

**Council Overview and Scrutiny Committee
18 October 2012**

One County, One Team People Strategy 2012-2017 Progress Report

The Organisational People Strategy 2012-17 sets the direction for people, culture and performance over the next five years, comprising 12 County Council promises and 11 Employee promises (attached as Appendix A). The Strategy is pivotal in helping us attract and retain talent.

This report complements the Q2 Cabinet scorecard commentary and provides an update of the progress on implementing The Organisational People Strategy agreed on 29 May 2012.

It also provides progress on specific topics of interest as requested at the June 2012 Council Overview and Scrutiny Committee.

Members are asked to note for information the progress made.

1. Strategic direction and objectives

- 1.1. Our strategy aims to enable everyone to reach their potential so they can give their best for the people of Surrey. It builds on the good progress we have made over the last three years and focuses on the 3 key priorities: Passion for Public Services, Great Leadership and One Team.
- 1.2. It also represents 'the 93% of residents who told us they believe it is important that Surrey County Council creates the best workplace for Surrey people'. Source 'Surrey in 2017' survey (November 2011).
- 1.3. Our objectives
 - 1.3.1. To measure the impact of the Organisational People Strategy on the culture and performance of the organisation.
 - 1.3.2. To identify and scope the projects and activities that directly contribute to the achievement of the Organisational People Strategy as well as the HR&OD workforce objectives by December 2012.
 - 1.3.3. To deliver on the range of projects and activities that enable staff and managers to achieve their promises to the organisation during the life cycle of the programme 2012-2017.
 - 1.3.4. To establish and embed programme and project management to facilitate the effective delivery of each piece of work.
 - 1.3.5. To measure the success of each project and activity so that benefits are realised by the end of the programme.

2. Progress

- 2.1. A governance framework is in place following consultation and engagement with programme stakeholders.
- 2.2. A Programme Board is in place attended by Change and Efficiency directorate leadership team, Head of Communications and an invited external senior HR Director. The focus of the Board will include monitoring and driving the

- communication and engagement strategies.
- 2.3. Targets and measurement criteria have been developed for each employer promise and will be reported as part of the Cabinet scorecard. Attached full progress report (Annex 2). Reporting will continue to be developed as the programme moves forward.
 - 2.4. The promises in The Organisational People Strategy and HR&OD workforce objectives have been summarised and organised into 5 work streams (table 1 below).
 - 2.5. A programmed approach has been established and work streams are in place.
 - 2.6. Each work stream is led by a named senior officer, and will have a Corporate Leadership Team (CLT) mentor to advise on the wider context.
 - 2.7. An internal communications strategy has been prepared and will develop further over the next few months as the activities in each work streams are scoped.

Workforce Development & Performance	<ul style="list-style-type: none"> • Strategic workforce planning • Employee performance and appraisal • Strategic partnerships
Nurturing talent	<ul style="list-style-type: none"> • Employee and management development • Coaching • IT competency
My Reward	<ul style="list-style-type: none"> • Modern reward for recruitment & retention • Career frameworks • Flexible rewards and benefits
Well-being	<ul style="list-style-type: none"> • Health, safety & well being for all staff • Fairness & Respect • Inclusive culture
Employee Experience	<ul style="list-style-type: none"> • Smarter tools & systems • Smarter working

Table 1 – The Organisational People Strategy Workstreams

3. Specifics

3.1 Career development

- 3.1.1 An organisation adopting and practicing a coaching skills and mindset builds self confidence and promotes excellent performance. It is more responsive to customer needs, develops new and innovative ways of working and strengthens collaborative working.
- 3.1.2 At this stage, a significant number of senior managers and middle managers have attended our coaching programmes (77 at August), with a year end target of 205 trained coaches. The impact on the organisation is a greater of accountability from

employees on both projects and operations work. We have also seen an increase in internally filled vacancies as colleagues become skilled in career development and our redeployment programme embeds in business as usual activity.

- 3.1.3 Everyone will have the opportunity to access trained coaches. A coaching pool of internally trained coaches has been set up. 50 coaches have signed up and are available for people to access these skills. Marketing on this new self service coaching pool is planned for October and take up will be monitored and reported as part of the overall employer's promises.

3.2 Appraisals and development reviews

- 3.2.1 Initial analysis from the September 2012 temperature check staff survey indicates an increase in employee satisfaction achieved from receiving meaningful appraisals. This has been achieved principally from awareness raising campaigns, further training courses and regular reviews of appraisal registration. Next steps are to work with heads of service in areas where appraisal completion is lower than average. Full analysis of this survey will be reported in Quarter 3 Cabinet scorecard.

3.3 Succession Planning

- 3.3.1 Linked to our appraisal process and coaching activity, we have been working with heads of service to identify suitable employees for development who could have the potential to be promoted into vacancies should they arise. A central aspect of this development is a partnership initiative we have co-designed with other authorities in the south east to develop heads of service that show potential to grow into directors. Further activity in this area involves establishing the technical infrastructure to accurately report and map appraisal and talent information across the organisation in order to identify talent at all levels so such colleagues can be engaged and developed.

3.4 Training

- 3.4.1 Our e-Learning strategy aims to deliver 36% of training by e-Learning by December 2014. It also aims for 76% of staff to be using e-Learning as a method of acquiring knowledge by this date. Currently e-Learning is stored on a range of systems and it is difficult to report accurately upon how many people use it. Our new Dynamic Learning Environment (DLE) will store all e-Learning available for staff and provide an easy and efficient way to report back on its use. A pilot is underway and the aim is to launch it fully by the end of the year. The DLE will be available for all staff to access from anywhere with an internet connection. We will also be able to provide learning opportunities for partners and the voluntary sector using this system.
- 3.4.2 A recent Rapid Improvement Event (RIE) recommended that we will strive to implement a full evaluation to formulate whether a return on investment has been achieved. When courses or projects are designed and commissioned the measurable objectives will also be identified (e.g. less staff turnover, achieve accreditations or better data quality). Through the various levels of evaluation questioning we should aim to see if the measurable objectives outlined are being achieved. The full RIE recommendations and action plan will be available later this month.

4. Key milestones for quarter 3

- 4.1. Programme board sign off definition and scope of activities within each workstream, including success criteria.

- 4.2. Project leads, business cases where appropriate, project infrastructure and resourcing for each workstream confirmed.
- 4.3. Engagement approach to promote Employee promises in place with associated measures.
- 4.4. Staff survey temperature check analysis completed.

5. Financial and value for money implications

- 5.1. The delivery of this programme including the financial requirements of the HR&OD public value review are contained within existing budget provision.

6. Equalities implications

- 6.1. The delivery of the programme continues to be shaped around the organisational values of Listen, Responsibility, Trust and Respect. An overall equality impact assessment is being prepared for the programme. Project specific equality impact assessments will be required as part of the overall governance arrangements.
- 6.2. Further equality impact assessments will be undertaken within specific project areas where required.

7. Risk management implications

- 7.1. The Programme Board will monitor all risks, issues, dependencies and opportunities across the programme as they arise. The Board will make appropriate arrangements to resolve issues, put in place appropriate control measures to mitigate risks, manage dependencies and maximise opportunities.

8. Climate Change / Carbon Emissions Implications

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

9. Legal Implications / Legislative Requirements

- 9.1. The Organisational 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 target as well as our commitment to employee wellbeing.

10. Recommendations

- 10.1. Members are invited to note the progress to date on developing the programme approach.

Report contacts: Matthew Baker, Deputy Head of HR&OD

Contact details: 020 8541 9821, Matthew.baker@surreycc.gov.uk

Sources/background papers:

Cabinet paper One County, One Team, People Strategy 2012-2017 approved on 29 May 2012.

‘Surrey in 2017’ survey (November 2011).

Programme Office files