

**Council Overview and Scrutiny Committee
June 2012**

**Implementing the People Strategy – Key Role and Performance of HR &
Organisational Development**

Purpose of the report: Performance Management

We now have a People Strategy, aligned to the Corporate Strategy, One Council, One Team. The strategy sets the direction for our people, culture and performance for the next five years. The People Strategy will be pivotal in helping us attract and retain talent. We are a good employer – our aim is to be the best we can be. This report sets out the key strands of HR&OD activity to achieve this.

Introduction:

HR & OD services have made significant improvements through two PVR Reviews, a new People Strategy for the next five years; through the Making a Difference programme; through stronger partnerships and in our on-going operational services to managers and staff.

The People Strategy for 2012–17 sets the strategic direction for people, culture and performance over the next five years. The Strategy will be pivotal in helping us attract and retain talent. We are already a good employer – our aim is to be the best we can be. Set out below are six key areas of HR activity necessary to achieve the aims of the Strategy. It sets out how we are doing, how these add value to the business and any improvement plans where appropriate.

1. Strategic Direction
2. Developing People & Culture
3. Health, Safety & Well-being
4. Improving Life Chances for those who are disadvantaged.
5. Partnering
6. Workforce Planning & Performance Improvement

1. Strategic Direction

- 1.1 Our strategy aims to enable everyone to reach their best so they can give of their best for the people of Surrey. It sets out promises the organisation will deliver on and, in turn, what everyone in the organisation promises to do, to deliver on the aims of the strategy.

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1.2 It also responds to the 93% of residents who told us they believe it is important that Surrey County Council creates the best workforce for Surrey people. Source: ‘Surrey in 2017’ survey (November 2011).

1.3 Building on the good progress we have made over the last three years, it focuses on 3 key priorities;

- Passion for Public Services
- Great Leadership
- One Team

1.4 As a county council, we have made considerable improvements in culture and performance since 2008/2009. We compare well with world-class organisations in relation to ‘people are treated with fairness and respect’ (above Mori survey top ten). Also, ‘I am able to have a say in how I do my work’ is likewise above the Mori survey top ten. This is a big change from the culture of the past.

1.5 Through a set of measures linked to the Strategy’s Promises. These measures are still in draft for discussion and are set out below in Figure 1 Cabinet and OSC will be able to monitor the impact of the Strategy, as follows in Figure 1:

	HR Objectives	Target	Data source
People Strategy Guarantees	Everyone will have a development plan linked to their goal and organisational goals	96% of all staff by 2013/14	Staff survey
	Every manager will undertake the people management development and coaching modules	All Managers trained by March 2015	STARS
	Everyone will have the right equipment to enable them to do their job	IT upgrade completed	IMT
	Everyone will be trained to a minimum level of IT competency	9,000 assessed, those who do not meet minimum standard trained	STARS
	Everyone will receive coaching training	9,000 by 2015	STARS
	We will maximise smarter working	55% of office based staff adopting a mobile working profile by end FY 2012/13	Staff profile data
	Everyone will have a fair and manageable workload	dynamic risk assessment, case load guidance + guide metrics: use of specific questions from staff survey results	Staff survey
	We will help each other and act early when someone needs extra help and support	Use of specific questions from staff survey results	Staff survey
	Everyone will have an effective annual appraisal	96% of all staff by 2013/14	Staff survey
	Everyone will have regular time with their manager focused on their performance	Use of specific questions from staff survey results	Staff survey
	Every team to have regular team meetings/discussions	100% of teams by 2014	Staff survey
	Everyone will have the equivalent of 36 hours a year training & development	100% of staff receiving 36 hours of training (pro rata) by 2013	STARS

2. Developing People & Culture

Key People Strategy Measures which apply:

- Everyone will have a development plan linked to their goal and organisational goals
- Every manager will undertake the people management development and coaching modules
- Everyone will receive coaching training
- Everyone will have the equivalent of 36 hours a year training and development

2.1 STARS – Workforce Development

2.2 The Council's training and development programme STARS (Stretching Talent and Raising Skills) has delivered 21,046 attendances 2011/ 2012.

- 13,449 attendances by non-manager staff on core skills and vocational programmes.
- 2,650 attendances by middle managers on targeted pathways and courses.
- 641 attendances by senior managers on targeted programmes.

2.3 STARS courses account for part of the training investment within the council. Of the 21,046 STARS training episodes recorded for 2011/12, in service training, elearning and coaching accounts for many more. The STARS programme covers 526 specialist areas of learning.

2.4 The Surrey County Council (Mori) Employee Survey 2011 shows that 63% of staff claim they are satisfied that they receive sufficient training to do their job well. This satisfaction rating is 7% above the overall UK norm and 5% above the norm for Local Authorities. This performance is expected to significantly improve as we implement the People Strategy Promise that 'Everyone will have a development plan linked to their goals & organisational goals, by 2015'.

2.5 Surrey County Council has been successful in retaining the Investors in People (IiP) re-accreditation. Feedback from the IiP assessors included; strong endorsement of the STARS programme and noted the organisation's significant investment in coaching.

2.6 In May 2011 HR&OD launched MyLearning, a new learning management system (LMS). MyLearning adds strategic value and delivers a faster and greatly improved system for customers to manage their training and development needs. HR&OD is developing Surrey MyLearning reporting, Career Ladders and the Qualifications Catalogue to accurately inform workforce and succession planning across the organisation.

2.7 Figure 2 shows Training & Development provision across 2010-11 and 2011-12.

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Training & Development Activity	2010-11	2011-12 (up to Jan 2012)	Comments
Number of courses run	2,853	2,339	Classroom-based provision decreased and ongoing programme to review course content and increase blended learning design and accreditation.
Number of training places offered	38,994	30,646	
Number of places occupied	26,633	21,046	Developing communications strategy to maximise occupancy levels internally. Exploring marketing courses externally to generate income stream to offset costs and create surplus. Continual review to remove and renew courses.
No of place cancellations	9,111	5,613	PVR and ASC review of training to most relevant and most efficient delivery method; plus more content to e-learning. New system allows cancelled places to be reallocated via LMS.
Summary average delegation evaluation score	4.5 out of 5	75% rated the event very good or excellent	Extend learning evaluation beyond level 1-2, to measure the translation of learning into practice and return on investment.
No of e-learning packages	32	60	Developed an e-learning strategy Increased e-learning provision by 88% since June 2011.
No of e-learning episodes	19,178	Increased	By 2014 to have: Minimum 76% of staff using e-Learning & Minimum 36% of classroom learning to be e-enabled.
SCC Average pass mark for assessed e-learning	15.5% above pass rate	Maintained	Maintained.
Use of internal venues	93%	84%	Decreased due to reduction in classroom-based learning. We are exploring the use of Adult and Community Learning centres to deliver training more locally.

2.8 Staff training and development has been recognised in Care Quality Commission and Ofsted inspections of regulated services and most

recently in the LGC Awards 2012, being short-listed in the 'Workforce' and 'Most Improved Council' categories.

- 2.9 The Training and Development Service has already increased its e-learning provision by 88% in its aim to e-enable 36% of classroom-based training to generate 20% cost savings by 2014.
- 2.10 We are establishing a dynamic learning environment (DLE), a platform which hosts all e-learning including interactive online forums, learning tools and resources.

2.11 Quality Assurance and Processes

- 2.12 There is currently a range of quality assurance mechanisms in place across Training & Development. Each team within Training & Development has developed quality assurance processes to meet industry standards and awarding bodies. Surrey County Council Quality Training Standards set out a clear commitment to quality and these are updated annually and have been commended by partners. They incorporate the associated international standards (ISO10015) Quality Management Guidelines for Training. Academic partners have requested that the Surrey County Council Quality Training Standards are widely shared across the sector.
- 2.13 Accredited training is externally verified by awarding bodies. Swift action is taken in response to awarding bodies' feedback. Surrey County Council receives excellent evaluations.
- 2.14 Both internal and external training providers are monitored through regular direct observation, trainer feedback, delegate evaluations, complaints and accreditation achievement rates. There is opportunity to improve this monitoring through a more structured process, which will inform future commissioning and training design through the PVR implementation.
- 2.15 There is a comprehensive system for evaluating training and addressing qualitative feedback following each training event.
- 2.16 The Training and Development PVR is putting effective training resources into the business to help develop effective strategies to support pre and post learning activities to ensure employees retain and apply more of what they learn to drive performance improvement. This will be enabled and supported by the new Learning Management System. Later in the year, the system will be able to prompt delegates and their line manager to have a follow-up conversation three months after the learning event to consider how the learning has been applied and any further development needs.
- 2.17 There is a clear correlation between the transfer of learning into the workplace and line management support and performance improvement.

2.18 Training & Development Service – Facts and Figures and Current Performance

Figure 3

Key Performance Indicator	SCC	Lower Quartile	Mean	Median	Upper Quartile
Average days per FTE employee per year invested in Training and Development - HRP3 Audit Commission (HR primary indicator) **	5 **	1.4	4.7	3.2	6.4
Training expenditure as a percentage of total salaries - HRS1 Audit Commission (HR secondary indicator)	2	0.7	1.8	1.2	2.3
Training spend per employee	£310		£212*	£194	
No. of Training and Development staff to total number of FTE positions	1:163		1:143*		

* For Local Authorities

** The published figure (2.4) is a lagging indicator. The figure is currently 5, which factors in the Council's considerable recent increase in e-learning which is currently unreported. Plus we have also factored in extensive under-reporting of training and development which takes place through CPD (Continuing Professional Development), directorate level workshops and away days locally run and delivered. In addition, the scale of coaching and mentoring activity going on across the Council has vastly increased and is currently not recorded. There are extensive networks like the Change network, the Network for Sponsors for Looked after Children, training of middle managers who become line managers of apprentices.

2.19 In-house training delivery has increased since 2009. This has added considerable value to the quality of learning and delivered cost savings of £130K. The current proportion of internal delivery to externally commissioned provision stands at 70:30.

2.20 No formal complaints relating to learning and development have been registered over the past two years. There is evidence to show that informal complaints are dealt with efficiently across all teams within the Training and Development service.

2.21 ICONIC Leadership Programme

2.22 We have joined forces with Hampshire, East Sussex and West Sussex to develop an experiential development programme for senior leaders that will challenge and support those aspiring to Director and Chief Executive level positions.

2.23 The benefits are in developing leaders who can lead across the system and not just within their organisations and all four counties have pooled their resources to make this programme happen, which is excellent value for money.

2.24 The aims of the programme are:

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- To develop and retain exemplary, transformational, senior public service leaders across East Sussex, Hampshire, Surrey and West Sussex.
- To create a talent pool for top leadership.
- To identify and realise the opportunities for inter authority working.
- To share learning and build capacity within our services.

2.25 We plan to run a pilot programme of 12 – 20 delegates with the bulk of delivery being between September 2012 and May 2013.

2.26 This initiative paves the way, for all leadership development to be in partnership and joint discussions are currently underway about further regional collaboration at the level below senior management.

2.27 Employee Survey

2.28 Following the publication of the 2011 staff survey results, HR Relationship teams and the Organisational Development team have produced service action plans.

2.29 These include:

- Undertaking well-being assessments at individual and team level in response to workload pressure and health and safety feedback.
- Targeting ‘Ending Harassment & Bullying’ and ‘Equality and Inclusion Matters’ training in response to feedback around bullying and harassment.
- Identifying specific managers to attend People Management pathways in response to feedback around leadership.

2.30 The action plans have also incorporated feedback received from the Investors in People report following our successful re-accreditation. The intention is that if these areas of concern are worked on, then particular issues can be addressed and improvements will be made, which in turn will have an impact on employee advocacy.

2.31 We are conducting a Rapid Improvement Event to see how we can improve the management of change across the council. Feedback from the Employee Survey, as well as the Investors in People report, identified this as an area where the council needs to improve its performance.

2.32 Coaching

2.33 We have invested in coaching as an essential skill to improve performance. The feedback from the coaching programmes continues to be excellent, and our capability and understanding of the power of coaching to develop performance is growing.

2.34 Coaching has had a significant impact on developing our culture. Surrey is a different place now. This is shown by our employee survey results. Also, in quarter 2 of 2011 a question was included in

the Surrey Residents' Survey to measure residents' positive experiences of contact with staff. The score for this has increased 4 points since the question was first asked. This shows the coaching culture is also having an impact on colleagues' conversations and dealings with the public.

2.35 The Advanced Coaching for Change course received an average evaluation in March 2012 of 4.4 (on a scale of 1-5, 1 being poor and 5 being excellent) with 98.2% of attendees who would recommend the course to a colleague. Attendees also said the following about the training:

- “The most impactful teaching of my career”
- “Best ever/most effective appraisals”
- “Such an insight into behaviours, how to manage them/appreciate them and work in a supportive way”

2.36 **Targets for coaching training** – “Everyone will receive coaching training”

Managers

Advanced Coaching for Change

TOTAL IN COHORT **582**

Already attended: 227

Remaining to attend by 2015 355

ILM Level 3 – Workplace Coaching

TOTAL IN COHORT **627**

Already attended: 40

Remaining to attend by 2017 587

TOTAL FOR ALL MANAGER TRAINING **1209**

Non-Manager Indicators

Staff numbers = 7293

All staff to understand the basic principles behind coaching measured via three indicators:

- a.) Attendance on e-learning and/or the one-day Introduction to Coaching Skills programme.
Targets: between 2012 and 2017, Total 7293 training episodes
- b.) Take-up of coaching pool
Targets between 2012 and 2017, Total 1,000 staff
- c.) Learning about coaching through experiencing coaching behaviours. Data drawn from staff survey

Targets:

2011/12 - 61% (actual baseline)

2012/13 - 65%

2013/14 - 70%

2014/15 - 75%

- 2.37 We are commencing a more in-depth review into the return on investment in coaching. This is due to commence in June and the expected completion date is August. The outcome of this review will be reported to a future meeting of the OSC.

3. Health, Safety and Well-being

Key People Strategy Measures which apply:

- Everyone will have the right equipment to enable them to do their job
- We will help each other and act early when someone needs extra help and support
- We will maximise smarter working
- Every team to have regular team meetings/discussions
- Everyone will have the equivalent of 36 hours a year training & development

3.1 Health, Safety and Well-being

- 3.2 The Health, Safety and Well-being Strategy 2010–2014 has been revitalised to develop a positive health and safety culture with coherent policies and procedures that comply with relevant health and safety standards and actively promote a prevention approach.
- 3.3 To make this happen we are integrating health, safety and well-being planning into our work activities and into our people management policies, identifying clear roles and responsibilities so that everyone, from Members through to individual members of staff, understand how they contribute to achieving a positive health and safety culture. We will also facilitate strong performance leadership throughout the Council, encouraging managers to be proactive in their responsibilities.
- 3.4 The Well-being agenda continues to be developed and promoted. A Managers' Toolkit is currently under development and is being promoted by the Local Workplace Fairness Champions. We are widely promoting the i-resilience on-line tool and the Employee Assistance Programme now includes Cognitive Behaviour Therapy sessions either via phone or face to face. Early discussions are also planned with the Public Health team, to explore mutual initiatives through their Health at Work Programme.
- 3.5 A peer review is planned to give us an objective assessment as to our state of readiness and quality of strategy and practice in health, safety and well-being. We will use the outcome of the Peer Review to re-fresh our Strategy and practice to 2017.

3.6 Fairness and Respect

- 3.7 The New Start project aims to remove barriers and create employment opportunities within the Council, for people with severe mental health conditions. At the core of this project is a series of unpaid placements and competitively gained roles through Manpower (the Council's agency worker provider).
- 3.8 To date, excellent progress has been made, with 23 unpaid placements started and four paid positions through Manpower. The formal project was due to end on December 31 2011 and the Council made a commitment to continue until March 2012, with funding now being sought to continue the project for at least another 12 months.
- 3.9 Fairness Champions**
- 3.10 The Local Workplace Fairness Champions network was formally launched on 31 January 2012, with the Chief Executive and Leader in attendance. The network currently comprises of over 70 Fairness Champions (including two Cabinet Members), in over 25 locations.
- 3.11 The aim is to grow the network further into more locations, to ensure it is an accessible and flexible service. There are currently 183 workplaces and the target for Q1 and Q2 2012/13 is to have over 100 Fairness Champions in over 40 locations. This will be achieved through campaigns targeted at each individual workplace.
- 3.12 Fairness Champions are a 'first port of call' for anyone at work who may be in need. They are a listening ear. They are trained and can help to point colleagues to trusted sources of help such as Workplace Options – our employee assistance programme.

4. Improving Life Chances - for those who are disadvantaged

Key People Strategy Measures which apply:

- We will help each other and act early when someone needs extra help and support

4.1 Looked after young people

- 4.2 The HR&OD team has developed a series of initiatives and commitments to support our looked after young people and to better prepare them for the world of work. These are monitored by the Corporate Parenting Board.
- 4.3 Every looked after young person in years 10 and 11 will be guaranteed some form of work-based learning with Surrey County Council or a partner organisation.
- 4.4 Work-based sponsor scheme - every looked after young person aged 14–21 is offered a work based sponsor to help them get

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ready for work or training. Sponsors are volunteers who are trained and supported by HR & OD and come from within the Council and partner organisations. They use their networks, connections, expertise and time to help young people with their choices and act as someone the young person can share concerns and seek support and advice from.

- There are 18 matched sponsors with a further 2 young people now ready to be matched.
- There are a further 10 sponsors trained who are ready to be matched to a young person.

- 4.5 Internal work based learning opportunities - Work is underway to establish a brokerage service for internal work experience opportunities for our looked after young people. This will include support for managers.
- 4.6 Looked after children as mentors - we will provide training for existing apprentices (particularly apprentices from the looked after young people cohort) who would act as mentors for looked after children undertaking work experience.
- 4.7 External work-based learning opportunities - we are working to identify external work experience opportunities for 15 priority looked after children with the possibility of engaging work experience providers on a payment-by-results basis.
- 4.8 Looked after young people and the apprenticeship scheme;
- 8 looked after young people have been recruited onto our apprenticeship scheme.
 - The leaving care service has created 4 apprenticeship places aimed at looked after young people.
 - One of our looked after young people has progressed from the apprenticeship scheme into a permanent position with Surrey County Council.
 - One of our looked after young people has used experience on the apprenticeship scheme to secure a place at University.
- 4.9 All partners' apprenticeships will be targeted in the first instance at looked after young people and young people not in education, employment or training (NEETS).
- 4.10 The above activities are extremely valuable 'added value' work, where HR & OD can directly impact on the lives of our looked after young people, in a positive way.
- 4.11 Domestic Abuse**
- 4.12 Developed in partnership with the trade unions and refuge support services, a new zero tolerance domestic abuse policy was launched in October 2012 and trained Fairness Champions were

established in every workplace aiming to support a reduction in the high levels of domestic abuse in Surrey.

- 4.13 Our new policy was presented at the Surrey Domestic Abuse Conference in March 2012, and several complex cases involving domestic abuse and our employees have been successfully dealt with using this policy.

4.14 Mental Health

- 4.15 We are getting ready to launch 2 new toolkits focusing on managing and supporting staff with mental health issues, either during work or returning from work after absence due to mental health issues.
- 4.16 The New Start Project is currently being evaluated and the learning will be shared within the organisation.
- 4.17 Trained Fairness Champions are embedded within each workplace to support any member of staff with mental health issues.
- 4.18 The STARS ILM accredited Flexible Working and Reasonable Adjustments Training has recently been revised with further details on mental health. Individual and service well-being assessments are being used and are getting better established. The STARS Absence Management training develops return to work interview skills, including mental health.

5. Partnering

Key People Strategy Measures which apply:

- We will maximise smarter working

- 5.1 We are providing strategic and operational expertise to several Borough and District Councils, through secondments or on an SLA basis. The Councils we have partnered with include Mole Valley DC, Westminster CC, Waverley BC, Runnymede BC, Woking BC and Lewes DC.
- 5.2 Through these partnerships we have provided strategic input to change management programmes, the devising and delivery of a bespoke coaching programme, interim placements including Programme Manager and interim Head of HR.
- 5.3 This is proving a great opportunity to both share our expertise with and to learn from other councils. This partnering is on the increase and represents good public value. As well as providing opportunities to earn income, it also provides career development opportunities for up and coming HR & OD talent.

5.4 Growing Regional Collaboration - Leadership and Management development

5.5 Following on from the successful collaboration over ICONIC Programme, further talks are currently under way with various Surrey and regional partners for more collaboration on leadership development at the levels below senior management. This is essential so that we develop leaders at all levels “across the system” and also so that we can make better use of resources when pooled across several employers.

5.6 Training Delivery – in Partnership

5.7 The Training and Development PVR set out the following vision and goals to be achieved: We are aiming to be the leading provider of training, learning and development serving the public sector.

5.8 We have three key transformational tasks to reach this goal:

- **Strong Partnership** to join with a strong partner or partners to set up in partnership to deliver excellent training.
- **E-learning** implement e-learning to make training more accessible.
- **Excellent Business** modernise the existing Training and Development service so it is an efficient business, fit for partnering and trading.
 - Reviewing and improving training and development systems,
 - Building an efficient business model.

5.9 We are in initial conversations with a number of other training providers in Surrey and the South East to source strong partner(s) to collaborate with in training delivery.

6. Workforce Planning and Performance Improvement

Key People Strategy Measures which apply:

- Everyone will have a fair and manageable workload
- Everyone will have an effective annual appraisal
- Everyone will have regular time with their manager focused on their performance
- Everyone will be trained to a minimum level of IT competency

6.1 Workforce Planning

6.2 We are linking our workforce planning approach with the business planning cycle in 2012/13, working closely with Finance and Policy and Performance. The workforce plan aims to collate quantitative

information (where are we going?) and qualitative information (how are we going to get there?). It involves developing a service-level workforce plan providing details of planned and developing workforce activity, feeding into the directorate and the corporate workforce plan.

- 6.3 We are building a stakeholder community to understand specific needs and agree service level approaches. The broader plan developed from the Cabinet and CLT planning process will establish the overall governance and framework. Other HR aspects, driven by the People Strategy, will support the resource requirements that the workforce plan generates.

6.4 Succession Planning - Senior Leadership

- 6.5 We are working on a robust, joined-up approach to succession planning which will enable us to retain, motivate and develop talent, optimise investment in people as individuals, identify and build leaders and give focus to careers. It will also ensure that we support workforce planning and strengthen organisational resilience through having the right people in the right roles at the right time, especially for the leadership of vital services.

- 6.6 The first stage will be to plan succession for CLT positions. To do this, Strategic Directors will be invited to consider the performance, personal impact and career aspirations of their direct reports. This will then be discussed by CLT, focusing on performance and potential for the next level or role. The strategic development and stretch afforded by the Iconic Programme will mean the alumni will be very strong candidates for future CLT roles and much better prepared and ready to take on top positions.

- 6.7 Once completed for CLT positions, this exercise will be extended to Directorate leadership roles. As at CLT level, this will need to link to a leadership development programme.

6.8 Career Development – Workforce

- 6.9 The People Strategy gives the following promise: "Everyone will have a development plan linked to their goal and organisational goals". To make this happen, we need to enable people to develop a portfolio of knowledge, skills and experience which would contribute to their development. The following are some of the ideas which have come out of a recent series of organisation-wide career development conversations with staff led by Carmel Millar:

- Have a variety of ways to discuss career development and use tools available, to help people make informed choices
- Advertise "day release-type opportunities" e.g. secondments, job shadowing, project work, so people could gain extra skills and experience outside of their day job

- Further training and guidance for managers to enrich the development plan conversations during the appraisal process
- Access to trained mentors and/or coaches
- Provide people with better information and sign-posting about career opportunities and options
- Identify/shape development pathways from apprenticeship and graduate programmes, so that we grow our leaders from the time they join the organisation.

6.10 Under our workforce planning strategy, work is under way to plan and resource a programme of work which will integrate the above activity with recruitment, selection and promotion policy, pay and grading policy, Career Ladders and performance management policy.

6.11 Profile of the Workforce

6.12 The Fairness and Respect Strategy 2012-2017, launched on 6 April 2012, includes a workforce priority that attracts, recruits and retains a highly skilled and high performing workforce, that reflects the diversity of Surrey. The performance measures against this priority are being finalised to take into account the scale of opportunity.

6.13 In line with the requirements specified in the Equality and Human Rights Commission Guidance and in accordance with the Equality Act 2010 Public Sector Equality Duty, a Workforce Information Report was published on the public website on 31 January 2012.

6.14 These refreshed targets have been drawn up as informed by ONS data (Office for National Statistics) as well as our own local data (Surreyi).

Figure 4

Measure	Current % (Apr 2012)	Current Target %	Revised Target %	Regional Data & Source
Women Team Leaders	57.48%	None	60%	50.44% Women aged 15-64 ONS 2010
Women Staff in Senior Management	45.8%	None	48%	50.44% Women aged 15-64 ONS 2010
BME Staff	7.39%	8%	9%	4.99% working population are BME – 2001 Census 11.78% BME aged 15-64 - 2009 ONS – Surrey-i data
BME Staff in Senior Management*	5.09%	None	6%	11.78% BME aged 15-64 - 2009 ONS – Surrey-i data
Disabled Staff	3.44%	4%	4%	16.5% Disabled and LLTI 16-64, ONS Population Survey – Jul 10 – Jun 11
Disabled Staff in Senior Management*	4.19%	None	8%	16.5% Disabled and LLTI 16-64, ONS Population Survey – Jul 10 – Jun 11

*Senior Management is defined as Surrey Pay Grade S13 and above.

6.15 The previous targets were based on ONS 2003 Census data. All current targets were reviewed, revised and agreed in March 2012. This exercise was as part of the development of the Fairness and Respect Strategy 2012-17 and the publication of comprehensive employment data, in accordance with the new Public Sector Equality Duty. All workforce profile targets were reviewed against newer demographic data, establishment (reducing for 15 successive months until Jan 2012), turnover, attraction, recruitment and retention, which identified the scale of opportunity and the level of realistic stretch to apply.

6.16 HR will work within the workforce planning framework with services on how services can contribute to achieving these overall targets.

6.17 Savings & Efficiency

6.18 Through a number of initiatives we have initiated savings of approximately £14 million over four years through a pay freeze, discontinuing incremental progression, reducing redundancy payments, reducing agency worker costs and by reducing the payroll expenditure on one off payments.

6.19 This efficiency programme is still continuing.

6.20 Apprenticeships

6.21 As the apprenticeship scheme continues to grow we have offered a wider range of opportunities across the service areas including Adult Social Care, Highways, Countryside Management, Surrey Fire and Rescue and the 2012 Team.

6.22 A hundred and twelve apprentices have been recruited since the programme started in May 2009. 66 apprentices have been recruited since April 2012 with 9 more going through employee checks. 32 of our permanent staff have registered for an apprenticeship qualification totalling 107 apprenticeships so far this year. 8 of our own Looked After Young People have had or are currently in apprenticeships with us.

6.23 In partnership with services across the Council our programme continues to support applicants within vulnerable groups and since the Apprenticeships Programme started in May 2009, 8 of our own Looked After Young People have been successful in securing an apprenticeship with the county council.

6.24 The target for 2012/13 is 100 apprenticeships.

6.25 The development on from this excellent programme is to have more formalised development pathways, which start at apprenticeship, graduate, and non-qualified routes and go upward

into mapped out career pathways. Development work is under way and will form part of a future report to the People, Performance and Development Committee.

6.26 Resourcing and Recruitment

6.27 We have developed a Total Resourcing strategy, working closely with the services and our agency provider to develop proactive and cohesive resourcing solutions, as well as the attraction of the best candidates and best value for money. Working closely with each directorate this approach has contributed to a reduction in agency spend during 2011/12 of approximately £800K within the Children's social work teams.

6.28 The recruitment advertising strategy allows for targeted cost effective campaigns, and the development of the Council employer brand through on-line social media channels. This has been supported by winning 4 awards for advertising in 2011/12.

6.29 The recruitment team have been trained in the administration and feedback of psychometric tools so they can advise and support managers in ensuring the best candidates are hired, both technically and with the behaviours Surrey County Council strives for.

6.30 During 2011/12, the recruitment team processed 2,400 appointments, 60% external hires and 40% internal hires.

6.31 An on-line CRB solution was implemented by Shared Services, which has delivered a reduction in the average time to complete a CRB check for a potential employee from 45.6 days to 4.4 days.

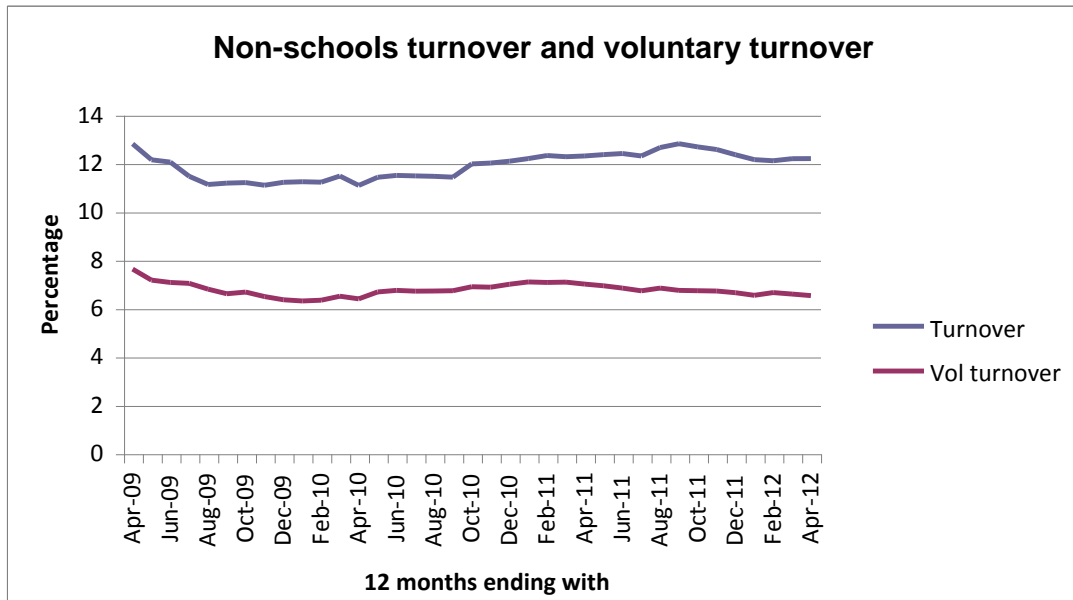
6.32 With our new system and proven benefits, we also have an opportunity to provide CRB services to external organisations through our Umbrella Service status, so they too can realise the benefits and we might neutralise our expenditure on the establishment and maintenance of the system.

6.33 Turnover

6.34 The non-schools overall rolling 12-month turnover rate showed a small decrease from 12.3% to 12.19% between March 2011 and March 2012 and these levels are similar to the long run average. Within this overall turnover there is a larger decrease in voluntary turnover and an increase in employer led turnover.

6.35 The rolling 12 month voluntary turnover rate (excluding schools) has decreased from March 2011 (7%) to March 2012 (6.6%). This compares well with the average for voluntary resignations in the public sector for 2010 (8.2%) a high turnover can indicate a loss of skilled workers whereas a low turnover can indicate stagnation.

Figure 5



6.37 The number of voluntary resignations in the year to April 2012 was 702. Analysis of the reasons for leaving shows a doubling of voluntary severance and contractual reasons (e.g. end of fixed term contracts) within a broadly similar number of exits. This is offset by a decrease in voluntary severance and retirements that may reflect the current economic climate.

Figure 6

Reason	Year to Apr 2011	Year to Apr 2012
Voluntary resignation	738	702
Voluntary severance	51	104
Redundancy	62	66
Retired	221	179
Dismissal	62	49
Contractual	66	116
Other	96	95
TOTAL	1296	1311

6.38 The 'Other' category in the table above is for reasons such as Compromise Agreements, Own Employee Request or Death in Service.

6.39 Redundancy and Redeployment

6.40 Of the 194 cases approved for redundancy by the Corporate Scrutiny group in the year ended March 2012, 56 have been redeployed within the council (29%). Each redeployment saves redundancy payments and retains skills, and the redeployment programme is crucially helpful to the maintenance of staff morale during change.

6.41 Exit Interview Data

6.42 We are currently improving our intelligence around employee performance by logging appraisal data which enables us to appreciate if a loss is regretted or non-regretted. In doing so, we are able to focus more efforts on debriefing regretted losses to understand motivations.

6.43 Appraisals

6.44 Changing attitudes and practices around appraisals will have long term benefits for the organisation where staff and managers understand the quality, value and purpose of appraisal.

6.45 Managers are encouraged to consider both the corporate strategy and their service plan when setting individual objectives and individuals are also invited to assess their performance against a behaviour framework.

6.46 There has been a small increase in staff who find their appraisal useful for the work and responsibilities (71% in 2010 to 74% in 2011) and in those who find their appraisal useful for target/objective setting (65% in 2010 to 68% in 2011). This is still a key area for development.

6.47 An internal communications campaign is underway to encourage staff to think about the bigger picture when completing their appraisal. The coaching GROW model is being promoted as a key tool for managers to link an individual's work to team and service objectives and ultimately the corporate plan.

6.48 Current employee survey response rates stand at 69% in September 2011.

6.49 The requirement to have all appraisals completed by April has been removed which has enabled services to develop their own timetable in accordance with their business priorities and encourages a greater sense of ownership.

6.50 There is further to go to establish a performance culture in all parts of the organisation and we are committed to the continued reporting through the employee survey (and in the future, eAppraisal reporting).

6.51 The People Strategy target is for 96% of the workforce to have an effective annual appraisal by 2013/14. The current service level completion rates can be categorised as follows: Green indicates the number of services that met the 2011 target.

Figure 7

Directorate	services areas	95%+	85% - 94%	75% - 84%	65% - 74%	55% - 64%	45% - 54%	35% - 44%	25% - 34%	15% - 24%
ASC	12	0	1	0	0	3	3	1	3	1
CAE	6	0	4	1	1	0	0	0	0	0
CEO	3	0	0	2	1	0	0	0	0	0
CSF	10	1	3	1	3	1	0	1	0	0
CC	14	2	4	5	1	1	0	1	0	0
E&I	10	2	3	4	1	0	0	0	0	0

6.52 We have a monthly communication campaign encouraging peer support, training and informal guidance on different aspects of the appraisal.

6.53 We monitor the success of the communication plan through:

- Training take-up (for example 13 additional spaces taken up on a 2 day message)
- Discussion threads on Chat Zone about appraisal and the participation of senior leaders (Carmel Millar and Iain Reeve) providing a strong commitment from the top of the organisation

6.54 Each directorate has acted on the staff survey results including a pilot of the eAppraisal reporting tool within CAE&CEO; preparing a series of in-depth training sessions and Health Check exercises within ASC; establishing new, non-prescriptive time frames that support the academic timetable in C&C. We have also been supporting Surrey Fire and Rescue service, who are in the process of adopting our appraisal system for themselves.

6.55 We are conducting a dip sample survey in September and will be able to see performance against this appraisal target.

7. Conclusions:

This report highlights a range of key initiatives under way, which will help further development of the County Council's culture, development and performance. There are also a number of key organisational issues highlighted, which would benefit from a more in-depth review and dialogue with the Overview & Scrutiny Committee going forward. Below are some suggested areas for a strategic dialogue:

7.1 Fairness and Respect - a workforce that better reflects the community we serve

Surrey has a wide and diverse population and towns vary as to the diversity of the local populations. We have revised our workforce targets (see paragraph 6.11 above). We no longer use the out-dated BVPI national indicators, which did not reflect Surrey and its local position and local priorities. This is an issue which is better suited to a locality based dialogue with partners in boroughs and districts and our own Members. What are the issues coming through from Members in their Divisions, which they think we should be taking account of in our approach to building a workforce, which better reflects the community we serve?

7.2 Managing Change

The feedback from the 2011 employee survey as well as the feedback from the Investors in People Inspector suggested that the County Council needs to get better at managing change. As regards "When change happens, I feel supported" although this had improved by 6% since 2008, the overall rating was 22%. "I feel I can influence change" had also improved by 6% since 2008, however the overall rating was 15%. "Change is well managed here" has improved 6% since 2008, but rates a score of 22% against a Mori top ten score of 33%. "The reasons for change are well communicated" scores higher than the Mori top ten. However it is in 'how change is managed' where our performance needs to improve.

Nick Wilson has been assigned to lead on these issues and host a Rapid Improvement Event, which will examine in more depth how we manage change and explore solutions for improvement. Members are asked to be part of this activity and help shape a better way forward.

8. Financial and value for money implications

The costs for delivering training and development are covered within the existing training budget over the period of the strategy 2012-17. The training budget has been set taking into account the recommendations of the Training and Development Public Value Review. The training offered as part of this strategy will be contained within that budget. The over-arching aim of the People Strategy is performance improvement. Good training for everyone, fair workload distribution, sound IT competence, performance management practice as the norm, smarter working; all these are key elements in achieving more efficient work activity and ways of working which will contribute to the council's overall efficiency.

9. Equalities Implications

The People Strategy is shaped around the values of Listen, Responsibility, Trust, Respect. An outcome of the implementation of the promises, is a fair and inclusive workplace, where people are trusted and invested in. This would have a positive impact on attracting and retaining the best, (our Fairness and Respect Strategy priority), how our customers and staff feel and how they are treated. The promises set the tone of the organisation, where people are its priority and where we continue to build a culture of zero tolerance towards unacceptable behaviours and unfair decisions at work.

10. Risk Management Implications

The emphasis in the People Strategy on fair workloads, good training, the right equipment to do the job and effective leadership will have a positive impact on risk reduction e.g. stress related absence. Improvements in organisational culture have an indirect impact on good employee relations reducing the risk of disputes and individual cases. A good workplace culture built around great leadership, team and passion for public service will have a

positive impact as regards reducing risks around discrimination and harassment.

11. Implications for the Council's Priorities or Community Strategy

The activity aimed at developing people and cultures is very focused on developing skills around working collaboratively with others, which is a key enabler to support the Community Strategy. Likewise, the Fairness and Respect priorities will help remove barriers to working collaboratively with others.

12. Climate Change / Carbon Emissions Implications

The continuing work towards smarter working is aimed at reductions in staff travel, which contributes to carbon reduction.

13. Legal Implications / Legislative Requirements

The People Strategy is built around the fundamental common law requirement of every employer as regards Duty of Care. The Promises within the strategy are a tangible demonstration of our commitment to meeting this key tenet.

14. S151 Officer Commentary

It is expected that the financial implications arising from the recommendations made in this report will be delivered within the agreed MTFP. Detailed delivery plans and spending profiles will be required to be developed by the service.

Recommendations:

Members are asked to note the 6 key areas of HR&OD activity necessary to achieve the aims of the People Strategy.

Members are asked to consider the strategic dialogues referred to in Conclusions above, paragraph 7, and consider what their role might be going forward in helping shape these key agendas.

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