



People, Performance and Development Committee
29 October 2015

Appraisal Completion report for final appraisals carried out in 2015
(to cover performance in 2014/2015)

Purpose of the report: Performance Management

To provide an update on the final completion rates of appraisals for Surrey County Council, to cover performance from 1 April 2014 to 31 March 2015, carried out in 2015.

Recommendation:

- i. That the People Performance and Development Committee note that the final completion rate for eligible appraisals, as recorded on the system, stands at **91%** completion, which is a great achievement across the organisation.
- ii. That the Council will now focus on the appraisal year 2016 and the support which services will need in relation to completing high quality appraisals. The proposal for 2016 will be to link appraisal to the new pay and reward strategy which People Performance and Development Committee (PPDC) Members will consider later this year.
- iii. That the Committee continue to request reports for appraisal completion data on a quarterly basis.
- iv. That Members note a period of two years for completion of a significant programme of appraisal training for over 300 team leaders has commenced for Commercial Services to facilitate completion of all appraisals for the 1,500 staff in that service (see paragraphs 5.4 to 5.6 below).

Introduction:

1. Surrey County Council (SCC) is a values led organisation. Where managers sit down with their staff to reflect on how the year has gone, and provide them with the space and opportunity to discuss opportunities, successes, and if required, areas of improvement in a safe environment. This is an essential part of SCC's organisational culture.

2. In previous years, SCC had achieved rates of 62% appraisal completion. Services were not engaged with the process and found it difficult to log completions on the system.
3. In 2014, the organisation achieved a completion rate of 98% for eligible staff. Services were given intense, often one to one support, from HR with the whole year to finalise their appraisals and log them on the system.
4. This year, services took a more proactive approach to completing their appraisals, with limited support from HR and just six months to complete the conversations, with a final deadline of 30 September 2015. This has resulted in a positive 91% completion rate.
5. In 2016 the aim will be to have 100% of appraisals completed by June 2016, so year on year completion rates and timescales are improved.
6. 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. The Chief Executive and Coroner Service are also excluded. NB the Chief Executive's appraisal is scheduled to take place in November this year.
7. In this report figures and comments are specific to those deemed eligible.

Current completion rates and analysis:

8. SCC has, for the appraisal year 2015/15 a final completion rate of **91%**.
9. The breakdown of the Directorates is in the attached Annex A.

Overall Directorate Responses:

10. **Adult Social Care** had an overall completion rate of 99.46%.
11. **Business Services** had an overall completion rate of 91.85%.
12. **Chief Executive's Office** had an overall completion rate of 90.97%.
13. **Children, Schools and Families** had an overall completion rate of 75.54%.
14. **Commercial Services** have put in place a clear programme to support managers in completing appraisals. Training for district managers has been completed and they will now take this forward with their team leaders throughout the remainder of 2015.

- 14.1 Team leaders in Commercial Services have started to book their appraisals to ensure that once the training has been completed, the appraisal can be completed soon after. It is a significant undertaking to train over 300 team leaders to carry out appraisals effectively, particularly as this will be a new skill for the team leaders. Hitherto, appraisals have been carried out by district managers but this has meant the district managers have had to carry out too many appraisals for any one manager and it has proved to have a detrimental impact on the business. It is expected that a large proportion of staff will achieve an appraisal for 2015, however, due to timescales and 'cut-off' period of reporting, a period of two years will enable the service to properly complete the training programme and fully complete all appraisals by team leaders in a way which does not impact negatively on schools.
15. **Customers and Communities** had an overall completion rate of 99.40%.
16. **Surrey Fire and Rescue Service** had an overall 100% completion rate.
17. **Environment and Infrastructure** had an overall 100% completion rate.

Conclusions:

18. The organisational performance as regards appraisal completion continues to improve.
19. There are some areas which still need continued support to ensure they can complete within the set timescales.
20. An embedded culture of performance management is essential if the Council were at any time in the future to establish a link between movement within the pay grade and performance.

Financial and value for money implications

21. An embedded culture of performance management is an essential part of ensuring proper control of the pay bill.

Equalities and Diversity Implications

22. Annual appraisals are an essential way in which the Council ensures its values and behaviours are embedded across the organisation, as standard. This is a way of ensuring a culture which is supportive of all cultures and difference.

Risk Management Implications

23. Appraisals are an essential element of a health and safety management culture.

Next steps

24. 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.

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Sources/background papers:

Annex A – Breakdown of final service appraisal completion figures