

Notice of Meeting

People, Performance and Development Committee



Date & time
Wednesday, 19
March 2014
at 2.00 pm

Place
Committee Room C,
County Hall, Kingston
upon Thames, Surrey
KT1 2DN

Contact
Cheryl Hardman
Room 122, County Hall
Tel 020 8541 9075

Chief Executive
David McNulty

cherylh@surreycc.gov.uk

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This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Cheryl Hardman on 020 8541 9075.

Members

Mr David Hodge (Chairman), Mr Peter Martin (Vice-Chairman), Ms Denise Le Gal, Mr Stuart Selleck, Mr Richard Walsh and Mrs Hazel Watson

Ex Officio:

Mr David Munro (Chairman of the County Council) and Mrs Sally Ann B Marks (Vice Chairman of the County Council)

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

2 MINUTES OF THE PREVIOUS MEETING: 24 FEBRUARY 2014

(Pages 1
- 8)

To agree the minutes as a true record of the meeting.

3 NOTES OF THE APPOINTMENTS SUB-COMMITTEE MEETING (10 FEBRUARY 2014)

(Pages 9
- 10)

To note the decision of the Appointments Sub-Committee meeting on 10 February 2014.

4 DECLARATIONS OF INTEREST

To receive any declarations of disclosable pecuniary interests from Members in respect of any item to be considered at the meeting.

Notes:

- In line with the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, declarations may relate to the interest of the member, or the member's spouse or civil partner, or a person with whom the member is living as husband or wife, or a person with whom the member is living as if they were civil partners and the member is aware they have the interest.
- Members need only disclose interests not currently listed on the Register of Disclosable Pecuniary Interests.
- Members must notify the Monitoring Officer of any interests disclosed at the meeting so they may be added to the Register.
- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest.

5 QUESTIONS AND PETITIONS

To receive any questions or petitions.

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (*13 March 2014*).
2. The deadline for public questions is seven days before the meeting (*12 March 2014*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

6 ACTION REVIEW

(Pages
11 - 18)

An action review table is attached, detailing actions from previous meetings. The Committee is asked to review progress on the items listed.

7 HIGH PERFORMANCE LEADERSHIP DEVELOPMENT PROGRAMME

(Pages
19 - 46)

This report sets out the proposals for the new High Performance Leadership Development Programme for 2014- 2018.

- 8 PROGRAMME: STRATEGY, MANAGEMENT AND SERVICE DELIVERY IN A DIGITAL ECONOMY** (Pages 47 - 56)
- To provide the Committee with a progress update on the design of a qualification in public sector leadership in the digital age. To confirm Surrey County Council's commitment to the programme and to gather feedback about the structure, content and timescales.
- 9 CAREER DEVELOPMENT FRAMEWORK** (Pages 57 - 66)
- To report back on the continued development of the career development framework tools and roll-out of real-life case studies.
- 10 FAIRNESS AND RESPECT STRATEGY** (Pages 67 - 74)
- This report updates the Committee on the progress of the workplace objective as part of the Fairness & Respect Strategy 2013-2018.
- The report includes information requested by the Committee in September 2013 regarding the fairness agenda. Comparative data on peer local authorities has been sourced and detailed.
- 11 EXCLUSION OF THE PUBLIC**
- Recommendation:** That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information under the paragraph 1 of Part 1 of Schedule 12A of the Act.
- 12 CHIEF EXECUTIVE'S APPRAISAL 2013 - REPORTING OF OUTCOME** (Pages 75 - 88)
- To report on the outcome of the Chief Executive's appraisal process which took place in November 2013.
- Confidential: Not for publication under Paragraph 1**
Information relating to any individual.
- 13 FLEXIBLE RETIREMENT APPLICATION** (Pages 89 - 94)
- Members are asked to consider an application to take flexible retirement.
- Confidential: Not for publication under Paragraph 1**
Information relating to any individual.
- 14 PAY POLICY EXCEPTIONS REPORT MARCH 2014** (Pages 95 - 98)
- The People, Performance and Development Committee (PPDC) acts as the Council's Remuneration Committee under delegated powers, in accordance with the constitution of the County Council. The purpose of this paper is to highlight decisions taken on Senior Pay that fall outside the published Pay Policy.
- Confidential: Not for publication under Paragraph 1**
Information relating to any individual.

15 PUBLICITY FOR PART 2 ITEMS

To consider whether the item considered under Part 2 of the agenda should be made available to the Press and public.

16 DATE OF NEXT MEETING

The next meeting of People, Performance and Development Committee will be on 14 May 2014.

**David McNulty
Chief Executive**

Published: Tuesday, 11 March 2014

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

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It is requested that if you are not using your mobile device for any of the activities outlined above, it be switched off or placed in silent mode during the meeting to prevent interruptions and interference with PA and Induction Loop systems.

Thank you for your co-operation

MINUTES of the meeting of the **PEOPLE, PERFORMANCE AND DEVELOPMENT COMMITTEE** held at 10.00 am on 24 February 2014 at Committee Room B - County Hall.

These minutes are subject to confirmation by the Committee at its next meeting.

Elected Members:

Mr David Hodge (Chairman)
Mr Peter Martin (Vice-Chairman)
Ms Denise Le Gal
Mr Stuart Selleck
Mr Richard Walsh
Mrs Hazel Watson

In Attendance

Matthew Baker, Deputy Head of HR&OD
Cheryl Hardman, Regulatory Committee Manager
Carmel Millar, Head of HR&OD
Julie Smyth, HR Manager Reward & Recognition Team

13/14 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

There were no apologies for absence.

14/14 MINUTES OF THE PREVIOUS MEETING: 29 JANUARY 2014 [Item 2]

The minutes were agreed as a true record of the meeting.

15/14 DECLARATIONS OF INTEREST [Item 3]

There were none.

16/14 QUESTIONS AND PETITIONS [Item 4]

There were none.

17/14 EXCLUSION OF THE PUBLIC [Item 5]

RESOLVED: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information under the relevant paragraphs of Part 1 of Schedule 12A of the Act.

THE FOLLOWING ITEMS OF BUSINESS WERE CONSIDERED IN PRIVATE BY THE COMMITTEE. HOWEVER, THE INFORMATION SET OUT BELOW IS NOT CONFIDENTIAL.

18/14 SURREY PAY SETTLEMENT 2014/15 AND 2015/16 [Item 6]**Declarations of interest:**

None.

Witnesses:

Carmel Millar, Head of HR&OD

Matthew Baker, Deputy Head of HR&OD

Key Points Raised During the Discussion:

1. The Deputy Head of HR&OD introduced the report. The Committee asked a number of questions which were addressed by the officers present, before moving on to the recommendations. A confidential minute of this item is attached as Annex A.

Actions/Further information to be provided:

As set out in the confidential Annex A.

RESOLVED:

To approve the recommendations as set out in the confidential Annex A.

Committee Next Steps:

None.

19/14 SURREY PAY POLICY STATEMENT 2014-2015 [Item 7]

Declarations of interest:

None.

Witnesses:

Carmel Millar, Head of HR&OD

Matthew Baker, Deputy Head of HR&OD

Key Points Raised During the Discussion:

1. The Deputy Head of HR&OD introduced the report. The Committee asked a number of questions which were addressed by the officers present.
2. The Committee queried the Grading labels, in particular the equivalency of Grades 14B and 15B, and the lack of a 15A. Officers explained that this was due to legacy issues over the previous ten years.
3. The Committee requested a number of minor changes to the Pay Policy Statement:
 - a. Under Salary Transparency: to include the word “all” before “expenditure over £500”.
 - b. Under Chief Officers’ Remuneration: to replace “The Chief Executive is on a contract which is like Chief Officers” with “The Chief Executive is on a contract which is *no different than* Chief Officers”.
 - c. Under Chief Officers’ Remuneration: To replace “For details of the remuneration paid to all members of the Council Leadership Team” with “For details of the remuneration paid to *the officers* of the Council Leadership Team”.
 - d. Under Grading Structure: Insert the word “responsibility” after problem solving in the following sentence - “Conversely, Chief Officers are at the top of the pay scales because the level of skills, knowledge, problem solving and accountability”.
 - e. Under Recognition Awards: To add “in conjunction with the Head of HR&OD” to the end of the paragraph.
 - f. Under Recognition Awards: To state that PPDC has to give approval to recognise exceptional achievement by senior officers.
 - g. Within Main Pay Grades and Pay Ranges tables: to add a £ sign in the Minimum and Maximum columns (**Action Review ref: A4/14**).

Actions/Further information to be provided:

Officers to review the labelling of Pay Grades (**Action Review ref: A5/14**).

RESOLVED:

To endorse and recommend the Pay Policy Statement to full Council on 18 March 2014, subject to the amendments requested.

Committee Next Steps:

None.

20/14 PAY POLICY EXCEPTIONS REPORT FEBRUARY 2014 [Item 8]**Declarations of interest:**

None.

Witnesses:

Carmel Millar, Head of HR&OD

Matthew Baker, Deputy Head of HR&OD

Key Points Raised During the Discussion:

1. The Deputy Head of HR&OD introduced the report. The Committee asked a number of questions which were addressed by the officers present, before moving on to the recommendations. A confidential minute of this item is attached as Annex B.

Actions/Further information to be provided:

None.

RESOLVED:

1. The Committee agrees to pay an increased salary to the Acting Strategic Director for Adult Social Care while acting into this role for six months, effective from 1 January 2014, as detailed in the report and confidential Annex B.
2. The Committee endorse the efficiency severance for the previous Strategic Director of Adult Social Care, which took effect on 31 December 2013.

Committee Next Steps:

None.

21/14 PUBLICITY FOR PART 2 ITEMS [Item 9]

RESOLVED: That the item considered under Part Two of the agenda should remain confidential and not be made available to the press and public.

22/14 DATE OF NEXT MEETING [Item 10]

The date of the next meeting was noted.

Meeting ended at: 11.10 am

Chairman

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**Notes of the meeting of the Appointments Sub-Committee held at County Hall,
Kingston upon Thames on Monday 10th February 2014 at 9:30am**

Present:

Mr Peter Martin (Godalming South, Milford and Witley) – Vice Chairman
Mr Michael Gosling (Tadworth, Walton and Kingswood)
Mr Mel Few (Foxhills, Thorpe and Virginia Water) q
Mrs Hazel Watson (Dorking Hills)

APPOINTMENT OF THE DIRECTOR OF PUBLIC HEALTH

The Committee interviewed four candidates for the appointment of Director of Public Health.

The Committee had before it a copy of the job profile, which had been sent out to the candidates beforehand, and copies of the candidate's applications.

After interviewing the candidates, and upon consideration, it was

RESOLVED:

That Helen Atkinson be appointed to the post of Director of Public Health, subject to no objections being received from Cabinet Members within the specified period following their being notified of the proposed appointment.

Chairman

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**People, Performance and Development Committee
19 March 2014**

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ACTION REVIEW

PURPOSE OF REPORT:

For Members to consider and comment on the Committee's actions tracker.

INTRODUCTION:

An actions tracker recording actions and recommendations from previous meetings is attached as **Annex A**, and the Committee is asked to review progress on the items listed.

RECOMMENDATION:

The Committee is asked to monitor progress on the implementation of actions from previous meetings (Annex A).

REPORT CONTACT: Cheryl Hardman, Regulatory Committee Manager
020 8541 9075
cherylh@surreycc.gov.uk

Sources/background papers: None

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People, Performance & Development Committee – ACTION TRACKING

ACTIONS

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A22/13	18 Sept 13	Employee Benefits - Surrey Extra Update	Officers to consider including retirees in the future roll-out of Surrey Extra.	Deputy Head of HR&OD	On 21 October, the Deputy Head of HR&OD informed the committee that he had received confirmation that retirees would be able to join the scheme for a fee. A report will be brought to a future meeting.
A23/13	21 Oct 2013	Action Review	A further report on employee volunteering scheme to be scheduled.	Deputy Head of HR&OD	To be scheduled.
A25/13	9 Dec 2013	Proposed Pay Settlement for 2014/16	Officers to bring a paper on recruitment and retention issues at the Council to a future meeting of the Committee	Head of HR&OD	To be scheduled.
A27/13	9 Dec 2013	Proposed Pay Settlement for 2014/16	See confidential annex.	Head of HR&OD	See confidential annex.
A28/13	9 Dec 2013	Proposed Pay Settlement for 2014/16	See confidential annex.	Head of HR&OD	See confidential annex.
A29/13	9 Dec 2013	Proposed Pay Settlement for 2014/16	See confidential annex.	Head of HR&OD	See confidential annex.
A2/14	29 Jan 2014	Pay Policy Exceptions Report January 2013	Officers to bring a report on reward and recognition for senior staff to a future meeting	Head of HR&OD	To be scheduled.
A3/14	24 Feb 2014	Surrey Pay Settlement 2014/15 and 2015/16	See confidential annex	Head of HR&OD	See confidential annex.



People, Performance & Development Committee – ACTION TRACKING

A5/14	24 Feb 2014	Surrey Pay Policy Statement 2014-15	Officers to review the labelling of Pay Grades	Head of HR&OD	A report to be scheduled.
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COMPLETED

Number	Meeting Date	Item	Recommendation / Action	Action by whom	Action update
A13/13	20 Mar 13	Preparing Public Sector Managers and Leaders for the Future of Public Service	The Committee requested that further information about the content and operation of the qualification be brought back to the next meeting	OD Manager	A report is on the agenda for 19 March 2014.
A20/13	18 Sept 13	Progressing the Fairness and Respect Strategy Priority for the Workforce	To receive a further report after three months.	Equalities, Diversity & Wellbeing Manager	A report is on the agenda for 19 March 2014.
A21/13	18 Sept 13	Career Development Framework	HR&OD to continue to develop and roll-out real-life case studies and bring these to a future committee meeting.	Deputy Head of HR&OD	A report is on the agenda for 19 March 2014.
A24/13	9 Dec 2013	Proposed Pay Settlement for 2014/16	Communications to staff regarding pay settlement to include comparisons of the cost of total package, including pay and benefits, between public and private sector.	Head of HR&OD	A report is on the agenda for 19 March 2014.
A26/13	9 Dec 2013	Proposed Pay Settlement for 2014/16	See confidential annex.	Head of HR&OD	See confidential annex.

People, Performance & Development Committee – ACTION TRACKING

A1/14	29 Jan 2014	Presentation by Trade Union Representatives	To consider a report on the proposed pay settlement at the next meeting of the Committee	Head of HR&OD	A report is on the agenda for 19 March 2014.
A4/14	24 Feb 2014	Surrey Pay Policy Statement 2014-15	The Committee asked for a number of minor changes to the Pay Policy Statement.	Head of HR&OD	The changes were made to the papers sent to Council for the 18 March meeting.

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By virtue of paragraph(s) 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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People, Performance and Development Committee

19 March 2014

HIGH PERFORMANCE LEADERSHIP DEVELOPMENT PROGRAMME

Purpose of the report:

This report sets out the proposals for the new High Performance Leadership Development Programme for 2014- 2018.

This report is being brought to People, Performance and Development Committee because the Committee will promote organisational development, skills and learning according to the Scheme of Delegation.

Recommendations:

It is recommended that:

- a. The Committee support the development of the new High Performance and Leadership Development Programme for the authority.
- b. The committee support the commissioning of external partner(s) to deliver this integrated programme in collaboration with the Council.

Introduction:

1. Surrey County Council (SCC) has come a long way in the last four years. Our performance and culture have shifted significantly. A big part of this success has been the growth in leadership across the council, specifically exemplary leaderships skills and behaviours. The coaching programme over the last four years has been pivotal in the culture and performance improvements, during which time Surrey has seen a:
 - 55% increase in resident perception of SCC employees attempting to understand their needs;
 - 5% improvement in how employees view workload, supervision and change;
 - perception from 80% of coaching programme delegates that their own performance has improved as a result of the coaching,
 - 60% of delegates believe SCC's performance has improved as a direct result of the coaching programme.

- Sickness absence has significantly improved from 13.2 days per FTE in Oct 2008 to 6.49 days per FTE in 2014.
2. Our investment in the coaching programme amounts to £1,142,940 between 2009 and 2013. 1545 people have been through the programme. The coaching has helped the county council shape a workplace where people thrive and grow and we have seen more and more internal people “finding their wings” growing in skills and competence and being promoted. There is no doubt that the impact of this programme has had a direct impact on residents. It directly affects the quality of the service residents receive in whatever way they come into contact with our staff. The coaching programme has improved leadership behaviour and this has had a direct impact on staff morale. Staff who feel happy at work convey this to their customers in how they are with people. The coaching has also helped generate a strong learning culture where people are encouraged to take responsibility for their own learning and development and avail themselves of the training and development on offer at Surrey. This is an important part of quality control in service delivery.
 3. A wide scale consultation has taken place over 2013 to diagnose what the focus of the next phase of the leadership development offer should be. A set of behaviours has been drawn up which reflects a “Rounded Leader” (attached as Appendix 1) i.e. the behaviours we would expect to see in a top performing leader. There will be a range of leadership interventions to help leaders and managers develop across all competencies. Some of these could be as simple as personal reading, e-learning or “tailored” to an individual like mentoring. It was clear however from the consultation carried out that there was a need for stronger leadership performance and confidence for all leaders, inter alia, around:
 - i. Challenging unacceptable behaviour, address conflict and poor performance
 - ii. Creating a no blame culture
 - iii. Seeking feedback on my own performance and being open to constructive challenge
 - iv. Being aware of how my mood can impact on others: emotional intelligence
 - v. Leading my team inspirationally, in particular in difficult times
 - vi. Involving and empowering people through inclusion in decision making
 4. The new High Performance Leadership Development Programme will take performance to another level. It will be focused on enabling leaders and managers to address the most difficult issues they face at work; the issues which challenge them the most.
 5. Leaders and managers are going through one of the most difficult phases ever to face the public sector. Surrey has to find £260m savings over the next three years and leaders and managers need to have the resilience to be able to lead and implement unprecedented transformation and still keep services performing well on a day to day basis.
 6. The HPDP will help support people to deliver this scale of challenge. People will be empowered to manage and to be able to respond to difficult challenges and behaviours.

7. As a result of this programme managers will be able to
 - Engage in more open and straight conversations around performance.
 - Have greater awareness of their impact as a leader.
 - Put into effect skills and knowledge to make appropriate changes in their leadership approach, so that you can:
 - Build their own resilience;
 - Support their team and colleagues through difficult times;
 - Have more courageous, honest conversations in the most challenging of circumstances.
8. There will be an emphasis on practising these new skills to enable people to address difficult issues immediately after returning to work following the programme. Through the extended coaching support, peer-buddying and practice tool kits, leaders and managers will be well supported back at work to be able to raise the performance of their service.
9. We have been working closely with three trusted and highly respected & qualified trainer/consultants during the latter part of 2013. Together with our own internal Organisational Development Team colleagues, these coaches have tailored the HPDP to fit where Surrey is and where we aspire to be.
10. We have been piloting six cohorts of twelve participants since November 2013 and the last cohort is due to complete in early April 2014. These six programmes have been aimed at CLT, CPT and other senior managers. The Chief Executive was very clear that senior leaders needed to lead the way and attend first so they could in turn encourage their teams to attend future programmes. Early feedback from participants is that the HPDP is having the impact it was designed to have and already noticeable changes in performance and behaviour are being seen and experienced.
11. Our experience with the coaching has shown us how vitally important it is that *everyone* goes through the programme so the aim is to roll this out to over 1,000 people. It is important people have some good coaching skills before they attend the HPDP so we have also shaped a two day programme of coaching which managers need to attend first if they haven't been on the coaching programme.

Members

12. Members have a specific leadership role to play. Member support and development needs to be tailored to the specific nature of that role.
13. See Appendix 1; the Rounded Leader; aspects of the Personal Mastery and Situational Mastery for leaders have resonance for members' community leadership role as well as their role in decision making and policy making at the council. Coaching as a skill can be a support and resilience tool for members too to help them, for example
 - Engage in more effective conversations with challenging residents.
 - Have greater awareness of their impact as community leaders.
 - Put into effect skills and knowledge to make appropriate changes in their approach, so that you can:
 - Build their own resilience;

- Be supported and support others through difficult times;
- Have more courageous, honest conversations in the most challenging of circumstances

14. A programme of coaching tailored specifically with members for members will be developed with a view to providing high quality executive one-to-one coaching sessions; coaching opportunities to help people understand their personal impact as well as 360° feedback and equipping people with tools, ideas and approaches to enhance their strategic influence.

15. This will be available on a voluntary basis for members. We will progress the development of this offer with members via the Members' Development Steering Group.

Rolling Out the High Performance Leadership Development Programme

1. The power and impact as far as culture shift is concerned, comes from everyone doing it. This would mean rolling the programme out to over 1,000 people. To do this, we need to go through a procurement process to procure a partner to work alongside us to deliver the programme.
2. Early soundings indicate that this programme will be attractive to other councils and organisations in the public and related sectors. Association with the Surrey brand is already creating interest and it is expected this could make the coaching and HPDP marketable and potentially earn income for SCC.
3. The overall programme is a leadership pathway consisting of 4 programmes of training and development, as described below and identified in fig.1. This programme will be for all managers with line management responsibility (Levels 1-7 in the organisation), a total of over 1,000 people.

Figure 1

Leadership Offer		
A	Member Coaching Programme	Cabinet / Associates / 81 Members
B	HPDP Level 2 4day course	Level 1-4 (150)
C	HPDP Level 1 3day course	Level 5 (850)
D	Coaching 2day course	All managers
E	Self-Managed Learning	All managers

Key to Manager Levels

Level 1 - 4	Chief Executive = Level 1 Strategic Directors = Level 2 Heads of Service/Assistant Directors = Level 3 Direct reports to Heads of Service/Assistant Directors = Level 4
Level 5	Senior Managers who report to a Level 4 manager
Levels 6 – 7	Managers who report into Level 5 and/or have direct line management responsibility.

A summary of each programme is detailed below.

4. Programme A – Member Coaching Programme

This programme will be made available to all Cabinet Members and their Associates, followed later in the year by all the remaining members. The programme will consist of 360 degree feedback, one-to-one coaching and joint working sessions with CLT.

5. Programme B - High Performance Development Programme (Level 1-4 managers).

This programme is delivered over 2 blocks of 2 days with a 6 week gap between. This allows times for attendees to undergo a forensic and searching 360 degree feedback process. Managers attending this programme will go on to support and deliver elements of programme D detailed below.

6. Programme C - High Performance Development Programme (Level 5-7 manager)

This programme will be delivered to all of our middle and first-line managers (classed as Level 5/6/7 managers), approximately 850 people and will consist of 2 day Introduction to High Performance & Leadership training and 1 day of conflict resolution training. This programme will be supported by 3 x ½ day group supervision sessions per delegate over 12 month period.

7. Programme D – Coaching Programme (Level 1-7 manager)

This programme will provide our Level 1-7 managers, who have no experience of coaching with an introduction to how coaching can help them in their day to day management. It is estimated that over a period of 4 years, over 1,000 managers will take part in this training. The programme will be for 2 days and will be delivered, in part, by delegates (senior managers) who have completed Programme B and have gone through a train-the-trainer programme. This enables us to keep down costs and makes the programme more sustainable into the future. Individuals will be encouraged to draw on SCC coaches from within our Coaching pool for continued coach/supervision.

8. Programme E - Self Managed Learning

The council already has a number of in-house resources available to all staff to gain a basic understanding of the development programme. This is intended to encourage staff to engage with the opportunities for coaching and career planning. Resources available include:

- Coaching e-Learning
- NLP e-Learning
- Leadership resource page
- Finding a coach for mentoring, career development and support through The Council's coaching pool

9. The programme will roll out over a 4 year period.

10. The outcome from the procurement exercise will be presented to Cabinet on 22 April 2014.

<h3>Conclusions:</h3>

11. These programmes will support the organisation over the coming years to address the difficult challenges facing the public sector. Our managers and leaders will be equipped with skills and behaviours to be high performing in challenging circumstances.

Financial and value for money implications

12. The estimated cost of delivering these programmes over a four year period is up to £1.6m, this equates to an investment of up to £1,600 per manager.

13. The funding of the programmes will be met from within council's learning and development budget for the next four years and is included in the 2014/19 MTFP.

Equalities and Diversity Implications

14. A full Equalities Impact Assessment has been carried out and is at Annex 2.

Risk Management Implications

15. The delivery of this programme is core to building strong and resilient Leaders for the continuing success of the council. One of the risks for the authority is that there is a low take up of the dynamic programmes, leading to an increased cost to the council per head. Running a course that is not operating at capacity will mean an individual course becomes more expensive. In addition there will need to be more courses available, costing the council again. To address this issue there will be a robust engagement plan and strategic directors will be supporting their staff to ensure attendance at the programme. There will also be close monitoring of the feedback from the programme will also be taken in to account to ensure that the programmes stay appropriate for the participants and for the success of the authority.

Next steps:

1. Develop forward plan for the 4 programmes and the development of a communication plan for the council, March 2014 onwards.
2. Evaluation of tender process and recommendation of a strategic partner to the Cabinet, March and April 2014
3. Engage with strategic partner to commence delivery of programme April/May 2014.

Report contact: Carmel Millar, Head of HR&OD
Contact details: 0208 541 9824

Sources/background papers:

Annex 1

The Rounded Leader

Leadership Behaviours and Skills

This document describes the desired behaviours and skills leaders will display, based around 3 elements of 'Mastery', as a result of their learning from the following interventions:

1. Higher Performance Development Programme
2. Related Tools, Materials, Master Classes, Coaching and/or mentoring
3. Strategic Leadership Workshops including the Leading & Managing in a Digital Age Programme

Personal Mastery – continuous reflection on own performance, behaviour and values

- 1 Seek feedback on my own performance and be open to constructive challenge
- 1 Create constructive and respectful relationships
- 1 Be motivational and encouraging
- 1 Adopt a coaching mindset in difficult situations, to model a coaching culture
- 2 Building belief in others of success
- 2 Recognise that diversity and difference are assets
- 2 Role model continuous learning, acknowledge, reflect and share mistakes
- 2 Recognise talent and develop staff potential
- 2 Role modelling the values of the organisation in all situations

Situational Mastery – the ability to understand myself and my reactions to situations

- 1 Be aware of how my mood can impact on others: emotional intelligence
- 1 Being definite & decisive
- 1 Act with personal integrity at all times
- 1 Be respectful of others' values and opinions and the impact of these on their reactions to situations
- 2 Seeking to get the best outcomes from all situations

System Mastery – how do I impact on, and shape the context of, the organisation (system)

- 1 Have open and transparent communications
- 1 Challenge unacceptable behaviour, address conflict and poor performance
- 1 Create a no blame culture
- 3 Consistently putting partners at the forefront of your discussions
- 3 Always keeping my focus on the bigger prize; the bigger game
- 3 See things from different perspectives and generate alternatives and options
- 3 Create and use concepts to explain and interpret situations, linking pieces of information together, creating a rich pool of ideas and a visionary strategic approach
- 3 Use influence and persuasion, building alliances, networks and coalitions
- 3 Understanding what the pressures are within your industry and what that means for the teams you lead and your partners
- 3 Keeping the big picture always in mind

Lead Effective Teams

- 1 Lead my team inspirationally in particular in difficult times
- 1 Identify team strengths and areas for development
- 1 Involve and empower people through inclusion in decision making
- 1 Build two way trust between self and team
- 2 Getting things done and motivating others to achieve delivery
- 2 Promote health and well being
- 2 Encourage staff participation in other areas outside of their immediate team/service
- 2 Recognise and celebrate success
- 3 Provide opportunities for creativity and innovation

Excellent “Customer” Service

- 1 Actively seek and act on feedback from internal and external customers
- 1 Encourage your colleagues, staff and teams to also seek and act on feedback
- 1 Set appropriate standards of customer service for the team and service
- 1 Awareness, understanding and promotion of the organisation’s customer promise

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1. Topic of assessment

EIA title:	Higher Performance Development Programme
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EIA author:	Karen Archer-Burton – Organisational Development Team Lead
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2. Approval

	Name	Date approved
Approved by¹	Carmel Millar	27/2/16

3. Quality control

Version number	1	EIA completed	
Date saved	24 February 2014	EIA published	

4. EIA team

Name	Job title (if applicable)	Organisation	Role
Carmel Millar		SCC	Programme Sponsor
Karen Archer Burton		SCC	Lead - High Performing Development Programme (HPDP)
Helen Tomkinson		SCC	OD Advisor responsible for HPDP programme management

¹ Refer to earlier guidance for details on getting approval for your EIA.

EQUALITY IMPACT ASSESSMENT TEMPLATE

5. Explaining the matter being assessed

<p>What policy, function or service is being introduced or reviewed?</p>	<p>This EIA is assessing the Equality Impact of the Higher Performance Leadership Development Programme, which is part of the Living the Values stream of the Surrey County Council's People Strategy. In the context of this strategy where the term people is used this includes our employed workforce and partners. Where the term staff is used this means our employed workforce.</p> <p>Through the Peer Challenge, it was recognised that the County Council had made significant progress in changing its culture to one of motivated staff who feel empowered and "able to get on and deliver". They went on to say that "pockets of old culture still exist". To move to the next level, there was a need for "everyone across the council to take on a greater share of responsibility".</p> <p>To reach this next level of a positive and engaging performance culture, where everyone knows they are empowered to say how they feel and can take responsibility in a "blame-free" way, we need to ensure that managers and leaders have access to a leadership development programme that will build confidence and resilience for the future. It is clear that this next level of improved performance will require leaders to have a stronger focus on dealing with the most difficult issues and behaviours in the workplace.</p> <p>The purpose of this programme is to support leaders:</p> <ul style="list-style-type: none">a. To perform to their best, by increasing their own awareness of their impact as a leader,b. Develop a strategic mindset to help them better navigate through the uncertainties and challenges ahead.c. To develop the way they lead and manage others. <p>Some of the activities that are covered in this EIA relate to statutory requirements and responsibilities as employers under employment legislation, our statutory duty under the Equality Act 2010 and our statutory health and safety and safeguarding requirements.</p> <p>SCC provides a range of equality and diversity related training as part of its core training offer to all staff and managers. Current training available is:</p> <p>Equality and inclusion matters Web based and classroom based equality impact assessment training Web based training on the social model of disability Ending harassment and bullying Flexible Working and Reasonable Adjustments</p> <p>Equality and inclusion matters is included in core training for new starters as part of induction</p> <p>The HPDP programmes is designed to enhance managers skills to talk about equality matters and build on diversity training provided as part of manager's training pathways.</p> <p>A key part of this work will be information provision and communicating with our staff and our people. This will be done through:</p>
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EQUALITY IMPACT ASSESSMENT TEMPLATE

	<ul style="list-style-type: none"> • Our corporate communication channels • Engagement activities • Conversations • Training and development 																								
<p>What proposals are you assessing?</p>	<p>Ownership of this EIA and associated actions will lie with the programme sponsor, Carmel Millar - Head of HR&OD and the programme leads. The governance of the programme will include regular review of the EIA and actions at programme meetings. The EIA will be monitored and refreshed through the governance arrangements and regular work stream lead meetings.</p> <p>The EIA will assess the elements included in the Higher performance development programme as highlighted below:</p> <div data-bbox="448 674 983 1115" style="border: 1px solid #ccc; padding: 10px; margin-bottom: 20px;"> <p style="text-align: center;">Leadership Offer</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">A</td> <td>HPDP Level 2 4day course</td> <td>Level 1-4 (150)</td> </tr> <tr> <td style="text-align: center;">B</td> <td>HPDP Level 1 3day course</td> <td>Level 5 (850)</td> </tr> <tr> <td style="text-align: center;">C</td> <td>Coaching 2day course</td> <td>All managers</td> </tr> <tr> <td style="text-align: center;">D</td> <td>Self-Managed Learning</td> <td>All managers</td> </tr> </table> </div> <div data-bbox="448 1189 1043 1727" style="border: 1px solid #ccc; padding: 10px;"> <p style="text-align: center;">Member Offer</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">A</td> <td>One-to-One Coaching</td> <td>All Cabinet & Associates</td> </tr> <tr> <td style="text-align: center;">B</td> <td>360 Degree Feedback</td> <td>All Cabinet & Associates</td> </tr> <tr> <td style="text-align: center;">C</td> <td>Joint Working Sessions</td> <td>Cabinet & Associates / CLT</td> </tr> <tr> <td colspan="3" style="text-align: center;">Roll-out of programme to all Political Groups (81 Members)</td> </tr> </table> </div>	A	HPDP Level 2 4day course	Level 1-4 (150)	B	HPDP Level 1 3day course	Level 5 (850)	C	Coaching 2day course	All managers	D	Self-Managed Learning	All managers	A	One-to-One Coaching	All Cabinet & Associates	B	360 Degree Feedback	All Cabinet & Associates	C	Joint Working Sessions	Cabinet & Associates / CLT	Roll-out of programme to all Political Groups (81 Members)		
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Roll-out of programme to all Political Groups (81 Members)																									

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EQUALITY IMPACT ASSESSMENT TEMPLATE

7

Who is affected by the proposals outlined above?

The people who will be affected by the activities in the Higher Performance Development Programme are:

- Leaders – All Level 1 – 4 Managers will be affected by the programme.
- All Managers (anyone with managerial responsibility) will be affected by the programme.
- Staff – all our employed work force including bank and contract staff, management trainees and apprentices will be affected by the activities in this work stream. Information on staff is collected through our workforce data activities and summary equality monitoring information is published quarterly on the SCC website. Equalities monitoring data is also recorded for apprentices on gender and age the following data was recorded in December 2013:

Gender:
Female 54.88%, Male 45.12%

Age:

Age group	Percentage
19 and under	31.70%
20 to 24	58.54%
25 and over	9.76%

- Members – all Members will potentially be affected by the Members working together work stream and value based selection work stream. Equality monitoring data on Members was collected in the May 2013 election.

This election (May 2013) we collected data on gender, age and disability. The summaries are:

Age:

21-30	1
31-40	3
41-50	7
51-60	23
61-70	35
71-80	11
81-90	1

Gender:
Male - 51 (63%)
Female - 30 (37%)

Disability:

Response	No.	%
Yes	4	5%
No	73	91%
Did not answer	3	4%

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	<p>Residents and service users</p> <p>All residents and service users will potentially be impacted through activities that improve performance and learning delivered through the HPDP resulting in a more skilled workforce.</p>
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6. Sources of information

Engagement carried out
<p>Engagement has been carried out stakeholders across the Council to understand who the programme relates to and the relevance of the content.</p> <p>During the development of the HPDP engagement was carried out with:</p> <ul style="list-style-type: none">• The HR community• HR leadership teams• Business Services directorate leadership team• Corporate leadership team• Leader, deputy leader and members of PPDC• Living the Values Network <p>As part of the development of the Living our Values work stream and this EIA further engagement will be identified and carried out with potentially affected equality groups and included in the actions arising.</p> <p>A further action will be to ensure that feedback and evaluation of the HPDP captures negative impact on relevant equality strands and that a process is in place to act on this feedback to mitigate negative impact and promote positive impact.</p>
Data used
<p>~Workforce monitoring data Feedback from engagement activities outlined above ONS Census data 2011 Carers UK Engagement feedback</p>

7. Impact of the new/amended policy, service or function

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7a. Impact of the proposals on residents and service users with protected characteristics

Protected characteristic ²	Potential positive impacts	Potential negative impacts	Evidence
Age	There is potential positive impact on residents and service users of all ages through HPDP resulting in a more highly skilled work force able to undertake performance related conversations.	There are no potential negative impacts that would harm people of different age groups through this programme.	
Disability	There is potential positive impact on residents and service users of all abilities through HPDP resulting in a more highly skilled work force able to undertake performance related conversations.	There are no potential negative impacts that would harm people of different abilities through this programme.	
Gender reassignment	There is potential positive impact on residents and service users of all abilities through HPDP resulting in a more highly skilled work force able to undertake performance related conversations.	There is no evidence that any of the activities in this programme would have a negative impact and be harmful to residents or service users undergoing gender reassignment	
Pregnancy and maternity	There is potential positive impact on residents and service users of all abilities through HPDP resulting in a more highly skilled work force able to undertake performance related	There is no evidence that any of the activities in this programme would have a negative impact and be harmful to residents or service users under pregnancy and maternity.	

² More information on the definitions of these groups can be found [here](#).

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	conversations.		
Race	There is potential positive impact on residents and service users of all abilities through HPDP resulting in a more highly skilled work force able to undertake performance related conversations.	There is no evidence that any of the activities in this programme would have a negative impact and be harmful to residents or service users from different ethnic backgrounds.	
Religion and belief	There is potential positive impact on residents and service users of all abilities through HPDP resulting in a more highly skilled work force able to undertake performance related conversations.	There is no evidence that any of the activities in this programme would have a negative impact and be harmful to residents or service users with different religion or beliefs including no religion or belief.	
Sex	There is potential positive impact on residents and service users of all abilities through HPDP resulting in a more highly skilled work force able to undertake performance related conversations.	There is no evidence that any of the activities in this programme would have a negative impact and be harmful to residents or service users with different genders.	
Sexual orientation	There is potential positive impact on residents and service users of all abilities through HPDP resulting in a more highly skilled work force able to undertake performance related conversations.	There is no evidence that any of the activities in this work stream would have a negative impact and be harmful to residents or service users with different sexual orientations.	

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<p>Marriage and civil partnerships</p>	<p>There is potential positive impact on residents and service users of all abilities through HPDP resulting in a more highly skilled work force able to undertake performance related conversations.</p>	<p>There is no evidence that any of the activities in this programme would have a negative impact and be harmful to residents or service users through marriage or civil partnership</p>	
<p>Carers³</p>	<p>There is potential positive impact on residents and service users of all abilities through HPDP resulting in a more highly skilled work force able to undertake performance related conversations.</p>	<p>There is no evidence that any of the activities in this programme would have a negative impact and be harmful to the carers of residents or service users</p>	<p>No information on carers of residents or service users who volunteer with SCC is available.</p> <p>This group is not relevant to the programme.</p>

³ Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that 'carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.'



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7b. Impact of the proposals on staff with protected characteristics

Protected characteristic	Potential positive impacts	Potential negative impacts	Evidence
Age	There is potential positive impact on all employed staff through the aims and activities of HPDP through inclusion in training, development and enhanced values based conversations and activities.	There is no evidence of negative impact on staff from different age groups. However we have good knowledge of the age demographic of our staff and care needs to be taken that the views of staff from all relevant age groups are included in engagement activities to fully evidence that their views have been taken into account.	<p>In May 2013 the average age of Surrey employees was 44.84 years. The largest group of employees is in the 45 to 54 year age group at just under 30% of the workforce. Overall approx 78% of SCC employed staff are over 35, falling to 18% in the 55 to 64 year age group. Surrey Staff are broadly representative of the age profile of Surrey Residents except in the younger age groups, particularly 16 to 24 year olds who are just 5% of the workforce compared to 10.19% of Surrey population. This has been identified as a hot spot by SCC as we are primarily an ageing workforce with a lack of younger employees.</p> <p>Members – The age demographic of Councillors is not within the control of SCC.</p> <p>Volunteers – no corporate data is available on the age demographic of residents who volunteer with SCC directly.</p>
Disability	There is potential positive impact on all employed staff through the aims and activities of HPDP through inclusion in training, development and enhanced values based conversations and activities.	There is no evidence of negative impact on staff from different ability groups. However we have some knowledge of the disability demographic of our staff and care needs to be taken that the views of staff from all relevant disability groups are included in engagement activities to fully evidence that their views	Employed staff with a declared disability is currently 3.08%. This is low compared to the census data which shows 16.5% of residents with a declared disability. This has been declared as a hot spot with a steady year on year decline since 2008/2009 when 4.35% of staff declared a disability. This decline is reflected on senior manager data with declared disability falling from 6.15% in 2008/2009 to 4.11% in 2011/2012. This decline has stabilised in 2012/2013 with 4.54% of senior managers declaring a disability slightly higher than for all SCC staff generally.

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		<p>have been taken into account.</p> <p>The main areas that could impact negatively on this equality strand are around access to information and accessible venues.</p> <p>The Programme leads should ensure good practice and relevant accessibility policies are adhered to when organising events, providing accessible information and requesting information in advance on specific requirements</p>	<p>Members – awaiting data</p> <p>Corporate policies and procedures are in place to support staff with disabilities including an accessible IT forum</p> <p>Training is available on the Social Model of Disability and managers are required to attend training on flexible working and reasonable adjustment</p>
Gender reassignment	<p>There is potential positive impact on all employed staff through the aims and activities of HPDP through inclusion in training, development and enhanced values based conversations and activities.</p>	<p>There is no evidence of negative impact on staff undergoing gender reassignment. Managers should ensure that staff who may be away from the work place as they undergo gender reassignment are included in any development activities they may have missed and given updated corporate information.</p>	<p>Information on gender reassignment in relation to specific staff is confidential and held by HR. Policies and procedures are in place to support people going through gender reassignment and to meet our statutory duties to ensure confidentiality.</p> <p>If the views of people undergoing gender reassignment are identified as being needed to inform HPDP expertise can be sought through the Council's External Equality Advisory Group</p>
Pregnancy and maternity	<p>There is potential positive impact on all employed staff through the aims and activities of HPDP through inclusion in training, development and enhanced values based conversations and activities.</p>	<p>There is no evidence of negative impact on staff that are pregnant or on maternity leave.</p> <p>However we have good organisational data on people who are on or due to take</p>	<p>Advice is available to all managers from HR business partners to ensure that people who are pregnant and on maternity are treated fairly and within the law.</p>



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		maternity leave. Care needs to be taken that the views of staff from all relevant equality groups are included in engagement activities to fully evidence that their views have been taken into account.	
Race	There is potential positive impact on all employed staff through the aims and activities of HPDP through inclusion in training, development and enhanced values based conversations and activities.	<p>There is no evidence of negative impact on staff with different ethnic backgrounds, however, the data that we have shows that care needs to be taken by all work stream leads to ensure the views of staff with BME backgrounds are included in engagement activities, particularly with Senior Managers where representation is lower than the SCC norm.</p> <p>In relation to communications and information programme leads should identify relevant staff groups where staff may have requirements for information in either easy to read or specific languages if they are not proficient in written or spoken English which is our default position for information.</p>	<p>In May 2013 7.94% of Surrey staff were from a minority ethnic background compared to 4.57% in 2008/2009. The 2001 census showed that 4.99% of the working age population of Surrey was from BME backgrounds although 11.78% of the population between 15 and 64 were from BME backgrounds.</p> <p>SCC has a slowly rising trend of recruiting staff from BME backgrounds and currently 5.33% of senior managers are from BME backgrounds.</p> <p>No BME data is available for Members, apprentices or volunteers.</p>
Religion and belief	There is potential positive impact on all employed staff through the aims and	There is no evidence of negative impact on staff with either different religions or	34.42% of staff who declared a religion were Christians; however 42.67% of staff declined to state

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	activities of HPDP through inclusion in training, development and enhanced values based conversations and activities.	beliefs or no religion or belief, however if the programme leads find relevance care should be taken to include the views of people from this group in relevant engagement.	<p>their religion or belief. Just over 20% of staff stated they had no religion or belief</p> <p>The large number of SCC staff without declarations of Religion / Faith distorts the data so comparison with Surrey Population becomes difficult.</p> <p>Volunteers, apprentices and Members - no corporate data is available on religion and belief</p>
Sex	There is potential positive impact on all employed staff through the aims and activities of HPDP through inclusion in training, development and enhanced values based conversations and activities.	<p>There is no evidence of negative impact on staff from different gender groups, however it should be noted that care should be taken to include the views of staff from different genders in engagement activities. This is most relevant at senior manager level for women staff and for men at front line level including part time staff who are predominantly women.</p> <p>Programme leads should also consider access to information and communications for part time staff who may be bank or contract workers who do not have access to SCC IT systems and corporate web based information.</p>	<p>Overall nearly 74% of staff at SCC are women. Women are in the majority at all levels of the organisation other than senior managers S13 and above where 44.67% are women.</p> <p>81% of staff at front line level S1 to S8 are women</p> <p>This equality strand is relevant to all work streams in the programme</p> <p>Volunteers - no corporate data is available on the gender demographic of people who volunteer with SCC directly</p> <p>Members – 63% of Members are Male and 37% female</p>
Sexual orientation	There is potential positive impact on all employed staff through the aims and	There is no evidence of negative impact on staff with different sexual orientations;	Information on the sexual orientation of SCC staff is limited due to over 50% of staff who either preferred not to say or did not complete this part of the



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	<p>activities of HPDP through inclusion in training, development and enhanced values based conversations and activities.</p>	<p>however there is little data to base this on.</p> <p>Programme leads should consider whether they need to engage with different gender groups; however it should be noted that care should be taken to include the views of staff with different sexual orientation in engagement activities.</p>	<p>monitoring information.</p> <p>Less than 2% of staff declared as being lesbian a gay man or bisexual with just fewer than 50% of people who did declare saying they were heterosexual.</p> <p>If the views of people with different sexual orientations are identified as being needed to inform work streams expertise can be sought through the Council's External Equality Advisory Group</p> <p>This equality strand is potentially relevant to all work streams in the programme</p> <p>No sexual orientation data is available for volunteers, apprentices or Members</p>
<p>Marriage and civil partnerships</p>	<p>There is potential positive impact on all employed staff through the aims and activities of HPDP through inclusion in training, development and enhanced values based conversations and activities.</p>	<p>There is no evidence of negative impact on staff through marriage or civil partnerships.</p>	<p>This equality strand is not relevant to the programme</p> <p>No data is available for staff, volunteers, apprentices or Members</p>
<p>Carers</p>	<p>There is potential positive impact on all employed staff through the aims and activities of HPDP through inclusion in training, development and enhanced values based conversations and activities.</p>	<p>There is no evidence of negative impact on staff through caring responsibilities, however national research shows that women are more likely to have caring responsibilities across all age groups either as parents or caring for elderly relatives or people with a disability and may need more flexibility to</p>	<p>No data available on SCC staff, volunteers or Members with caring responsibilities.</p> <p>Carers UK estimates that 1 in 7 of UK employees have caring responsibilities. As Surrey is predominantly a female and part time work force this may be higher for some staff groups.</p> <p>The ONS (office for national statistics) reported in 2011</p>

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		<p>engage with training and development activities away from their normal work place.</p> <p>Programme leads should consider the relevance of engaging people with caring responsibilities in engagement activities and ensuring accessibility for people with caring responsibilities.</p>	<ul style="list-style-type: none">• Economically active women in both full-time and part-time employment provided a greater share of the unpaid care burden than men; in England 12.1 per cent of women working full-time provided unpaid care, and in Wales it was 15.3 per cent <p>Further information on carers can be found here</p> <p>ONS census data 2011</p> <p>This equality strand is potentially relevant to all work streams in the programme.</p>
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EQUALITY IMPACT ASSESSMENT TEMPLATE

8. Amendments to the proposals

Change	Reason for change
In this column you should explain how the new/amended policy, service or function has changed from the original idea to the final proposal being considered.	In this column you should explain how your EIA led to this change. Identify the issue that you identified that meant the proposal needed to be amended.

You should use this section to describe any amendments that have been made to the original idea underpinning your new/amended policy, service or function as a result of conducting this EIA. This will show how the process of collecting information, engaging those affected and analysing the impact of the new/amended policy, service or function led to specific changes to the proposals.

9. Action plan

Potential impact (positive or negative)	Action needed to maximise positive impact or mitigate negative impact	By when	Owner
Negative: Leaders and Managers keeping up to date with equality training	<ul style="list-style-type: none"> Get update SAP records of all Leaders and Managers who have attended People Management Pathway equality programmes Target Leaders and Managers who have not attended any programmes 	Quarter 2 2014	Helen Tomkinson (in liaison with Wendy Au-Yeung and Abid Dar)

If your equalities analysis shows the new/amended policy, service or function could potentially have negative impacts on particular groups with protected characteristics, which cannot be fully addressed through changes to the proposal; you will need to use this section to outline any actions that could be put in place to mitigate them. As a result of your analysis you may also identify positive actions that could be put in place to promote equality opportunities and/or foster good relations.

10. Potential negative impacts that cannot be mitigated

If your assessment has identified potential negative impacts that cannot be mitigated, you should list them here. This does not mean the proposal has to be abandoned, but will

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allow decision makers to have 'due regard' to these matters when they make their decision.

Potential negative impact	Protected characteristic(s) that could be affected

7

11. Summary of key impacts and actions

This section will serve as an executive summary of the Equality Impact Assessment and should be copied into the equalities section in decision making reports (such as those for Cabinet, Local Committee or CLT/DLTs). Please use the sub-headings provided.

Information and engagement underpinning equalities analysis	
Key impacts (positive and/or negative) on people with protected characteristics	
Changes you have made to the proposal as a result of the EIA	
Key mitigating actions planned to address any outstanding negative impacts	
Potential negative impacts that cannot be mitigated	

Be sure to review the checklist in Annex 2 before submitting your EIA for approval and publication.

Further guidance

If you need more advice and guidance, you may find the following sources useful:

- [Government Equality Office: Equality Act guidance](#)
- [Equality and Human Rights Commission: *Guidance on the Equality Duty*](#)
- [Equality and Human Rights Commission: *Making fair financial decisions*](#)
- [Equality and Human Rights Commission: *Meeting the Equality Duty in policy and decision making*](#)
- [TUC: *Equality Toolkit*](#)

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People, Performance and Development Committee
19 March 2014

Programme: Leading and Managing in a Digital Economy

Purpose of the report:

To provide the Committee with a progress update on the design of a qualification in public sector leadership in the digital age. To confirm Surrey County Council's commitment to the programme and to gather feedback about the structure, content and timescales.

This report is being brought to People, Performance and Development Committee because the Committee will consider strategic workforce planning and promote organisational development, skills and learning, according to the Scheme of Delegation.

Recommendations:

It is recommended that:

1. The Committee endorses the proposed programme and supports Surrey County Council's participation, with a first cohort starting this year.

Introduction:

1. Last year we shared with PPDC the vision for a degree level qualification in Entrepreneurial Business & Public Service Leadership. This prompted a series of conversations with internal senior staff, external SE7 partners and our potential supplier, Surrey University about how to make this vision a reality. This report outlines the progress so far, including the proposed qualification structure, content and timescales.

Stakeholders

2. Surrey University, specifically Professors Alan Brown and David Goss of Surrey Business School, are very excited to work with us to develop a bespoke public sector leadership programme. This is a new direction for leadership development and we believe this initiative is in the vanguard. The nature of the learning experience is to use the "hot-housing" and research aspect of the university environment to actually shape new

ideas and projects during the programme which will impact and change services on the ground.

3. Lucie Glenday (Chief Digital Officer) is helping to shape the programme and ensure it is aligned to the wider digital strategy.
4. We are working with our partners in SE7, namely East Sussex, West Sussex, Hampshire and Brighton & Hove, to develop the programme and ensure it meets the needs of the public sector more broadly.

Target Audience

5. It is mainly aimed at managers who are tasked with the strategic development of the authority. It should not however be restricted solely to senior managers and we would also open entry up to those who can influence and shape the nature of services on the ground. This programme will enable us to start to shape talent for the next generation of leadership.
6. In addition, this programme could also be open to members who may wish to gain a greater understanding of the impact and implications of the digital world on residents and the impact on their role as community leaders.
7. Appendix 1 sets out the “Rounded Leader” Behavioural Competencies which are used to support Surrey’s leadership development offer. It is considered that the programme will contribute to helping leaders and managers improve the following:
 1. Consistently putting the partner at the forefront of your discussions
 2. Always keeping my focus on the bigger prize; the bigger game
 3. See things from different perspectives and generate alternatives and options
 4. Create and use concepts to explain and interpret situations, linking pieces of information together, creating a rich pool of ideas and a visionary strategic approach
 5. Use influence and persuasion, building alliances, networks and coalitions
 6. Understanding what the pressures are within public service and the wider economy and what that then means for the teams you lead
 7. Being consciously longer term i.e. consciously scanning horizon and searching for opportunities
 8. Keeping the big picture always in mind
 9. Provide opportunities for creativity and innovation
8. The programme will help those who will lead services and teams into a less certain future where issues of funding, service delivery in the digital age, customer engagements and commercial and third sector delivery of services are creating a faster moving and more dynamic environment.
9. The selection process for delegates has yet to be agreed. However, it has been acknowledged that all partners prefer staff learning to be self-directed.

Qualification

10. As referred to in paragraph 2 above, an important part of the nature of this programme is that it will become a “fomenting space” to test out and shape new ideas for how services could be delivered with better and more effective use of data maximising the digital environment.
11. Following the recent success of the MSc degree in Highways Engineering we are exploring the possibility of doing something similar. At this point in time given we are at an embryonic and experimental place with this new venture, it is prudent to wait and evaluate the success of the first programme.
12. Through the evaluation we can then assess the costs. It is estimated to be two years before the first cohort could start a degree course. There would be significantly higher costs than for this early programme.
13. The proposed programme structure for this first experimental programme is outlined below. In this proposal successful delegates receive a certificate of completion and achievement from Surrey University.

Objectives

14. The purpose is to equip delegates with the tools, skills and experience to lead, develop and deliver services in the digital age. The programme will use a mix of workshop based teaching with practical work on ‘live’ cases to ensure that delegates have the opportunity to experiment with new ideas and tools and to put their knowledge into practice.
15. The focus will be on understanding the business and organisational implications of the changing landscape created by widespread digitisation, such as changing client expectations, new communication and delivery mechanisms, increased opportunities for collaboration across sectors, as well as new patterns of risk and responsibility.
16. Following the programme, delegates will be able to:
 - a) Utilise their understanding of business strategy and emerging business models to drive values, shape and deliver services.
 - b) Explore new ways to engage effectively with digital citizens to ensure customer needs are met, create a cycle of continuous improvement and, in line with the Council’s digital strategy, develop services for the future.
 - c) Encourage, support and deliver innovation applying tools and techniques that ensure change is effective and that encourage agility.
 - d) Research and solve business problems effectively using a range of tools and techniques appropriate in the digital economy.
 - e) Be aware of the opportunities and risks (for individuals and organisations) attaching to innovations in digital technologies.

Delivery

17. There will be an introductory presentation and seminar welcoming delegates, assessing the impact of digital technologies on their roles and functions, setting out the curriculum and preparing them to make the most of the programme. Delegates will also be given their first reading assignment.
18. The proposal is for four taught modules comprising:
 - a) A pre-workshop reading assignment.
 - b) A one day taught workshop at the end of which the cohort will be divided into groups and set an action learning task based on a live issue or case.
 - c) A four week period for groups to work on their action learning assignment. During this time teaching staff will offer a fixed number of web-based surgery sessions to delegates requiring additional guidance and support
 - d) A second one day workshop where groups will report back to the cohort on their assignment, sharing their experiences and findings. Programme leaders will give feedback and tie the assignment outcomes back into the learning for the module. Delegates will reflect on the learning and draw-up action plans for the implementing the learning back in their teams.
19. All delegates will be asked to keep a reflective log exploring the ideas they are engaging with during the programme. This will form the basis on final assessment and feedback.
20. Delegates will be encouraged to be active participants in an online community that will run for the total duration of the programme.
21. Following completion of the programme, there is potential for delegates to move into a 'digital champion' role at their local authority, ensuring the learning does not stop with them.

Content

Digital Economy and Public Management

22. The past decade has seen rapid digitisation of the economy. New digital technologies have had major impact on all aspects of our society. The emerging "Net Generations" are driving expectations for public policy and services that offer different kinds of solutions in new ways. UK Government is reacting with a range of initiatives to bring new capabilities on-line, including programmes such as the Government Digital Strategy (GDS). Consequently, we all need to have a clear understanding of the implications of technologies such as "big data", open source solutions, and cloud-based delivery. This theme looks at the background and principles of the digital economy, and analyses the implications on public management activities.

Business Models and Business Strategy

23. Delivering value in any organisation is a balance between creating the right services at a price that is affordable and cost effective. At the heart of today's enterprise is the need to understand new kinds of business models that are now possible. These are combinations of public and private enterprises, working collaboratively to solve local needs in cost effective ways. This theme provides a framework for understanding and discussing business models, and examines different business models for the public sector that are now emerging.

Innovation and Change Delivery

24. Rapid change in service delivery is revolutionising the face of both the private and public sectors. New technology enables organisations to bundle existing activities and assets and link them in new combinations with other organisations' technology and assets free from the constraints of time, place, and ownership. As this occurs, we face the inevitable struggle between speed of change and the necessity for governance and accountability. This theme addresses the ways in which innovation can be encouraged and supported in service delivery, and provides techniques for supporting change in complex, human-centred environments.

Research Project and Delivery Methods

25. Many times in our working lives we need to undertake research to investigate new ideas, obtain independent data to analyse an area of interest, or deliver background support for decisions that have been taken. However, with the rapid evolution of data gathering and analysis techniques in our connected world, many people do not have the necessary knowledge, understanding, and skills to complete a piece of business research using today's digital techniques. This theme will provide the necessary academic rigour supported by practical techniques to bring to life the realities of undertaking business research in today's digitally-driven world.

Timescales

26. Surrey University are confident the programme can commence this year, as soon as quarter 1 if all stakeholders are in agreement.
27. The proposed structure is 40 weeks, which includes two break periods of 3-4 weeks each.
28. The proposed size of each cohort is between 12 and 30 delegates.
29. Feedback from all authorities is expected by the end of February and a decision as to who is participating made by mid-March. [This information may be known by the date of the meeting].

Conclusions:

30. This report has outlined a proposed programme of learning designed to equip senior public sector staff with the skills to lead confidently in the digital age. It has been designed in collaboration with Surrey University and other neighbouring local authorities. The first cohort can commence in the next few months.

Financial and value for money implications

31. Surrey University costs will include:
- a) Delivery of the programme by senior teaching staff
 - b) Administration of the programme
 - c) Development costs
 - d) Preparation and supply of teaching materials
 - e) Use of the University of Surrey Virtual Learning Environment
32. Costs are currently being negotiated but are likely to be in the region of £100,000 for a full cohort of 30; around £3,000 per capita delegate fee. We have assumed 15 participants from SCC (the remainder from across SE7) and Surrey's costs can be covered within existing budgets for a cohort of this size.

Equalities and Diversity Implications

33. At this stage no major implications have been identified that will impact on residents and staff with different protected characteristics. A full Equality Impact Assessment is currently underway and can be completed when the programme design is finalised. The shift towards greater independence through improved access to data, communications and services will benefit all, particularly people with disabilities and older people. This programme is aimed at transferring control from organisations to people and therefore supports our corporate aims.

Risk Management Implications

34. Although there are other interested local authorities, there is a risk that none of them will join us in this venture. In reputational terms, this would mean the programme may not hold as much weight. In financial terms it would mean bearing the total costs ourselves. To mitigate this risk, we are working closely with partners to shape the proposal in a way that meets everyone's needs.
35. This is the first programme of its kind and therefore there are risks associated with doing something unknown. We have made every effort to engage key stakeholders, such as the Chief Digital Officer, to work with Surrey University to ensure the modules are pitched at the right level to achieve the objectives that have been set.

Next steps:

With the Committee's agreement, we will review feedback from all senior leadership teams involved and amend the programme accordingly. Once we are all satisfied with cost negotiations, the programme can be commissioned, with a view to run the first cohort in the new financial year.

Report contact: Carmel Millar, Head of HR & Organisational Development, Change & Efficiency

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Sources/background papers:
None

APPENDIX

The Rounded Leader

Leadership Behaviours and Skills

This document describes the desired behaviours and skills leaders will display as a result of their learning from the following:

1. High Performance Development Programme
2. Related Tools, Materials & Master Classes, Coaching and or mentoring
3. Strategic Leadership Workshops plus the Leading & Managing in a Digital Age Programme

Personal Mastery ie being aware of my impact on others and acting in an exemplary way

- 1 Be motivational and encouraging
- 1 Be aware of how my mood can impact on others: emotional intelligence
- 1 Have open and transparent communications
- 1 Challenge unacceptable behaviour, address conflict and poor performance
- 1 Create constructive and respectful relationships
- 1 Being definite & decisive
- 1 Create a no blame culture
- 1 Act with personal integrity at all times
- 1 Seek feedback on my own performance and be open to constructive challenge
- 1 Adopt a coaching mindset in difficult situations, to model a coaching culture
- 2 Building belief in others of success
- 2 Recognise that diversity and difference are assets
- 2 Role model continuous learning, acknowledge, reflect and share mistakes
- 2 Recognise talent and develop staff potential

Situational Mastery ie Understanding the environment in which I lead

- 3 Consistently putting the partner at the forefront of your discussions
- 3 Always keeping my focus on the bigger prize; the bigger game
- 3 See things from different perspectives and generate alternatives and options
- 3 Create and use concepts to explain and interpret situations, linking pieces of information together, creating a rich pool of ideas and a visionary strategic approach
- 3 Use influence and persuasion, building alliances, networks and coalitions
- 3 Understanding what the pressures are within your industry and what that then means for the teams you lead
- 3 Being consciously longer term i.e. consciously scanning horizon and searching for opportunities
- 3 Keeping the big picture always in mind

Lead Effective Teams

- 1 Lead my team inspirationally in particular in difficult times
- 1 Identify team strengths and areas for development
- 1 Involve and empower people through inclusion in decision making

- 1 Build two way trust between self and team
- 2 Getting things done and motivating others to achieve delivery
- 3 Provide opportunities for creativity and innovation
- 2 Promote health and well being
- 2 Encourage staff participation in other areas outside of their immediate team/service
- 2 Recognise and celebrate success

Excellent “Customer” Service

- 1 Actively seek and act on feedback from internal and external customers
- 1 Encourage your colleagues, staff and teams to also seek and act on feedback
- 1 Set appropriate standards of customer service for the team and service
- 1 Awareness, understanding and promotion of the organisation’s customer promise

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People, Performance and Development Committee
19 March 2014

Career Development Framework

Purpose of the report:

To report back on the continued development of the career development framework tools and roll-out of real-life case studies.

This report is being brought to People, Performance and Development Committee under the Committee's remit to promote organisational development, skills and learning, and continuous professional development and training, according to the Scheme of Delegation.

Recommendations:

It is recommended that:

- a. Recent developments of the tools and information on real life case studies are noted.
- b. Support is given to the development and roll out of the remaining two job families for completion in April and July 2014 respectively.

Introduction:

1. The project continues to progress well and is approaching its final phase, due to complete in June 2014. The project roll-out by its very nature is an evolving cyclical process to launch each of five job families. Therefore:
 - a) Sections 2 and 3 are repeated from previous reports to provide a continuing context.
 - b) Sections 4 to 17 provide an update of progress on the development of tools for the five job families, roll-out of real life case studies and publication of profession schemes.
 - c) Sections 18 to 24 remain largely unchanged from previous reports.

Approach and underlying principles

2. Development of an overarching career development framework, providing information and resources to aid colleagues in their career development planning; complementing any functional and service based schemes.

Aims and Objectives

3. The aims and objectives of the career development framework are:
 - a) To provide an overall framework for career development across the organisation, so that the opportunity to plan and progress careers and build competence is shared more widely
 - b) To support staff development by providing tools to help employees map their careers and development through the organisation
 - c) To equip managers to have more meaningful career development conversations with their team members to enable employees to develop an active career development plan
 - d) To enable the organisation to grow more of our own talent, leading to a more skilled and motivated workforce and a better balance between internal and external appointments
 - e) To encourage more lateral movement across functional and service areas to help build a more flexible workforce
 - f) To support consistency and equity between services.

Continued roll-out of the Job Families, development tools and resources

4. Of the five job families planned, we have now published three and the last two are in draft, to be rolled out as indicated below.

Job Family	Completion	Status
Business Functions	July 2013	Published
Personal & Social Well-being	September 2013	Published
Customer Engagement	February 2014	Published
Regulation & Technical	April 2014	Final draft
Operational services	June 2014	Draft in progress

Tools and Resources

5. By June 2014, the last two job families on the website will also have the following tools:
 - a) Role summaries
 - b) Learning and development offer
 - c) Sample job profiles

Continued development of real life case studies

6. We now have a number of real life case studies, published on the My Career website and summarised in Annex 1. These demonstrate the variety of ways in which individuals are taking initiatives to develop their careers, and increasingly how the My Career tools are facilitating this process. The tools are also helping managers when considering service restructures and reviewing job profiles.

Communications and Engagement

Engagement

- 7) **Roadshows** - Since July 2013, we have conducted quarterly roadshows, attending Building User Groups to update them on the latest job families and resource developments. During this time we have seen over 200 people; all were surprised at how useful the tools were, wanting to take them away to read, ponder and find out more.
- 8) **Drop-in surgeries** - In the autumn 2013, we adapted the roadshows from a foyer display stand approach to drop-in surgeries and branched into District and Borough Offices throughout the winter. Alerting building users to our presence on the day elicited queues at the door in some locations, requiring appointments. Elmbridge Civic Centre asked us back three times. So few people know about My Career because they have their heads immersed in getting the job done. They seem delighted to have 15 minutes out, time just for them and leave with a brighter outlook.
- 9) **Liaison with District & Borough Council colleagues** - Tandridge District Council HR are very interested in what we are doing and want us to brief the Surrey personnel and training officers groups. They acknowledged they don't have the scale of resources to design this kind of resource and could learn a lot from what we are doing.
- 10) **Liaison with service colleagues** - we now have the HR & OD Pathway and CIPFA Training Scheme on the website, soon to be joined by the Procurement Progression Scheme. My Career links are currently being drafted into the Appraisal pages on SNet, to provide information for development discussions.

Communications

- 11) News items and web page visits have reduced after the initial high and spiking around publication of each job family.
- 12) We have been running SNet carousel articles monthly since July, running career journey stories between each of the three job families.

Conclusions:

- 13) Three of the five job families have been rolled out, with the last two due for completion by June 2014.
- 14) The 12 case studies, reported on demonstrate the rippling benefits from various tools and resources available.
- 15) Quarterly road shows continue, providing drop-in surgeries to major and some district and borough council offices. Discussions and coaching on the use of the tools and action planning have brightened the outlook of staff otherwise disconnected and unaware of these resources.
- 16) Tandridge District Council HR is very interested and has requested a briefing at Surrey personnel and training officers' groups.
- 17) HR & OD, Finance and Procurement have provided profession pathways, schemes and links for the My Career website.

Financial and value for money implications

- 18) If this initiative can help the council grow more of their own talent by assisting employees with career progression, there will be savings in recruitment, induction and training costs, and increased motivation leading to higher productivity.

Equalities and Diversity Implications

- 19) An Equality Impact Assessment is completed. There is the potential for positive impacts through wider communication of development opportunities so that progression opportunities are not restricted to pockets of good practice. It is available in accessible formats. Links are made to existing policies, reinforcing the council's continued commitment to promote equality and diversity and emphasising transferability to new roles through, for example, consideration of reasonable adjustments
- 20) We are using briefing sessions with managers to encourage them to think about how to create more flexibility, greater opportunities and choice for all e.g
 - a) To consider impacts of apprentices and staff having to jump several grades to secure permanency or progression.
 - b) To consider reducing gaps and create career ladders by taking lower end tasks to create intermediate roles and reducing higher level posts.
 - c) To consider if full time posts are always required and where more opportunities for part time or flexible ways of working can be achieved.

Risk Management Implications

- 21) More transparency may encourage more requests by employees for upgrades. However, there has not been a noticeable increase in such requests since the My Career launch.
- 22) Employees are being made aware that the use of career pathways does not guarantee either promotion or horizontal moves. Close working with Communications has helped to convey this more effectively.
- 23) No issues have been raised so far in relation to the irregular width of some of our grade bands evident in some of the role summaries.

Next steps:

- a) Continue dialogue with existing stakeholders, to keep them posted of developments and build in feedback.
- b) Engage services for development for remaining job families to ensure content is representative and resonates well with colleagues.
- c) Roll out remaining job families
- d) Publish more real life stories on the website and feature on SNet
- e) Develop programme of review of the My Career website content to ensure it is kept fresh and up-to-date.

Report contact: **Report contact:** Carmel Millar, Head of HR & OD
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Sources/background papers:

Annex 1 – case studies

Annex 1 – Case Studies

a) Aspirations of a career in HR & OD – Jeremy Baker (Apprentice)

Jeremy first realised he wanted a career in HR when his Business Studies class were split into occupational groups at school! This inspired him to organise a 6 week volunteering placement at a charity to gain real life experience in a range of activities. Jeremy believes it was his keen attitude, love of this field of work and using his initiative to find work that secured him his apprenticeship with HR & OD.

He is grateful to his manager for allowing him to shadow different teams and he says the My Career tools are helpful in telling you what roles there are, what you need at each grade and to check what development opportunities there are, to help plan your career. His aim is to secure a CIPD qualification to advance his chosen career.

b) Promotion in Property – Libby Aldous (Facilities Team Leader)

Libby believes training has been the key to her career development and progression! Whilst in the leisure industry she realised she really enjoyed customer interaction. This led her to her successful application for the role of Customer Liaison Officer in the Council.

She attributes the transition to her current role to the support of her line manager, who has provided broader work experience for her to grow as a line manager and continued sponsorship for the formal qualifications she needs.

c) From the Bar to project management – Lizzie Owen (Project Manager)

Lizzie graduated with a First Class Degree in History, which she converted to Law, and with training became a Barrister. With a keenness to benefit society and improve her CV, she undertook pro-bono work for Street Law, leading to work for Howard League Penal Reform. Having been called to the Bar, she made the controversial decision to focus her career in serving people.

Whilst working for the Citizens Advice Bureau, Lizzie found the council graduate scheme, which promised to match her ambitions to make a difference to peoples' lives. She graduated from the scheme with the Council, having gained a wide range of project management experience. Lizzie recently secured a project manager role with a charity and has high hopes of returning to the Council, bringing more skills and experience with her.

d) Outstanding young carer – Russell Minns (Apprentice)

From the Surrey Young Careers Forum, as a young carer himself, Russell secured a level 2 apprenticeship in youth work, providing time out events for young careers. Russell has since moved on to level 3, supporting Action for Carers Surrey. He regularly raises the profile of young carers, including chairing a national conference. He says the apprenticeship programme has built his confidence in communication skills. He intends to continue in youth work, perhaps combining university study with part-time working.

e) From Cleaner to ATM - Dawn Lambert (Assistant Team Manager)

Dawn used to live across the road from Rodney House, residential home and started her career there as a cleaner, for two hours every fortnight. Appointed to the position of carebank waking night staff initially, she soon moved on to part-time residential support worker. She enjoyed her work so much she went full time, completing her NVQ Levels 2 and 3 and trained as an NVQ assessor. She progressed through the grades until an opportunity to act up for the Assistant Team Manager role became available. After nearly five years, she was made permanent in her role at Langdown residential home for adults with learning disability.

She has since completed NVQ Level 4 and is working through the Management Pathway - Institute of Leadership and Management. Dawn believes that Surrey County Council gave her this opportunity and without the support and encouragement and training, she would not be where she is now. She loves her job and enjoys supporting and encouraging other staff to progress within their role and take on new challenges.

f) Work experience in art therapy – Amanda Carpenter & Lizi Knivett

Lizi is an experienced residential worker, currently working in one of Surrey Children's Services community homes, as well as working at HOPE, a tier four specialist CAMHS (Child and Adolescent Mental Health Service) provision.

Having just qualified as an art therapist from Goldsmith's University, Lizi was eager to continue her professional development in a voluntary capacity. After discussion and recommendation from her line manager, she approached Amanda Carpenter, Manager of ACT, (a community based therapeutic service for children and young people) about developing her clinical skills and experience, to help her transition to paid work as a practitioner.

Amanda was only too happy to oblige, as it was clear ACT would benefit as much from Lizi's previous experiences as she would from being at ACT. As well as the team's willing support, Lizi is receiving line management and clinical supervision to support her in her role there.

g) Using My Career tools for appraisals – Facilities Team Leader

Libby was one of the first to see the benefits of using My Career tools for development discussions. Through one-to-ones, she has demonstrated how looking at the role summaries can help people see options and start developing a good quality, focused conversation.

She has also used the Learning and Development Offer as a visual aid to show the opportunities to further develop and gain qualifications. For example a conversation about the CV and Interview course was started from this aid, explaining that in addition to training for a role, being able to write a good CV to get the interview is instrumental for progression.

h) My Career – case studies from drop-in surgeries

- i) Newly qualified social workers in Children's Services are keen to know the wider landscape within their profession. They were in the long term needs team and wanted to know what services and roles exist to progress on to eg adoption, fostering, safeguarding, children with disabilities. They were very interested in the role summaries for Personal & Social Wellbeing and the continuing professional development summarised on the Learning and Development Offer, especially with the emphasis placed on their continuing professional development portfolios.
- ii) Assistant Practitioners in Adults Social Care, are keen to see what other roles exist with similar skills sets and are particularly keen to find out more about accredited learning opportunities and funding, to aid career progression.
- iii) A chef explained how he was funding his own training to work with Children with Disabilities. He had even organised his own criminal records check. In addition to volunteering at youth clubs, he was enquiring which teams he could volunteer with to build his knowledge, skills and experience, to help his employment chances.
- iv) A Customer Liaison Officer similarly had funded her own training to become a Contact Supervisor, and was volunteering to hone her skills and build experience.

i) Using role summaries for succession planning - Dave Sargeant, Head of Service for Personal Care and Support

At Continual Improvement Board, Dave explained how the role summaries had been very helpful during their recent structural review. The summaries had provided a blue-print from which to create job profiles for the new structure, saving time, searching through job profiles and re-writing them.

j) Using role summaries for benchmarking job profiles – Geoff Joddrell, Children, Schools and Families HR Relationship Team Adviser

Since the publication of the My Career pages, Geoff has directed managers to the role summaries. He has found them excellent for managers to use a basis for creating new job profiles, as they set out the general expectations for each level of job.

Geoff also uses the role summaries himself as a benchmarking comparator. Previously it was difficult to find suitable profiles in our archives. Having immediate access to a diverse range of job profiles has meant he can find the relevant evaluation score line quickly and easily. Reviewing profiles from managers who have used the role summaries has been much easier and has almost always required minor adjustments, rather than the time consuming and frustrating back and forth changes to the majority of the profile.

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**People, Performance and Development Committee
19 March 2014**

**'Confident in our Future' Fairness & Respect Strategy
2013-2018**

Purpose of the report:

This report updates the Committee on the progress of the workplace objective as part of the Fairness & Respect Strategy 2013-2018.

The report includes information requested by the Committee in September 2013 regarding the fairness agenda. Comparative data on peer local authorities has been sourced and detailed.

This report is being brought to People, Performance and Development Committee because the Committee will promote equalities and diversity according to the Scheme of Delegation.

Recommendations:

It is recommended that:

- a) The Committee notes the progress to date.
- b) Members are requested to consider how all Members of the Council could be encouraged to promote the council as an employer of first choice.

Introduction:

1. The council has been working towards a workforce which reflects the diversity of the county in line with the 2011 Census data. The Equality Act 2010 required the Council to publish at least one equality objective, which is now included in the refreshed Fairness and Respect Strategy, 2013-18. The specific workforce priority in the Strategy is **"To be a local employer of first choice, for people from all our diverse communities, including disabled & younger people"**

2. One of the key ways in which we can achieve a more reflective and diverse workplace is through attraction, recruitment and hiring. By earning a reputation as an employer of first choice; one that offers an accessible and inclusive workplace and real opportunities to progress and flourish, we can attract the best talent and provide the best services to all our residents.
3. Workshops at senior level have been held to identify the key areas of focus. These will focus on:
 - Age – Under 24 group
 - Disability
 - Part-time progression
 - Ethnicity at Senior Levels
4. Further understanding of where Directorates have positive performance and where further progress is needed is being delivered via a series of directorate workshops in 2013-14. Any identified activities are led by the Directorate Leadership Teams, and will focus on making the highest local impact, whilst contributing to the wider corporate objective.
5. The aim is to have agreed action plans, supported by monitoring milestones that address the workplace objective within the Fairness and Respect Strategy per directorate, by end of Q4 2013-14 (March 2014)

Directorate Workshops

6. 6 workshops have been held to date with the following directorates and services:
 - Environment & Infrastructure Directorate Leadership Team
 - Cultural Services Leadership team
 - Adult Social Care Direct Reports
 - Children's, Schools & Families Directorate Senior Managers Forum
 - Business Services Directorate Leadership Team
 - Fire & Rescue Strategic Managers
7. The main themes emerging from the workshops are summarised below
 - a. Age – We need to improve our attraction methods and community engagement opportunities to understand younger people's motivations and aspirations of the council as a prospective employer. A need to create more entry level positions was also identified.
 - b. Disability – We need to build trust as an organisation to improve disability declaration rates. Local attraction strategies and plans are required coupled with closer working with the Surrey Coalition for Disabled People. Improvements in ensuring a supportive and inclusive culture were also identified.

- c. Part time – We need to be more open to offering part time & Job share opportunities as part of the attraction and recruitment process. The council needs to further understand any barriers to progression and aspirations of part time workers. A trial recruitment system to make all posts job share or part-time as standard has been suggested.
8. Through the workshops, broad activities have been identified for each directorate.

Comparative data

9. As an action agreed at PPDC in September 2013, a benchmarking request was sent to the 14 local authorities including Buckinghamshire, East Sussex, Essex, Hampshire, Hertfordshire, Kent, Oxfordshire, Suffolk, and West Sussex. Only one response was received therefore research via published documents on local authority websites was conducted to obtain information.
10. The request asked ‘How has your organisation responded to the Equalities Act 2010 in relation to workforce, employment and reflecting the communities you serve, including any specific work streams, projects or activities?’
11. Further details can be found in **Annex 1**.

Conclusions:

12. The workshops have highlighted key activities and steps that directorates can take to improve our reputation as an employer of choice.
13. Directorate milestones will be reviewed on an annual basis. The disability and age workforce profile progress will be monitored in the monthly workforce information reports.

Financial and value for money implications

14. None

Equalities and Diversity Implications

15. The ‘Confident in Our Future’, Fairness and Respect Strategy 2013-2018 is expected to have a positive impact on all groups of people with protected characteristics in Surrey by setting the Council’s priorities on Equality and Diversity and embedding Fairness and Respect in Council services and in its workforce. Through setting priorities aligned with the Council’s Corporate Strategy ‘Confident in Our Future’, the Strategy features some protected characteristic groups more prominently; notably older people, younger people and people with disabilities.

Risk Management Implications

16. None

Next steps:

1. Complete outstanding workshops where necessary.
2. Sign off all directorate actions plans.
3. Refresh the workforce profile data in April 2014 to identify baseline monitoring points for all directorates
4. Report back to the Committee in April 2015 highlighting progress.

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Sources/background papers:

- The 'Confident in Our Future', Fairness and Respect Strategy 2013-2018
- Published Strategy & Policy Documents via Local Authority Websites

The Public Sector Equality Duty in the Equalities Act 2010 is a positive duty that requires those subject to the duty, in the exercise of their functions, to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

Local Authority	What is their strategy/policy in response to Public Sector Duty in the Equalities Act 2010	What objectives and/or service plans are in place?	What is the leadership role?	What is the Members role?
Oxfordshire	Oxfordshire County Council Equality Policy 2012-2017 – Fair Access to Services; Equal Life Chances. How the County Council ensures fairness and real choice in the delivery of services	The Council has 4 key objectives that guide their approach and are each supported with an action plan: <ul style="list-style-type: none"> • Understanding the needs of individuals and communities • Providing accessible, local and personalised services • Supporting thriving and cohesive communities • Promoting a culture of fairness in employment and service delivery 	To ensure the work on equalities and diversity is embedded within service planning delivery, responsibility rests with the Directorate Leadership Teams.	Issues are escalated to the Management Team and Cabinet as part of the Councils quarterly performance monitoring and risk management arrangements.
Hampshire	Corporate Equalities Employment Policy The policy applies to potential as well as actual employees and relates to all aspects of employment, including recruitment, pay, terms and conditions of service, promotion, development and training, transfer, grievance and disciplinary procedures and in making arrangements for working	Hampshire's objectives focus on three priority areas: <ul style="list-style-type: none"> • Scrutinising and improving access to services, • The workforce, • Sound knowledge and evidence about the needs of the community Each priority has objectives set with specific actions and monitoring dates/reviews identified.	The Chief Executive is responsible for the overall monitoring and implementation of this policy. Chief Officers are responsible for making sure this policy is put into practice in their departments.	Elected members are asked to promote equalities and ensure that adequate resources are available to discharge the County Council's legal responsibilities in terms of supporting equality of opportunity.

Sources: Published Strategy & Policy Documents on Local Authority Websites

Annex 1
 'Confident in our Future' Fairness & Respect Strategy 2013-2018 PPDC Report March 2014
 Benchmarking exercise

Local Authority	What is their strategy/policy in response to Public Sector Duty in the Equalities Act 2010	What objectives and/or service plans are in place?	What is the leadership role?	What is the Members role?
	in the County Council.			
Kent	<p>The Equality and Diversity Policy Statement and Objectives 2012-2016</p> <p>In 2012, Kent identified a set of objectives to help them manage their equality duties and progress towards equality of opportunity and equal outcomes for residents, and for staff.</p>	<p>The council promotes equality in employment and service delivery through 6 objectives.</p> <ul style="list-style-type: none"> • Working with all our partners to define and jointly address areas of inequality • Promoting fair employment practices and creating an organisation that is aware of and committed to equality and diversity and delivers its Public Sector Equality Duty • Improving the way KCC listens to and engages with its employees, communities and partners to develop, implement and review policy and to inform the commissioning of services • Improving the quality, collection, monitoring and use of equality data as part of the evidence base to inform service design delivery and policy decisions • Understanding and responding to the impacts on People when KCC is doing its work 	<p>The Equality and Diversity Policy Statement does not specifically highlight the role or responsibilities of the Councils Leadership team in relation to it.</p>	<p>The Equality and Diversity Policy Statement does not specifically highlight the role or responsibilities of the Councils Members in relation to it.</p>
West Sussex	<p>'Treating People as Individuals' is the County Council's equality policy.</p> <p>Treating People as Individuals was first introduced in 2007 and refreshed in 2010. The policy reflects the County Council's strategic objectives and values. It</p>	<p>The Council has 10 corporate equality objectives that were developed and agreed in 2010. The workforce related objective was: To have a workforce which reflects the diversity within our community where everyone is treated with dignity and respect.</p>	<p>The Chief Executives Board are responsible for ensuring Corporate Frameworks are in place to deliver this policy with the Equalities Lead Officer Group providing strategic support to the Board and members.</p>	<p>Members and Cabinet have the overall responsibility for ensuring that service provision and otherwise engaging with people is, where reasonably possible, tailored to the needs</p>

Sources: Published Strategy & Policy Documents on Local Authority Websites

Local Authority	What is their strategy/policy in response to Public Sector Duty in the Equalities Act 2010	What objectives and/or service plans are in place?	What is the leadership role?	What is the Members role?
	also sets out corporate equality objectives. The policy accords with national strategy requirements and legislation and was developed through engagement with customers and staff.			of the individual customer.
East Sussex	The Council has an Equality of Opportunity and Diversity Policy Statement and an Equality Scheme which sets out how they will meet their public duties and includes actions and commitments relating to all areas of equality.	<p>Equality Objectives are published in departmental portfolio plans and the Council Plan. Progress is reported on in the Annual Report.</p> <p>This year East Sussex County Council's Single Equality Scheme has come to the end of its three year cycle.</p> <p>In line with the Equality Act 2010 they will no longer publish equality objectives in this format. Instead, equalities data will be taken into consideration when developing performance targets for Portfolio Plans and Council Plan.</p> <p>They will continue to produce an annual equality report reporting on the progress in ensuring equality is embedded throughout their work while delivering their priorities.</p>	A group of Assistant Directors with corporate responsibility for Performance Managements oversee the development and implementation of the council's equality agenda, providing leadership to departments and integrating equality into mainstream activity and processes. Also responsible for ensuring scrutiny.	The Leader of the Council is lead member with responsibility for equality and diversity issues, and all Cabinet members have responsibility for ensuring that services are delivered effectively in the community. Councillors are expected by the Equality Scheme, and under the terms of the Code of Conduct for Members, to promote equality and good relations between everyone in the community.
Essex	ECC agreed a Diversity and Equalities Strategy in August	A detailed action plan highlighting 14 actions. Each action is assigned with a named officer or	The Corporate Leadership team is responsible for	Elected members have a responsibility

Sources: Published Strategy & Policy Documents on Local Authority Websites

Annex 1
 'Confident in our Future' Fairness & Respect Strategy 2013-2018 PPDC Report March 2014
 Benchmarking exercise

Local Authority	What is their strategy/policy in response to Public Sector Duty in the Equalities Act 2010	What objectives and/or service plans are in place?	What is the leadership role?	What is the Members role?
	2010 that was refreshed in April 2012.	<p>group who holds responsibility for achieving the actions.</p> <p>The employment related actions are:</p> <ul style="list-style-type: none"> • Use new intelligence from the Census and other sources to review priorities for 2013-16 and update the Equalities Monitoring Report • Review demographic information and any D&E impact when the 2011 Census results are published (due autumn 2012) • Review perception and customer experience measures, and impact on the Strategy and priorities, when new data becomes available • All Diversity and Equalities related data included in the Monitoring Report, and identified in the technical data requirements analysis, to be incorporated in EssexInsight under the D&E theme and publicised. • Feasibility report of what relevant data can be presented by Member Divisions. • Equality Impact Assessments (analysis) tool and guidance to be reviewed to enable more flexible support to business functions, e.g., commissioning. 	ensuring that the Council is able to deliver the Diversity and Equalities Strategy and for maintaining an overview on progress.	to ensure that the strategy and the principles and approaches within it are delivered in practice.

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