



People, Performance and Development Committee
12 May 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).

Recommendation:

1. That the People Performance and Development Committee note the achievement of 98% completion of eligible appraisal conversations across the organisation.
2. That the committee continue to request reports for appraisal completion data on an annual basis.

Introduction:

1. Surrey County Council is a values led organisation. Having at least an annual review where leaders sit down with each individual member of staff and reflect on how the year has gone, is an essential part of our organisational culture. Previous years have seen appraisals completion rates of 62%. This was not in line with our values. This year our leaders and staff have achieved a 98% completion rate of eligible appraisal. See paragraphs 5.2 to 5.6 below which set out the position in relation to the 2% not completed.
2. Following recommendations from the Council Overview and Scrutiny Committee, Surrey County Council has achieved a 98% recorded completion of appraisals (or developmental conversations, eg supervision) for eligible staff.

3. Eligible staff are defined as 'All centrally employed staff within the organisation including Fire & Rescue and Commercial Services'. There are also specific exclusions around new starters (those still in their probation period), those on notice, bank staff, maternity leave and long-term sick absence.
4. Throughout this report figures and comments relate to those that would be eligible.
5. 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 will continue to work with Directorates to encourage annual 100% completion of appraisals
6. The diversity of the services within the Council has meant different time frames being adopted for appraisal. For example, some front line services (Commercial 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. Most services have moved towards this approach to completion of appraisals, but some areas of Children, Schools and Families (CSF) directorate work to the academic year.

Current completion rates and analysis

- 4.1 Surrey County Council currently has an appraisal completion rate of 98% for the 2013/14 year. (Excluding Commercial Services catering section and Registration & Nationality Services)
- 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 were 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 Registration & Nationality Services have also been exempt from the final figure for 2013/14 in order to work on their appraisal process for the 2014/15 financial year appraisals. Tracey Fottrell took over as lead for Registration and Nationality Services in July 2014 (after the 2013/14 financial year). Prior to this time appraisals had not been undertaken consistently within the teams.

Tracey Fottrell also manages the Coroner's service which was in crisis this winter due to lack of mortuary space. At the same time, there were increases in business through the Registration Service which meant that Tracey Fottrell and her team had to make choices to prioritise residents and customers and to shift appraisals beyond the crises time of year. In order to ensure that the appraisals are a quality and worthwhile activity the exclusion was agreed for the 2013/14 reporting period. Tracy and her team are working closely with HR and OD to HR & OD to design a simplified appraisal form and provide training to her managers on how to conduct quality appraisals as well as managing the general leadership of the service.

Tracey and her team have committed to completing 2014/15 appraisals by the end of June to bring them in line with the rest of the organisation.

- 4.4 The breakdown of the Directorates is in the attached appendix A.
- 4.5 Since the last paper, the Schools and Learning Service have achieved an improvement of 63% to bring the Service to a current total of 99%.

Working to achieve 100% - Directorate approaches

- 5.1 Adult Social Care, Business Services, Customers & Communities and Environment & Infrastructure have all achieved 100% completion of appraisals.
- 5.2 **Chief Executive's Office** - CEO's office are currently reporting a 97% completion rate. The outstanding appraisals sit mainly within the Cultural Services team.
- 5.3 **Children, Schools and Families** - The current total of Appraisals for 2013/14 recorded for CSF (excluding Commercial Services catering) is 93%.
- 5.4 Children's Services has a large number of outstanding data for appraisals. This was identified late in the process and as such, they have not had as much time as other areas to submit their data. Children's Social Workers currently use a different appraisal recording process due to the link to pay. The process of how this data is gathered will be looked at for future years to ensure any gaps are identified at an earlier point.
- 5.5 Some outstanding appraisals are also due to staff movement within different teams and Directorates. This is particularly prevalent when staff are transitioning around the time of appraisal completion (April to June).

- 5.6 This has highlighted a need to ensure that managers undertake staff appraisals before someone either leaves the team or goes on secondment. HR and OD will review the current guidance and look at how services can monitor this for future years.
- 5.7 Colleagues in ICT are working on a visual display which managers will be able to access directly in the portal. This will inform each manager how many appraisals in their teams have been completed in any given year.

Conclusions:

- 8.1 Good leadership has been proven to achieve the completion of appraisals. Achieving 98% completion of appraisals is an example of successful collaboration between HR and other departments across Surrey County Council.
- 8.2 This drive has been due to the commitment to ensure all staff are given the opportunity to have an appraisal or performance conversation.

Financial and value for money implications

- 8.3 There are no financial and value for money implications.

Equalities and Diversity Implications

- 8.4 There are no equality and diversity implications.

Risk Management Implications

- 8.5 There are no risk management implications.

Next steps

- 9.1 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.
- 9.2 HR will be taking forward a piece of work looking at the quality of appraisal conversation, which will help to inform the pay and reward project.
- 9.3 An annual report date should be agreed to report back to PPDC on the organisation's completion rates. It is suggested that an October or November date would enable us to report back on both those areas that work to the financial year and the academic year.

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Sources/background papers:

Appendix A – Breakdown of current appraisal completion figures

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