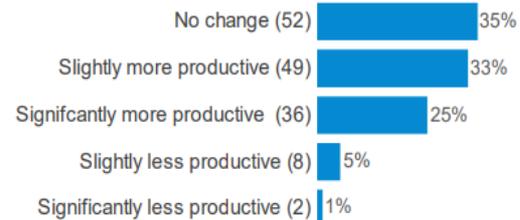
Page 16



## Do you feel that you are more or less productive as a result of hybrid working?



## Do you feel that your team is more or less productive as a result of hybrid working?



# Survey (3)

## How has hybrid working changed your working day?

- Less distractions and fewer interruptions
- able to fully focus on tasks
- removed commuting time
- freed up a proportion of time that can be used elsewhere
- Personal wellbeing
- Flexibility

## Are there any factors that may have an impact on your working pattern?

- Reduced fuel cost
- Cost of staying at home (heat/energy cost)
- Caring responsibilities
- Environmental issues

# Survey (4)

## What challenges are there when working from home?

- Work equipment and technology, e.g. additional screen, printing and scanning
- some staff are working from personal devices with no cameras/microphones
- lack of face-to-face interaction with colleagues

Page 18

## What are challenges are there with hybrid working?

- Contacting others
- Team engagement
- Working technology

# Next Steps

- Transition to shared work space
- Home working risk assessments
- Telephony review
- Training and best practice guidance

# Questions