

# Quarter Three 2012/13 Business Report

## Annex 3

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

### January Progress Report

Report of: Ms Denise Le Gal, Cabinet Member for Change and Efficiency

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The people strategy 2012-17 sets the direction for people, culture and performance over the next five years. The strategy is pivotal in helping us attract and retain talent. This report complements the Q3 Cabinet scorecard commentary and provides an update of the progress on implementing the people strategy agreed on 29 May 2012. Establishing the Strategy and aligning effective targets is an iterative process, therefore small amendments have been made to previous versions of the Strategy in order to improve the overall reporting.

## 1. Strategic direction

- 1.1. Our people strategy aims to enable everyone to reach their potential so they can give their best for the people of Surrey.

## 2. Progress and focus

- 2.1. A programme board is in place attended by Change and Efficiency Directorate Leadership Team and SCC's Head of Communications. The focus of the board will include monitoring and advising on monitoring and engagement.
- 2.2. Our progress is measured against the twelve people strategy promises, six of which relate to the outturn from the last employee mini survey carried in September 2012. This survey was sent out to 3610 employees and had a response rate of 45% (1635 employees). The remaining six promises are measured from management information.
- 2.3. Summary Q4 focus is on: 1) improving the systems we rely on to provide us information and deliver our people development activity and 2) discussing how we can be more supportive of each other.

## 3. Recommendations

- 3.1. Cabinet to note progress made against the people strategy promises.
- 3.2. As many of our promises are measured annually through our employee survey, we propose to monitor and report quarterly progress against information available through our management systems.

**Table 1: The People Strategy work-streams**

<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>

<b>Promise:</b>	<b>2012 Result</b>	<b>2012 Target</b>	<b>2012/13 RAG</b>
<b>Everyone will have an effective annual appraisal</b>	70%	80%	


All eligible employees should have an effective annual review of their performance and a discussion about their development and objectives for the coming year. This promise is measured by the responses to the question in the employee mini survey relating to receiving an annual appraisal in the last 12 months. For information on effectiveness of appraisal, responses to the survey's appraisal usefulness questions are also presented below.

<b>Employees Survey Questions:</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Have you had an annual appraisal in the last 12 months	73%	69%	70%	-	-	-	-
How useful did you find it for:	-	-	-	-	-	-	-
My work and responsibilities	71%	74%	79%	-	-	-	-
My future career and development	47%	49%	60%	-	-	-	-
Providing a full and open discussion of my strengths	70%	72%	77%	-	-	-	-
Providing a full and open discussion of my areas for improvement	67%	68%	73%	-	-	-	-
Target/objective setting for the coming year	65%	68%	72%	-	-	-	-

The 2012/13 target (80% of eligible employees) was challenging when profiled against the previous two years' outturns. This challenge was set to reflect the actions completed throughout 2012 which would help get more appraisals carried out: simplified paperwork, practical guidance and flexibility to schedule appraisals during the year.

In response to these results, specific actions are being taken in areas where appraisal take up is lower than average. Where the appraisal process is being regularly used by teams we are getting positive feedback around its benefits. We share this good practice across the organisation.

To support ongoing review and monitoring of appraisal activity, it is vital a fully effective method of recording and reporting on appraisal completion is established due to the lack of functionality relating to appraisal recording in SAP that was discovered earlier this year. An interim solution is currently being developed to support the next appraisal promotion and review which should ensure it is easy for managers to record results and for accurate reports to be prepared and submitted for quarterly updates.

<b>Promise:</b>	<b>2012 Result</b>	<b>2012 Target</b>	<b>2012/13 RAG</b>
<b>Everyone will have a development plan linked to their goals and organisational goals</b>	72%	70%	


<b>Employee Survey Questions:</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
I have had the opportunity to discuss my career development in the last 12 months	not	asked	56%	-	-	-	-
I understand how my work supports the residents of Surrey	not	asked	88%	-	-	-	-
<b>Net Results:</b>	-	-	72%	-	-	-	-

This indicator is about employees having opportunities to discuss their development and how it links to their and the organisation's goals, this may be considered part of, or outside the appraisal process. The development plan is an outcome of these discussions, normally agreed and monitored with an individual's line manager. This promise will be measured by the responses to two new questions outlined in the table above. The target was set at 70% in consideration of the focus across the organisation on ensuring activity makes a genuine difference to residents.

As a whole, the organisation has been undergoing significant change with restructures in all areas as a result of needing to change direction and ensure fitness for future challenges. Though appraisal figures indicate development plans are being set, restructures have created uncertainty for some employees and cohesive plans linked to organisational goals may have suffered.

Equally, there have been strong messages from leaders around our direction of travel, why such direction is necessary and how such changes reflect on the residents we work for. The excellent result we see in employees understanding how their work supports residents of Surrey is indicative of the clear 'One Team' approach the organisation is developing and the strong communications that ensure all of us understand how our work affects residents.

Development of this promise will be focused alongside the appraisal activity as well as ensuring continued communication relating to the link between employees and residents.

<b>Promise:</b>	<b>2012 Result</b>	<b>2012 Target</b>	<b>2012/13 RAG</b>
<b>Every team to have regular team meetings or discussions</b>	78%	75%	

<b>Employee Survey Questions:</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
In the last 12 months, how often have you had a team meeting (in the last three months)?	not	asked	80%	-	-	-	-
My immediate line manager/supervisor encourages us to share good ideas and create innovative solutions	72%	77%	76%	-	-	-	-
<b>Net Results:</b>	72%	77%	78%	-	-	-	-

Having opportunities for informal learning, knowledge sharing and problem solving is key for high performing teams. This promise is measured by the responses to two questions in the employee survey as tabled above. One question is new and therefore provides no previous historical comparisons.

In the STARS Programme, we have the following offers to support team performance & the One Team ethos:

### **All staff**

ILM award effective team skills (level 2)

ILM award in workplace coaching (level 2)

Coping positively with change

Dealing with challenging situations

### **Manager Development**

Building team effectiveness (bespoke)

Identify and resolve stress in teams

Looking after staff during change

Building organisational relationships (part of people management pathways)

Managing performance through people (part of people management pathways)

### **Senior Leadership Programme**

Leading people through change; Building personal resilience; Effective personal leadership; Strategic

and change leadership.

ICONIC


**Additional areas under development in 2013:**

Innovation

workshop

Aspiring Iconic

It is worth noting that ongoing restructures have led to a degree of uncertainty; however there have been high levels of consultation throughout and managers have been encouraged to discuss issues as openly as possible with employees. Added to this, a culture of open dialogue has been promoted from interventions ranging from the coaching programme to employee's use of Chat Zone.

<b>Promise:</b>	<b>2012 Result</b>	<b>2012 Target</b>	<b>2012/13 RAG</b>
<b>Everyone will have regular time with their manager focused on their performance</b>	62%	70%	


<b>Employee Survey Question:</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
My immediate line manager/ supervisor meets with me regularly to talk about my performance	60%	61%	62%	-	-	-	-
<b>Net Results:</b>	60%	61%	62%	-	-	-	-

The organisation has committed that all employees are entitled to regular discussions regarding their performance. This is congruent with the quality framework whereby performance at an individual and project level should be reviewed and feedback sought in order to improve individual and organisational performance.

This promise is measured by the responses to a question in the employee survey as tabled above. The 2012 target of 70% was based on a stretch target from previous results for this indicator. This reflects the work to improve appraisal and development plan completion and to build up a coaching culture across the organisation.

The appraisal promotional work has raised the focus of performance and the need for all colleagues to have conversations about their work and how they are doing. Coaching development is also playing a key part in giving managers the confidence and ability to raise subjects they have previously found difficult to discuss.

To accelerate positive results, it is proposed a dialogue is initiated to increase the focus on positive performance conversations being part of how we get things done. The completion of the PVRs should also assist in establishing a more secure and confident environment for discussions.

Promise	Q3 YTD Result	Q3 YTD Target	Q3 YTD RAG
Everyone will have the equivalent of 20 hours a year training and development	9 hours	12 hours	

Management Information:	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Number of hours per annum spent in training and development per FTE	not	recorded	9 hrs	-	-	-	-
Net Results:	-	-	9 hrs	-	-	-	-

This promise is reported from management information taken from the organisation's business systems. The year to date target is 12 hours which is part of the overall 20 hours for 2012/13. This will then increase incrementally to 36 hours by 2017.

The reported figure of nine hours significantly underestimates the actual levels of learning and development (L&D) being carried out. It is estimated that at least an extra 40% of unrecorded training activity takes place (coaching, mentoring, Continuous Professional Development, away days, shadowing, e-learning) Currently, our new learning system (referred to as the Dynamic Learning Environment) is being implemented, which is leading to learning data being held in separate places and often, not entered onto systems in anticipation of the new offering. For these reasons it is difficult at this time to provide a realistic indication of time spent on L&D per FTE but over subsequent months, it is hoped a clearer picture will emerge.


A significant contributor to this is the new Organisation and People Development Service (OPD) is now in full operation and a lot of work has been completed this quarter to assess, capture and understand the gaps in our current learning and development offer to the organisation. Communications campaigns have been discussed to promote what we do have in place to the appropriate target audiences to promote and encourage further participation. A large number of the classroom based training we currently offer has now been converted so that it can also be delivered as e-learning, or may use a combined use of both methods to support accessibility of this learning.

Activities have been initiated to ensure we are regularly reporting on all classroom based training and work continues to drive forward the delivery of our new Dynamic Learning Environment in January 2013. This will provide an efficient way of monitoring completion of not only classroom training but all forms of blended learning and training support. Once this is complete recording of completion of e-learning training is expected to boost the number of hours training and development undertaken.

A final consideration for the lower than expected YTD result may also be attributable to OPD completing its restructuring with new roles being defined and vacancies filled. As the team has established itself by the end of the year, it is now in good shape to focus on improving this metric for next quarter.

Going forward it will be possible to monitor and report on this metric on a quarterly basis, provided ongoing progress relating to course uptake and employee development.



Promise	Q3 YTD Result	Q3 YTD Target	Q3 YTD RAG
Every manager will undertake the people management development modules	541 days of learning	790 days of learning	

Management Information:	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Number of days of learning carried out by managers	not	recorded	541 days	-	-	-	-
Net Results (days):	-	-	541	-	-	-	-

This promise is measured from management information. The target for the end of 2012/13 is 1,360 management development training days for a management cohort of approximately 550 managers. The overall target for this five year project is 5,838 days. The YTD target is 790 which as the table demonstrates, has not been achieved.


A key issue identified in progressing this promise is ongoing dialogue with managers relating to the importance of accommodating training and development within their working schedules. Another factor is likely to be a similar lack of recording of information, as demonstrated by the 20 hours per year L&D promise.

As part of the Management Development project, work is being undertaken to review and improve this. Initially work is being done to develop a new communications plan for the modules in order to raise awareness of the courses, the requirement upon managers to complete the modules, and to promote the prestige of gaining an externally accredited qualification as part of their development at SCC. The aim of this is to increase take up for Q4.

Additionally, work is underway looking at identifying managers who have achieved an equivalent competency level through alternative means, for instance with a previous employer, in order to recognise their level of proficiency without requiring them to duplicate comparable training.

Leadership Teams in Directorates will be monitoring that managers attend these courses. Consideration for the lower than expected YTD result may also be attributable to the OPD service completing its restructuring with new roles being defined. Reducing the drive to market and promote delivery against this promise.

*Note: The coaching element of this promise is now reported as part of 'Everyone will receive coaching training' to ensure consistency of reporting.*

Promise	Q3 YTD Result	Q3 YTD Target	Q3 YTD RAG
Every manager will receive coaching training	267 people	230 people	

Management Information:	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Advanced Coaching	no record	227	-	-	-	-	-
ILM level 3 Workplace coaching	no record	40	-	-	-	-	-
Coaching e learning	not started	not started	-	-	-	-	-
<b>Net Results:</b>	-	267	-	-	-	-	-

Our progress towards the year end targets is strong on manager's training (meets quarter 3 target). Although reporting focuses on managers, it should be noted that coaching training is also available for non-managers.

Three further cohorts started in this quarter for both Advanced Coaching for Change and ILM level 3 in Workplace Coaching. Further coach training programmes are now being commissioned for 2013/14.

An evaluation of the coach training programmes was completed and presented to Corporate Board. Some key highlights were:

- 95% of past delegates said they now often use a coaching style in informal conversations
- 84% feel that they have more effective and honest conversations with others
- 83% feel that their own performance has improved as a result of the course
- 73% feel that making use of coaching skills and knowledge helps Surrey County Council to improve its services to residents

Our pool of internally trained coaches was initially launched incrementally through face-to-face communications with each directorate in a six weekly cycle. In October this approach was started with the launch to the Chief Executive's Office and take up was slow. We evaluated this approach, and concluded that it should be developed into a broadcast campaign to all directorates. This will begin in December.


*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'.*

<b>Promise</b>	<b>Q3 YTD Result</b>	<b>Q3 YTD Target</b>	<b>Q3 YTD RAG</b>
<b>Everyone will be trained to a minimum level of IT competency</b>	not live as yet	-	-

<b>Management Information:</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
TBA	no	record	Not live as yet	-	-	-	-
<b>Net Results:</b>	-	-	-	-	-	-	-

The current focus of this promise is to perform a diagnostic assessment of IT competence across the entire organisation. Information collected from this diagnosis will then be used to tailor appropriate training to enable everyone to make the most of the infrastructure, systems and applications that are available.

HR&OD are currently working with the diagnostic tool provider to deliver an initial pilot exercise to assess 25 employees with a second larger pilot of 150 employees assessed by the end of March 2013. The initial pilot has uncovered a number of amendments that are required to ensure the tool is fit for purpose and those amendments are being currently being carried out before the second pilot commences. Following completion of the pilots the assessment will be rolled out to the whole organisation on an incremental basis. This will ensure the resources to provide follow up support can be effectively deployed as the scheme is rolled out. The aim is all assessment and training related to this promise is completed by March 2015.

<b>Promise:</b>	<b>2012 Result</b>	<b>2012 Target</b>	<b>2012/13 RAG</b>
<b>Everyone will have a fair and manageable workload</b>	57%	80%	

<b>Employee Survey Question:</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
I feel I have a fair and manageable workload	not	asked	57%	-	-	-	-
<b>Net Results:</b>	-	-	57%	-	-	-	-

This promise is measured by the responses to one question in the employee survey tabled above.


The Health & Safety Executive recommends that employees in all organisations have a well designed, organised and managed workload. Stress is the biggest cause of sickness within the council and there is a direct correlation with an unmanageable workload and the amount of stress experienced. Our Employee Assistance Programme, provided by Workplace Options, is a 24 hour, confidential service that can support staff and their families. The monitoring of the service indicates that 70% of all contacts are in relation to personal matters and 30% of all contacts are in relation to work related matters. Further work is required to identify the level of work related stress and non-work related stress in relation to absence. As all mental health is currently reported in the stress absence category, there is a requirement to create additional mental health categories to record this type of absence more accurately. Managers are responsible for assessing the impact on employees such as longer working hours over long periods and signs of behaviour changes (e.g. frustration, resentment against their manager and colleagues or in some circumstances anger).

An excessive workload can also have an impact on the employee's longer term health and well-being - spending less time with their family, constant fatigue and sleeplessness. It is likely that the performance of the employee and the team will be adversely affected where workload levels remain too high for a sustained period. An employee may no longer cope with this sustained workload pressure; regularly complaining to their manager and colleagues and this ultimately could lead to long term sickness. Therefore there are many direct and indirect consequences to having an unmanageable workload.

Conversely there are many benefits resulting from a manager and employee reviewing whether there is a fair and balanced workload. The employee will have clarity about their role and responsibility and will have a greater appreciation about how their accountability and how their role can support the service. This is also likely to lead to greater engagement and stronger collaboration with colleagues within and between teams. If the workload is balanced the employee will have more time to prepare and plan as well as to develop relationships to be more effective and add more value. Ultimately a regular assessment of workload will improve the wellbeing of the employee, improve teamwork and performance.

The HSE has produced a number of Standards that support the importance of undertaking workload assessments. In particular the Management Standard identifies that every organisation will provide employees with adequate and achievable demands in relation to the hours of work and the number of deadlines. In addition the manager will assess how the employee's skills are matched to job demands and how the employee's concerns about the work environment are addressed.

To improve this area, discussions are being carried out relating to how we prioritise and manage work more effectively. It is also recommended that leaders within the organisation play an active role in considering priorities and provide clarity around what work is vital and what activity will be curtailed, especially as resources become increasingly constricted. This work is continuous and on-going.

Promise:	2012 Result	2012 Target	2012/13 RAG
<b>We will help each other and act early when someone needs extra help and support</b>	78%	80%	

Employee Survey Questions:	2010	2011	2012	2013	2014	2015	2016
I receive timely help and support I need from my colleagues	87%	88%	79%	-	-	-	-
My immediate line manager/supervisor creates a workplace where I feel supported	68%	71%	76%	-	-	-	-
<b>Net Results:</b>	76%	80%	78%	-	-	-	-

This promise is about all of us taking responsibility for each others' well-being. We know from previous employee 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 employees which is not acceptable. This promise will be measured by the responses to two questions in the employee survey as tabled above.

Achieving nationally recognised high standards in this area is due to a range of support offerings we have successfully developed. These include nominated Local Workplace Fairness Champions to support any employee experience unfairness in any form at work; our Employee Assistance Programme as a confidential means of receiving telephone and face-to-face counselling or support on both work and personal matters ranging from emotional to legal and financial; a pool of trained mediators and restorative justice practitioners to advise all parties on formal and informal employee cases; confidential support for managers via HR and an advice line; STARS courses and on-line tools and to improve work load management, prioritisation and resilience; and team help check sessions for confidential group discussions relating to working practices and environment. Added to these interventions, coaching has proved to be a very effective medium for addressing issues such as minor personality clashes between individuals which has contributed greatly to people feeling supported and preventing initially minor incidents escalating.

New projects are currently in the scoping, planning and delivery stages namely : Employee Medical Health checks (working title): Give all employees access to on-site comprehensive health checks, comprising, Lifestyle, BMI, blood pressure, cholesterol, blood sugar etc and also including a screening questionnaire on stress and mental health indicators. The pilot will be trailed in late January 2013, with full rollout expected from February. Time To Change Surrey (working title): A broad project to develop employers to become positive about mental health, using various initiatives and promotions. The national Time To Change campaign pledge will be taken in January, which includes a series of supporting actions. CAE Experiential Survey - Culture and Behaviours: In response to the recent Employee Mini-Survey, a survey was launched for all CAE employees, to explore culture, support and behaviour, focussing on leadership. The Survey was sent out on the 14 November for 2 weeks until 28 November. A series of local action plans, initiatives and activities are currently being planned.

Promise	Q3 YTD Result	Q3 YTD Target	Q3 YTD RAG
<b>We will maximise smarter working</b>	48.5%	50%	⚠

Management Information:	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Information collected – percentage adopting 'mobile profile'	not	recorded	55%	-	-	-	-
<b>Net Results:</b>	-	-	55%	-	-	-	-

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).

IMT have now rolled out over 4,000 mobile devices to enable the shift in staff to work in a more flexible way. There is now an increased focus on realising the benefits of the new technology and helping teams make the shift and changes in behaviours to more flexible ways of working. This is being done and supported through the use of the Smarter Working Managers from the Transformation Service working alongside teams.

Q3 is the first period for the year when the target for staff to work in a more flexible way has not been met. The position is being reviewed across the services to assist them further in moving forward and achieving the year-end target.

<b>Promise</b>	<b>Q3 YTD Result</b>	<b>Q3 YTD Target</b>	<b>Q3 YTD RAG</b>
<b>Everyone will have the right equipment and training to enable them to do their job</b>	-	-	-

<b>Management Information:</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>
TBA	no	record	-	-	-	-	-
<b>Net Results:</b>	-	-	-	-	-	-	-

The extensive roll out of laptops is a clear acknowledgement that people want to use this type of mobile device to do their job effectively. As staff gain in confidence using new technology and linked to the Promise, of staff being trained to a minimum competency standard, services will identify other potential mobile devices that will continue to improve the services that they provide. In developing this detail, the services will be informing the council's IT strategy for effective and innovative service delivery.

The success of this Promise will be achieved through a number of measures:

- a) The number of staff taking part in IT competency training (see separate promise)
- b) The number of test projects of new technologies that become mainstream for service delivery
- c) A further increase in the number of lap tops or similar devices issued will also be a measure of the success that staff have the right equipment for their jobs.

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