

Corporate Assurance Register

Assurance Area: Organisational Resilience			Date of update: 14/11/25
<p>Assurance Description: The effective and efficient delivery of Council services and responsibilities relies significantly on our workforce at every level. At all times, but especially in periods of significant pressure and uncertainty, it is critical that we have the appropriate policies, procedures, practices and interventions in place to support our workforce, to maximise its capacity and capability and to maintain high levels of morale and commitment. As well as our duties to deliver critical services, the Council has a duty of care to our workforce.</p> <p>The Council has seen major problems regarding the retention and recruitment of staff and a rise in wellbeing issues leading to increased absence. Whilst this is a problem that many Councils face, we have a series of significant challenges that requires a supported and resilient workforce.</p>			
Assurance Owner: Group Head Commissioning and Transformation		Focus / Concern / Issue: Focus	Assurance Level: L / M / M H
Action / RAG	Description	Action	Latest Update
1	Maximising workforce capacity	Undertaking and maintaining an analysis of vacancies and the of agency / interims in Services to identify key gaps and pressures	Services work with HR to fill vacancies where possible and considerable work has occurred. This is continuing in terms of placing interims in key areas and is kept under constant review – 14/11/25
2	Recruitment and retention	Reviewing the options and processes for how we recruit in key areas and analysing the reasons staff leave the Council	For each post the service and HR look at the best routes to market and undertake exit interviews where staff agree to utilising the information from these to look for any improvements in how we manage staff – 14/11/25
3	Maximising workforce capability	Ensuring there is a consistent approach to 1:1s and Personal Development Reviews to identify training and development opportunities	The Council has a continuous performance management system involving regular 1:1s including quarterly review of targets and personal development needs – 14/11/25
4	Workload management	Understand workloads in Services to facilitate prioritisation and best use of available staff	Each Group Head and manager is aware of service needs and will prioritise as required and bring in interims to fill significant gaps. This kept under constant review e.g. Environmental Health – 14/11/25
5	Monitoring the morale and wellbeing of staff at all levels	Use staff 1:1s, surveys and other policies to identify areas of low morale, exhaustion and stress [this applies across the Council and at all staff levels]	Monthly staff 1:1s and manager's open-door policies or staff comments are used to identify the morale of the organisation and address it appropriately. Regular staff meetings and manager's briefings are used to help address any morale issues raised – 14/11/25
6	Minimising staff absence	Review our staff wellbeing support to ensure it provides early interventions to avoid or minimise staff absence through illness	The Council has an Employee Assistance scheme through Carefirst. Wellbeing issues are also covered in 1:1s. The Council has a structured process in place to address staff absences including sickness. Staff sickness is reported quarterly to CP&RC via the KPI report – 14/11/25
7	Managing change	Ensuring our managing change approach supports staff	The Council has already undertaken and encourages staff to attend any change management courses available via Surrey Learn and has set up courses within the Council over the next 3 months. Uptake of these courses is kept under constant review – 14/11/25

Appendix A2

8	Mental health support	Provide training and support for staff to ensure there is a greater awareness of mental health and how and where staff can get help	Carefirst provide a counselling service which we ensure staff are aware. Some staff have been trained as mental first aiders – 14/11/25
9	Monitoring Key Performance Indicators	Review statistics for staff sickness levels, grievances, disciplinaries, dignity at work complaints to ensure policies and procedures remain appropriate and the appropriate support and interventions are identified	Staff sickness absence is monitored and reported quarterly to CP&RC via the quarterly KPI reports. HR record number of grievances/ complaints and address in line with policies. Support and interventions are put in place as required depending on circumstances – 14/11/25