



People, Performance and Development Committee
27 January 2015

Appraisal Completion Update report for 2013/14

Purpose of the report: Performance Management

To provide an update on the progress made towards Surrey County Council achieving 100% of eligible appraisals by May 2015. Recommendation from Council Overview and Scrutiny Committee, Wednesday 30 April 2014 (Item 35/14).

Recommendations:

That:

1. The People Performance and Development Committee note progress to date; and
2. Officers report back to the committee in May 2015.

Introduction:

1. Following recommendations from the Council Overview and Scrutiny Committee, Surrey County Council is making good progress towards achieving 100% completion of appraisal figures for eligible staff by May 2015.
2. Eligible for appraisal means those staff who have been in post three months before the appraisal period. Those who are on maternity, career breaks or are long term sick are not eligible in the 100% target.
3. Throughout this reports figures and comments relate to those that would be eligible.
4. This report aims to update members of the People, Performance and Development Committee on:
 - a. The current appraisal completion rates and analysis.
 - b. How we are working to achieve 100% completion of eligible appraisals by May 2015 excluding commercial services

c. Next steps.

5. The diversity of the services within the Council has meant different time frames being adopted for appraisal. For example, some front line services are using a staggered approach throughout the year. However the majority of services work to a financial year cycle and appraise the previous financial year in Q1 of the next. It is this financial year cycle that will be adopted by the whole council (excluding Commercial Services) in 2015 with all appraisals completed by 30 June. For the appraisal year of 2013/14 for which appraisal meetings are still going on across the council, we aim to reach 100% by March 2015.

Current completion rates and analysis

- 4.1 Surrey County Council currently has an appraisal completion rate of 74% for the 2013/14 year. (Excluding Commercial Services catering section)
- 4.2 There have been exceptional circumstances for Commercial Services catering section affecting 888 staff. They have had to respond to the government's initiative for extending school meals for five year olds this year. This has resulted in an extraordinary increase in recruitment activity (400 extra posts recruited to and still recruiting) with the concomitant extra work load this brings in order to have got things up and running in time for a September 2014 start. The catering team are at risk of not being able to deliver meals on time at all schools and so a one off agreement has been reached in recognition of these extraordinary circumstances, to postpone the remainder of the catering appraisals into 2015/16. The Head of Commercial Services remains absolutely committed to getting her appraisals completed and this lee way will allow some much needed breathing space given the special circumstances.
- 4.3 HR & OD are working closely with Heads of Service and managers to monitor and actively support appraisal recording. Using system reporting, we are able to identify easily who has and hasn't completed appraisals and we are using this data to follow up with these areas. HR & OD colleagues are working with key people in each Service to ensure that each area is supported in achieving this target.
- 4.4 Reports are produced frequently, based on demand from Services and regular reports are distributed to those areas with low completion results and followed up actively. HR & OD have attended management meetings for those areas with lower completion rates.
- 4.5 The breakdown by Directorate is in the attached appendix A.
- 4.6 Strategic Directors have committed to their services achieving 100% completion of eligible appraisals by end of March 2015. This will enable us to report back positively to Council Overview and Scrutiny Committee in May 2015 following the recommendations the committee made in winter 2014.

Working to achieve 100% - Directorate approaches

- 5.1 **Adult Social Care** has set up a dedicated team to focus on ensuring accurate records are made for completed appraisals and all outstanding appraisals are scheduled. This approach has been very successful and has ensured that hundreds of appraisals completed over the year have been accurately recorded on SAP. The project group includes members of the ASC leadership support team and HR & OD and is sponsored by senior management. The group is also focused on raising the quality of appraisal conversation with a number of initiatives planned for 2015 including standardised objectives.
- 5.2 **Business Services** have achieved 99% completion of appraisals. A very high level of completed appraisals was achieved early on which has allowed HR to focus on using the data to support senior management team discussions around service capacity, performance management and succession planning. The value of these discussions to services will support their commitment effective early completion next year.
- 5.3 **Chief Executive's Office** - There have been significant improvements [16% increase] in the response rate in the last month. Cultural Services are now reporting 71% which is an improvement of 3% from last month. Registration and Nationality Services are doing a joint 2013/14 and 2014/15 appraisal before the end of the financial year so there will be a marked increase in the next few months. Targeted communications will continue to take place with those staff who have yet to submit their Appraisals.
- 5.4 **Children, Schools and Families** - The current total of Appraisals for 2013/14 properly recorded for CSF (excluding Commercial Services catering) is 47%. Nick Wilson, the Strategic Director is aware of this situation and work is planned to address this involving the various Services, supported by staff from HR and OD. This work will include identifying and training business support staff to input appraisal data, to relieve this additional pressure for managers.

The services within CSF have differing levels of completion with some areas achieving better scores, e.g. Children's Services at 78% and Schools and Learning at 36%.

Work is currently being completed within Schools & Learning to develop an appraisal for Centrally Employed Teachers (approx 450 FTE) which aligns the new performance related pay process with Surrey's values. This work is expected to be completed in time for the end of the Financial Year 2014-15.

An identified HR resource will support the Directorate with targeted communications for those managers and an action plan who have yet to submit their Appraisals with a view to increasing the returns over the coming months.

- 5.5 **Customers and Communities** – The Strategic Director, Yvonne Rees has been notified of the few remaining appraisals to be completed for the 2013/14 year and this has been cascaded down to relevant managers. This area is currently at 92% completion.
- 5.6 **Environment and Infrastructure** - Current completion rates are 82%. Whilst some areas of E&I achieved good levels of completion earlier in 2014 Highways in particular has only recently started to show a higher level of completed appraisals. This has been achieved through tracking data, discussions with senior managers and starting to use the data to support discussions around performance management and succession planning so its value and importance is appreciated.

Conclusions:

- 8.1 Directorates and Services are committed to recording 100% completion of eligible appraisals by end of March 2015.
- 8.2 The majority of services have demonstrated their commitment by accurately recording the appraisals they have done on SAP and scheduling outstanding appraisals.
- 8.3 Final figures will be subject to audit and reported back to Council Overview and Scrutiny Committee, in May 2015.

Financial and value for money implications

- 8.4 None

Equalities and Diversity Implications

- 8.5 None

Risk Management Implications

- 8.6 None

Next steps

- 9.1 Digital Appraisal: HR & OD and Shared Services are investigating options for a digital appraisal at Surrey County Council. Research is being done into systems used at other organisations including Surrey Choices and other county councils. Future partnership working with East Sussex County Council will also have an impact on decisions surrounding improvements to our systems.
- 9.2 Appraisal and performance will be a key part of the pay and reward project. The current process will be reviewed in order to ensure performance levels given are consistent and embedded across the organisation.

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Sources/background papers:

Appendix A – Breakdown of current appraisal completion figures

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