

## Appendix 2

***BETTER CONNECTED,  
BETTER SUPPORTED,  
BETTER LEADERS....***

**Making Surrey a Better Place to Work**

# Making Surrey a better place to work

We want to make Surrey a better place to work for everyone, in every workplace across Surrey.

How can we ensure this?

**Through inspiring leaders and managers.** When our people are happy and feel well supported at work, they give excellent, dedicated service to **our residents**. Our staff told us about the things they valued at work and the things which needed to change. **We listened**. As a result, we have made many changes and improvements through the **Better Place to Work Programme**. Staff also talked about their manager and how this impacted on them at work. **We will take these steps to ensure all our managers can meet the Surrey standard, as follows:**

Connect People	Inspire our Managers to Inspire others	Support Managers & Members	Manage Performance
<ul style="list-style-type: none"> <li>Celebrate and recognise improvements in our culture at Surrey and continue with our efforts to make Surrey a <b>Better Place to Work – for Everyone, Everywhere</b>.</li> <li>Better connect with all our employees through technology.</li> </ul>	<ul style="list-style-type: none"> <li><b>The Art of Engagement</b> Train &amp; support 100 “buddy” managers to in turn train &amp; support 1,000 colleagues in localities in the art of great engagement.</li> <li><b>Define</b> what an Inspiring, high performance manager looks like</li> <li><b>Re-define the relationship</b> our people have with the organisation</li> </ul>	<ul style="list-style-type: none"> <li><b>Management Development</b> – 1,500 managers to have completed the High Performance Development Programme</li> <li><b>Coaching Programme</b> – 500 managers to have completed the coaching programme; member programme commenced February</li> <li><b>Working Together Programme</b> – Bringing together members &amp; officers to work collaboratively in the residents’ interests</li> </ul>	<ul style="list-style-type: none"> <li><b>Ensure that we are delivering</b> what we need to deliver</li> <li><b>Define Performance levels</b> –</li> <li>360 to apply universally to all plus other data such as sickness levels in their teams, how many people work flexibly etc. Link to movement within grade</li> </ul>

How will we measure the success of this strategy?

- Working Flexibly** – 200 more teams working flexibly
- Employee benefits** - 500 more employees signed up & using My Benefits

- **Appraisals** – everyone to have an appraisal
- **MyLearning** – 1,000 more colleagues using My Learning regularly
- **Personal Career Development Plans** – 1,000 more people to have a clear career plan in place
- **Volunteering** – 1,000 more colleagues volunteering
- **Personal Development Training** – 2,000 colleagues to have completed a personal development programme
- **Coaching/Career Coaching** – 250 people to have coaching support from the coaching pool
- **Employee Assistance Programme** – increase usage by 100 people per annum
- **Apprenticeships, work experience** – 1,000 teams supporting a young person or disabled person into work
- **Restorative Practice** – more people choosing informal, restorative solutions to managing problems at work
- **Health Checks** – 500 more people to have had a workplace health check

## Members

Supporting members with their development and ensuring members and officers are better connected to each other and better engaged is an important part of this strategy. We will work closely with members and the Head of Democratic Services to develop this strand of the strategy.

### **\*\*“My Line Manager”\*\***

So much of life at work is affected and impacted by who our line manager is and the culture they lead; about how well they live the values at work and role model the right behaviours. You shared your stories about great managers – see xxx below and about those managers who you said could improve to help build an even better team. How your manager acts at work can often make the difference between you feeling you have done a good job today or feeling pressured and unproductive.

We have listened to feedback. We are celebrating and recognising good management and want to make sure great practice is shared amongst managers by managers. We will help our managers with the tools and skills and confidence to be the best they can be.

### **We have some amazing line managers and there are many wonderful stories from our own staff about their own line manager:**

- My line manager encouraged and supported me to do a social care degree and now I am in a career I never dreamt I could possibly do
- I was having problems with a controlling line manager. I went to my senior manager; she listened to me and a solution was found.
- I was made redundant and got a new job in my current team. I have totally gained my confidence back through the encouragement and support from my new line manager.

### **There are some of the things staff have fed back about their experience in their local teams where there is some way still to go -**

- More trust needed – Say “We got it wrong and take Responsibility”
- Managers should value and make time for appraisal
- Managers should hold one to ones to communicate with us
- There’s a blame culture in my team
- Other teams get to work flexibly but we’re not allowed
- I see other teams being taken out for a Christmas “thank you meal” and we have to make the time up”
- My manager never says well done or thank you
- We are never told what’s going on – we find things out on the grape vine
- My manager’s a bully and nothing ever gets done about it.
- My manager micro-manages us – he doesn’t trust us to get on with things. Every little decision has to go up the line – it takes forever.
- She’s a great coach but she needs to manage the performance of those who don’t respond to coaching
- I never see my senior manager
- Give us the time and permission to access training and development

# Making Surrey a Better Place to Work

Issues affecting our staff	Actions in response	We can all do this
Why can't I have the right IT kit so I can do my reports anywhere I am working	Roll out of <b>4,500 new lap tops</b> and technology to support home working while maintaining security standards	Get advice on how to work flexibly, remotely and from home <a href="#">here</a>
I could cut down on my travel if I could do some work from a local office or from home	Introduced <a href="#">smarter working</a> into teams to help support better	Get advice on Surrey workplaces and facilities <a href="#">here</a> and think about agreeing a <a href="#">team charter</a> that sets out how your team will work together
I am struggling to make ends meet after 5 years of no increments	Although the funding situation for local government remains very challenging we have introduced <b>MyBenefits</b> and a review of Pay, Reward & Recognition is underway	Get discounts on everything from childcare and mobile phones to food shopping and holidays from <a href="#">here</a>

<p>I don't get any personal development training</p> <p>Surrey wide training is not accessible due to location</p> <p>Teas and Coffees should be provided at training venues</p>	<ul style="list-style-type: none"> <li>Invested in the <b>STARS</b> Training &amp; Development programme for staff and managers and now <a href="#">My Learning</a>, where more and more learning is shifting to non-classroom type training available on-line to everyone in any location</li> <li>Made <a href="#">appraisals</a> simpler and monitor completions to make sure that everyone should have one</li> <li>One to one training is now made available for staff who can't access mainstream training</li> </ul>	<ul style="list-style-type: none"> <li>Access training when and where you want via <a href="#">my learning extra</a></li> <li>See what training and events are available to you and book yourself on via the My Learning tab on the <a href="#">S net Portal</a></li> <li>Ensure you have an <a href="#">appraisal</a> with your manager at least once a year to talk about your personal development</li> </ul>
<p>I don't want "just a job", I want a career. What are you doing to help people who want to progress with their ambitions?</p>	<p>Introduced <b>MyCareer</b> to help people identify the skills they have and how they might move across different roles within the Council</p>	<p>Access <a href="#">my career</a> advice and book a one to one career coaching session on the <a href="#">events</a> calendar</p>
<ul style="list-style-type: none"> <li>My manager's a bully and nothing ever gets done about it.</li> <li>My manager micro-manages us – he doesn't trust us to get on with things. Every little decision has to go up the line – it takes forever.</li> <li>Why do they let people get away with bad performance? Why isn't any action taken? It puts an extra burden on us.</li> </ul>	<p>Invested in:</p> <ul style="list-style-type: none"> <li><a href="#">Coaching Programme</a> – 1,500 people been through it</li> <li><a href="#">High Performance Development Programme</a> – 1,500 manager to go through it over three years</li> <li>Introduced better ways of resolving conflict see: <a href="#">HR Restorative Approach</a></li> <li><b>Employee Assistance Programme</b> – a 24 hour confidential helpline, offering counselling, legal and financial advice</li> </ul>	<p>Understand the Council's <a href="#">values</a> and <a href="#">behaviours</a> and give feedback to others when you see they are not being adhered to.</p> <p>Find a coach or learn how to become a coach <a href="#">here</a> to help improve your own and others performance</p> <p>Learn about the <a href="#">High Performance Development Programme</a> and how we are investing in the skills of our leaders and managers</p>

	<ul style="list-style-type: none"> <li>• <b>Fairness Champions</b> – a wide network of over 70 staff, in 30 locations.</li> <li>• <b>Coaching Pool – 30 internal Coaches in pool</b> - available to all staff</li> <li>• <b>Team of 30 trained mediators</b></li> <li>• <b>NLP* “bite-size” training</b> - available to all staff</li> <li>• <b>Training in “Responding in resourceful ways ”</b> – available to all staff</li> </ul>	<p>Call <a href="#">employee assistance</a> on 0800 243 458 and find out how they can help you and your family</p> <p>Seek <a href="#">help</a> if you feel you are being treated unfairly and see if <a href="#">mediation</a> might help</p>
<ul style="list-style-type: none"> <li>• Induction is poor here – I was left adrift on my first day</li> <li>• It took me ten weeks to get a log in!</li> </ul>	<p>The <b>On-boarding</b> process was totally re-vamped and continues to be improved</p> <p><b>Adult Social Care</b> services have introduced a comprehensive and systematic new induction programme</p> <p><b>First Day Makers</b> has been introduced at County Hall and will be rolled out to other buildings in 2015. This makes sure that new starters get their essential kit and log-ins on the first day</p>	<p>Access advice on what should happen during your <a href="#">induction</a></p> <p>Remember what it is like to be “new” in such a large organisation, help new starters to have a good experience of joining Surrey</p>
<p>My workloads are stressing me out – nobody listens; nothing is done.</p> <p>We want to be more supported when under</p>	<ul style="list-style-type: none"> <li>• <b>Team Workplace Health checks</b> – jointly delivered with the trade unions, over 100 facilitated one day workshops,</li> </ul>	<ul style="list-style-type: none"> <li>• Look at the advice on <a href="#">wellbeing</a> and think about doing an individual or team wellbeing check.</li> </ul>

<p>stress or when mental wellbeing is poor.</p>	<p>with Children`s Services and ASC Personal Care and Support Teams.</p> <ul style="list-style-type: none"> <li>• <b>“Stay Healthy – Stay Well” Campaign</b> - SCC workplace wellbeing campaign including : NHS Health Checks (x400+), Smoking Cessation, Walk To Work, Swimming promotion, Yoga, Yogarobics.</li> <li>• <b>Support for Emotional &amp; Mental Wellbeing –</b> management masterclasses, delivered by OH and EAP – up to 300 managers.</li> <li>• <b>Support for Stress in Teams</b> one day management workshops.</li> <li>• <b>Time to Change National Employer Health Check –</b> research, survey (x3962 staff), interviews (14) and report.</li> </ul>	<ul style="list-style-type: none"> <li>• You can also complete a questionnaire that identifies how <a href="#">resilient</a> you are and suggests practical steps you could make</li> <li>• Book a free healthcheck if you are over 40 via the <a href="#">events</a> page</li> </ul>
<p>The costs of childcare are astronomical – can’t you help with this?</p>	<p>Introduced <b>Child Care Vouchers</b> to help working parents reduce the cost of childcare</p>	<p>See how they work <a href="#">here</a></p>
<p>I’ve never had an appraisal in the 7 years I have been here</p>	<p>Training, campaigns, simpler appraisals introduced and strong on-going drive from the top to reach <b>100% appraisals</b></p>	<p>Ask to have an <a href="#">appraisal</a> with your manager at least once a year to talk about your personal development, you are entitled to it</p>



Why can't our team have an apprentice?	300 young people have been through our SCC <b>apprenticeship programme</b> since 2009.  Coming soon: <b>Higher Apprenticeships</b>	Contact the recruitment team if you are interested in having an <a href="#">apprentice</a> in your team perhaps start by having someone on <a href="#">work experience</a>
I want to give something back to the local community?	Introduced an <a href="#">employee volunteering scheme</a> to support volunteering in Surrey	Arrange for up to two days volunteering leave per year either individually or as part of a team

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