

# Quarter Two 2012/13 Business Report

## Annex 3

### One County, One Team: People Strategy 2012-2017

23 October 2012

Progress Report

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Development

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

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

Cabinet is asked to note the progress made in establishing the Organisational people strategy.

## **1. Strategic direction and objectives**

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

## **2. Progress**

- 2.1. A governance framework is in place following consultation and engagement with programme stakeholders.
- 2.2. Programme Board is in place attended by Change and Efficiency directorate leadership team, Head of Communications and an invited external senior HR Director (name tbc). The focus of the Board will include monitoring and driving the communication and engagement strategies.
- 2.3. Targets and measurement criteria have been developed for each employer promise and will be reported as part of the Cabinet scorecard. Reporting will continue to be developed as the programme moves forward.
- 2.4. The promises in the Organisational People Strategy and HR&OD workforce objectives have been summarised and organised into 5 work streams (table 1 below).
- 2.5. A programmed approach has been established and work streams are in place.
- 2.6. Each work stream is lead by a named senior officer, and will have a Corporate Leadership Team (CLT) mentor to advise on the wider context.
- 2.7. An internal communications strategy has been prepared and will develop further over the next few months as the activities in each work streams are scoped.

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

**Table 1 – The Organisational People Strategy Workstreams**

**3. Key milestones for quarter 3**

- 3.1. Programme board sign off definition and scope of activities within each workstream, including success criteria.
- 3.2. Project leads, business cases where appropriate, project infrastructure and resourcing for each workstream confirmed.
- 3.3. Engagement approach to promote Employee promises in place with associated measures.
- 3.4. Staff survey temperature check analysis completed.

Promise	YTD Result	YTD Target	YTD RAG
<b>Everyone will have an effective annual appraisal</b>	-	80%	To be reported in Q3

All eligible staff should have an effective annual review of their performance and a discussion about their development and objectives for the coming year.

This promise will be measured by the responses to 7 questions in the temperature check staff survey which has been sent out to 3610 employees, the results of which will be analysed in October and presented in the Quarter 3 scorecard report. The questions are:

1. Have you had an annual appraisal in the last 12 months?
2. How useful did you find it?
  - For my work and responsibilities?
  - For my future career and development?
  - For providing a full and open discussion of my strengths?
  - For providing a full and open discussion of my areas for improvement?
  - For target/objective setting for the coming year?

Services have been engaged through the Strategic Directors with confirmation of which staff have an appraisal. We are refining in Quarter 3 a process to enable automatic uploading onto SAP for ease of reporting for future quarters.

The 2012/13 target (80% of eligible staff) is based on actions completed throughout 2012 to address the practical factors underlying non completion of appraisals (simplified paperwork, flexibility to schedule appraisals during the year) with a strong message from the CLT on the importance of completing appraisals with an emphasis on the quality of the discussion.

Following the September 2012 temperature check survey, pockets of non completion will be identified. HR&OD Advisors will engage with teams and managers to identify and develop local action plans to improve completion. Affecting a change in culture over the medium to longer term will be factored into the profiling of this target, moving incrementally to 100% by 2017.

Promise	YTD Result	YTD Target	YTD RAG
<p><b>Everyone will have a development plan linked to their goals and organisational goals</b></p>	-	70%	To be reported in Q3
<p>This indicator is about staff having opportunities to discuss their development and how it links to their and the organisation's goals, this may be as part of, or outside the appraisal process. The development plan is an outcome of these discussions, normally with an individual's line manager.</p> <p>This promise will be measured by the responses to 2 questions in the temperature check staff survey which has been sent out to 3610 employees, the results of which will be analysed in October and presented in the Quarter 3 scorecard report. The questions are:</p> <ol style="list-style-type: none"> <li>1. I have had the opportunity to discuss my career development in the last 12 months.</li> <li>2. I understand how my work supports the residents of Surrey.</li> </ol> <p>As we progress through the PVR programme, it is recognised that conversations around career development can for some be more challenging. This is taken into account in setting the 2012/13 target.</p> <p>The 2013 - 2017 target will be reviewed and profiled from the 2012/13 target to recognise the programme of activity to encourage individual ownership of their career development and provide tools and support to facilitate this.</p> <p>Tools have been published to increase self support for staff, these include eLearning, templates and guidance and Managers have been invited to become careers coaches to improve career development at a local level and to expand the network across the organisation.</p> <p>Career frameworks are being developed to create pathways for staff across the organisation to support their development into new and different roles.</p>			

Promise	YTD Result	YTD Target	YTD RAG
<b>Every team to have regular team meetings or discussions.</b>	-	75%	To be reported in Q3
<p>Having opportunities for informal learning, knowledge sharing and problem solving as well as providing a supportive environment within which each team can operate and fulfil its objectives is essential to the establishment of highly performing teams.</p> <p>This promise will be measured by the responses to 2 questions in the temperature check staff survey which has been sent out to 3610 employees, the results of which will be analysed in October and presented in the Quarter 3 scorecard report. The questions are:</p> <ol style="list-style-type: none"> <li>1. My immediate line manager/ supervisor encourages us to share good ideas</li> <li>2. In the last 12 months, how often have you had a team meeting?</li> </ol> <p>The 2012/13 target (75% of eligible staff) is based on a stretch target from the 2011/12 result for this indicator (65%). This reflects the activity underway to support team development and establishment following service level Public Value Reviews (PVRs) as well as the Smarter working activities exploring how teams work together.</p> <p>The 2013 - 2017 target will be reviewed and profiled from the 2012/13 target to recognise the programme of activity to support opportunities for knowledge sharing and team growth.</p>			

Promise	YTD Result	YTD Target	YTD RAG
<p><b>Everyone will have regular time with their manager focused on their performance.</b></p>	-	70%	To be reported in Q3
<p>The organisation has committed that all staff actively attending for work are entitled to regular discussions regarding their performance. This is congruent with the quality framework for the council (plan, do, review &amp; revise) whereby performance at an individual and project level should be reviewed and feedback sought in order to improve individual and organisational performance.</p> <p>This promise will be measured by the responses to a question in the temperature check staff survey which has been sent out to 3610 employees, the results of which will be analysed in October and presented in the Quarter 3 scorecard report. The question is:</p> <ol style="list-style-type: none"> <li>1. My immediate line manager/ supervisor meets with me regularly to talk about my performance</li> </ol> <p>The 2012/2013 target of 70% is based on a stretch target from the 2011/12 result for this indicator (60% of eligible staff). This reflects the work including training courses delivered to improve appraisal and development plan completion and to build up a coaching culture across the organisation.</p> <p>The 2013–2017 targets will be profiled to reflect the programme of activity planned to support management development (People Management pathways) and increase the coaching network to equip managers to have effective performance discussions with their staff with the aim of all active employees reporting regular time with their manager focussed on performance.</p>			

Promise	YTD Result	YTD Target	YTD RAG
<b>Everyone will have the equivalent of 36 hours a year training and development</b>	6.81 hours	5 hours	G

This is a measure of how much training and development each employee will receive and recognises the importance of continuous learning and development for all staff. The aim is to ensure that Surrey County Council is an attractive employer, has employees who are properly trained to do their jobs and who have equal access to development opportunities. Learning will not just be delivered via classroom events. A more 'blended learning' approach is being taken and will include e-learning, learning on the job, and other means of professional development. This approach responds to issues raised in previous staff surveys where access and duration are sited as barriers.

The 2012/13 target of 20 hours is based on the estimated volume of development that is recorded in SAP and the known training attendance profile (Quarter 1, 15%, Quarter 2, 10%, Quarter 3, 33%, Quarter 4, 42%). Incremental targets have been set to meet the overall target of 36 hours per full time equivalent (f.t.e.) by 2017.

There have been variations in training opportunities throughout SCC. People tell us they are interested in smaller 'bites' of training and training that they could do at their own pace and at a time to suit service delivery and the individual. Workforce planning events have been undertaken with directorates to better understand learning and development requirements now and for the future. This will improve planning, delivery and overall effectiveness of our investment.

Reporting at this time is limited to classroom training booked via SAP. Training and development takes place that is not captured for example continuing professional development. Work is underway to identify and establish means of capturing and reporting on all development activities across the organisation. An e-learning strategy has been developed and various technology platforms (options) assessed to provide the most cost effective and efficient solution for SCC.

Further detail on training attendance as part of STARS is available in the Change and Efficiency priority reference CAE09.

A recent Public Value Review on training services has established effective from September a new Organisational and People Development service aimed at better capturing training needs for individuals, teams and services.

The historic take up of training has been analysed to inform target setting and the profiling of these targets throughout the financial year. A web based tool, the Dynamic Learning Environment (which enables staff to access a variety of technologies to suit their learning style) to provide wider and easier access is being established.



Promise	YTD Result	YTD Target	YTD RAG
<b>We will maximise smarter working</b>	46.98%	45%	G
<p>This indicator represents the percentage of those, whose information we have collected, have adopted a “mobile profile” in how they work. This is part of the Making a Difference programme and relates to the work profiles (Dweller, Team Resident, Venue User, Networker, Roamer, Home worker). It is important to note that work is underway to begin to simplify the profiles, a further update will be provided in Q3 reporting.</p> <p><b>This promise is also reporting as:</b></p> <p><b>Change and Efficiency priority reference CAE10, ‘Support staff to work in a smarter work – 55% of our office based staff will work n a more flexible way through the use of new technology.’</b></p>			

Promise	YTD Result	YTD Target	YTD RAG
<p><b>Everyone will have the right equipment and training to enable them to do their job.</b></p>	-	-	To be reported in Q3
<p>It is an essential factor and for wellbeing that people have the right equipment to do their job and are trained effectively to use that equipment. This promise aligns and promotes the delivery of a key recommendation for an earlier Public Value Review to develop the organisation's IT skills and competence through joint training provision. It also promotes improvements and innovation in use of new technologies through the 'modern worker project'.</p> <p>An IMT training board has been established, jointly chaired by The Heads of Service in HR&amp;OD and IMT, with representation across all directorates.</p> <p>Each area has identified their IT equipment and training needs so they can be mapped at organisational level, prioritised and resources identified and deployed effectively. The outcome of this exercise will determine the targets and measures for this promise and progress against this plan will be reported at Quarter 3.</p> <p>To facilitate this, the Dynamic Learning Environment (which enables staff to access a variety of technologies to suit their learning style) project is underway with an initial pilot scheduled for 8<sup>th</sup> October and full roll out aimed by the end of the year. This will provide an online tool for learners to access support and development using eLearning as well new functionality such as forums and web chats.</p>			

Promise	YTD Result	YTD Target	YTD RAG
<b>Every manager will undertake the people management development modules</b>	528 days of learning	340 days of learning	G
<p>A high performing organisation needs managers who are competent and confident to manage their people. There is also a need for consistency and fairness throughout the organisation. Through various feedback measures e.g. Staff survey, performance reviews/personal development plans, it became clear that this was an area for improvement throughout the organisation.</p> <p>There are three courses that provide people management development which are targeted at managers from team leader to middle manager levels. Two six day courses which each result in ILM awards at either levels 3 or 5. There is also an internal modular course 'the people management pathway' which is aimed at managers which is ILM accredited. The nine modules in the people management pathway, which take in total 6 days to complete, have been developed specifically to meet the needs and expectations of SCC and launched in 2010 as part of the overall STARS programme. The target is for each eligible manager to attend six days people management development by April 2015, to complete either an ILM qualification or the people management pathway.</p> <p>The 2012/13 end of year target is 1360 days of learning. This is based on 3 episodes of training each year for the target of 973 managers, minus those who have already attended.</p> <p>Work is underway to prioritise and plan attendance at training and to identify those managers who have achieved an equivalent competency level through alternative means. The aim is to ensure that all our managers are operating at a similar level of proficiency. This activity will be supported by the Dynamic Learning Environment (which enables staff to access a variety of technologies to suit their learning style) will be piloted from October 8<sup>th</sup> 2012.</p> <p>There is a clear commitment to improving management practice, and quality training programmes exist – both internal (SCC People Management Pathways) and external (Institute of Learning and Management) to support managers in their jobs. There is no desire to duplicate previous comparable training, and measures are being put in place to enable us to accurately report on training progress and to achieve this promise.</p> <p><b>Note: The coaching element of this promise is now reported as part of 'Everyone will receive coaching training' to ensure consistency of reporting.</b></p>			

Promise	YTD Result	YTD Target	YTD RAG
<b>Everyone will receive coaching training – non managers</b> <b>Everyone will receive coaching training – managers</b>	114	115	A

An organisation adopting and practicing a coaching skills and mindset builds self confidence and promotes excellent performance. It is more responsive to customer needs, develops new and innovative ways of working and strengthens collaborative working.

This promise provides for everyone to receive a level of coaching training appropriate to their role. Managers will attend Advanced Coaching for change course or the ILM workplace coaching courses. Non managers will attend either a one day classroom course or access e learning.

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

<b>Non Managers</b>	<b>Managers</b>
<p>Incremental targets to 2017 have been established approx 7000 events (comprising 1 day classroom training, e learning, coaching sessions) which represents a coaching experience for everyone.</p> <p>A one day coaching course was introduced in 2011/12 financial year as part of the STARS programme, 85 people have attended. The end of year target for 2012/13 is 150.</p> <p>Coaching e learning is in development, part of the e learning strategy. This will supplement the 1 day classroom course and will be launched early 2013 supported by the Coaching pool.</p>	<p>Incremental targets to 2015 have been established on a cohort of 580 managers to attend Advanced Coaching for Change course. 227 managers have attended the 5 day course in 2011/12 financial year.</p> <p>In addition, incremental targets to 2017 have also been established on a cohort of 620 more junior managers to attend ILM level 3 workplace coaching programme. 40 managers have attended the programme in 2011/12 financial year.</p> <p>The end of year target for 2012/13 is 205 trained coaches.</p>

**Note: This promise now includes all coaching to ensure consistency of reporting. Previously the managers promise was included in ‘Every manager will undertake the people management development and coaching modules’**

Promise	YTD Result	YTD Target	YTD RAG
<b>Everyone will be trained to a minimum level of IT competency</b>	-	180 members of staff	To be reported in Q3
<p>Ensuring that all staff are able to complete a standard set of actions using their IT equipment will provide a platform for individuals to make the most of the available technology to support them in delivering their work. This promise is a measure of how many staff complete an assessment against a minimum level of IT competency.</p> <p>Adopting a ‘competency testing solution’ will enable us to target our training resources to be most effective and increase performance in the workplace</p> <p>A number of staff have already demonstrated that they meet a minimum level of IT competency for their role through formal qualifications (such as the ECDL). These will need to be checked to ensure the knowledge is still current. Those that are not in receipt of a current appropriate qualification will be invited to complete an online assessment and a range of learning interventions made available for those staff who identify areas for development.</p> <p>Large volumes of staff will undertake an online assessment against a number of standard IT competencies. A pilot exercise will be delivered from 8<sup>th</sup> October.</p> <p>The deployment of the Dynamic Learning Environment (which enables staff to access a variety of technologies to suit their learning style), to be piloted from 8<sup>th</sup> October will provide an efficient way of monitoring completion and training support although this will not delay the roll out of the assessment. Following completion of the pilot the assessment will be rolled out to the whole organisation on a directorate basis. This will ensure the resources to provide follow up support can be effectively deployed as the scheme is rolled out.</p> <p>The target for 2012/13 is based on the number of staff who complete the assessment. Completion time of follow up support will be provided as part of the commentary.</p> <p>All assessments and training will be complete by March 2015 and the target for 2013- 2015 is profiled based on planned completion rates by directorate.</p>			

Promise	YTD Result	YTD Target	YTD RAG
<b>Everyone will have a fair and manageable workload</b>	-	80% members of staff	To be reported in Q3
<p>This is a measure of staff perception, to determine the level of additional time spent beyond acceptable discretionary effort as a means of supporting employee wellbeing in the workplace. The employee survey shows that staff express high concern regarding workloads.</p> <p>This promise will be measured by the responses to a question in the temperature check survey which has been sent out to 3610 employees, the results of which will be analysed in October and presented in the Quarter 3 scorecard report. The question is:</p> <ol style="list-style-type: none"> <li>1. I feel I have a fair and manageable workload.</li> </ol> <p>Through responses to previous staff surveys and through the joint management Trade Union health checks in Childrens services we know this is an are of concern for our staff. The aim is to ensure that Surrey County Council nurtures, values and retains high performing staff by growing a strong performance and coaching culture that encourages engagement, wellbeing and retention.</p> <p>The appraisal templates and 360 degree feedback have been revised and promoted widely, with an increase in effective performance evaluation and completed appraisal by volume. The Fairness Champions Network and Mediation service continue to support staff and managers who need to settle any disagreements quickly, without requiring formal process. Further exploration on effective performance management, through the Employee Survey and Temperature Checks has been developed.</p> <p>Further concentrated effort is planned to improve the performance appraisal completion rates and quality supporting the allocation of a fair and manageable workload. The new Performance Management Policy under development will set out clear requirements, both for ongoing performance review and effective appraisals. The Employee Assistance Programme offer is improving, with increased uptake, with regards to confidential conversations. The Performance Coaching offer is being developed, with a large pool of trained and available coaches. An I-resilience tool (promoted by the Heath &amp; Safety Executive) is being rolled out and further promoted. Employee Engagement is being further developed and we are working closely with Surrey County Council Trade Union groups (SCCTU). Smarter Working is being widely promoted, to encourage greater wellbeing, better work planning and increased engagement.</p>			

Promise	YTD Result	YTD Target	YTD RAG
<p><b>We will help each other and act early when someone needs extra help and support.</b></p>	-	80% members of staff	To be reported in Q3.
<p>This promise is about all of us taking responsibility for each others' wellbeing. We know from previous staff surveys that we are above the IPSOS Mori top 10 organisations as regards 'I am treated with fairness and respect'. However, it is not everyone's experience and harassment and bullying is a concern for some of our staff which is not acceptable.</p> <p>This promise will be measured by the responses to 2 questions in the temperature check staff survey which has been sent out to 3610 employees, the results will be analysed in October and presented in the Quarter 3 scorecard report. The questions are:</p> <ol style="list-style-type: none"> <li>1. I receive timely help and support I need from my colleagues</li> <li>2. My immediate line manager/supervisor creates a workplace where I feel supported</li> </ol> <p>A series of rolling initiatives to promote and support duty of care, staff welfare, wellbeing and personal responsibility are in place. These include Local Workplace Fairness Champions, Mediation, Coaching, Employee Assistance Programme and STARS. Behaviours strongly focus in appraisals and 360 degree feedback.</p> <p>Further concentrated effort is planned to improve the performance appraisal behavioural competencies. A performance management coaching culture is being developed. Wider and further promotion of engagement, wellbeing and preventative initiatives and leadership messages, are needed to improve early take up of resources. Greater attendance on related STARS training is required. Service level Health Checks or equivalent activity are planned with greater promotion and take up of an I-resilience tool (promoted by the Health &amp; Safety Executive).</p>			

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