



People, Performance and Development Committee

30 November 2017

**Human Resource & Organisational Development Strategy
2017-2019**

Purpose of the report:

This report is being brought to People, Performance and Development Committee for the Committee to comment on the refreshed Human Resource & Organisational (HR&OD) strategy 2017-2019 in accordance with Surrey County Council's Scheme of Delegation.

Recommendations:

It is recommended that the People, Performance and Development Committee:

- i. review and comment on the refreshed two year HR&OD Strategy.
- ii. PPDC agree to take six monthly reports to review progress of key aims and measures.

Introduction:

1. The strategies in Human Resources & Organisational Development (HR&OD) have been reviewed by the HR&OD leadership team who considered the challenges and opportunities for the workforce over the next two years. This strategy identifies our key aims and how the members of the HR&OD team in Surrey County Council will enable the workforce to deliver the best possible services to Surrey residents.

Background

Key elements of the strategy

2. The HR & OD Strategy, which can be seen in Annex 1, starts with SCC's vision, outlining our key intentions and what this will look like in the years to come.

Engagement to shape the strategy

3. It is essential that colleagues shape and support the strategy, ensuring our vision and priorities are the right ones for services and the organisation. We have engaged with the Continuous Improvement Network, the HR sub-group and Chief Executive's Direct Reports to this aim and will continue to report back its progress.

Measuring its effectiveness

4. It is recognised that measuring the progress of strategic work programmes and monitoring health and productivity are key to understanding both our successes and our key drivers moving forward. There are two methods for monitoring its effectiveness:
 - 4.1 Monitor progress against the delivery of our strategic work programme and are updating our reporting to provide timely and accurate reporting to members.
 - 4.2 Develop a dashboard to monitor the range of health and productivity measures featured within each of the key aims in the strategy. The Committee will be asked to comment on the dashboards as part of the development.

Our key aims

5. There are five key aims in the strategy, to ensure the workforce is supported to perform most effectively: sustain, enable, achieve, collaborate and transform. Each element includes:
 - a description of purpose and why this is important;
 - the challenges to address;
 - the opportunities to develop further work;
 - why this is important to focus on this issue;
 - what is being done now in terms of business as usual; and
 - what is being developed as a strategic intervention.
6. These key aims align to five of the Corporate Strategic Goals, as demonstrated in the last section of the strategy.

Outcomes from delivery

7. HR is improving and implementing effective workforce data reporting and using this data with services to help them understand their challenges and opportunities and how to develop flexible resource and workforce models. We anticipate this will work will provide us with key drivers going forward.

Longer term strategic planning

8. It is anticipated that the recent appointment of a new Chief Executive and the refreshed corporate plan will provide an opportunity to refresh the strategy for the coming period.

Conclusions:

9. The refreshed HR&OD strategy gives a renewed focus to the range of programmes and activities that the HR&OD team will develop and deliver to achieve the vision of a healthy and productive workforce and delivery of key aims. These have been reviewed against the directorate strategies and service priorities to ensure they are effectively aligned and that the work identified in the strategy will support the delivery of council services.

Financial and value for money implications

10. The strategy is within the agreed revenue budget/capital programme and strives to introduce greater efficiencies through Orbis integration and economies of scale.

Equalities and Diversity Implications

11. A high level equality impact assessment has been completed for the HR&OD Strategy 2017-19, the key elements from which are as follows:
12. Key actions and issues:
- Ensure that all key change programmes, supporting the strategy have a detailed EIA, based on some of the key findings in this strategic Equalities Impact Assessment (EIA):
 - Ensure all policies, processes and proposals have an EIA that informs the decision-making process and shapes the final design.
 - Ensure that for any change to policies, processes and proposals there must be demonstrable evidence that equality impacts have been considered as part of the design and delivery process.
 - Ensure that all findings in this strategic EIA are reflected with identified actions in the diversity and inclusion plan.
13. Consultation on the key policies, guidance, strategies and programmes of work, relating to the HR&OD Strategy have been through:
- Trade Union Forums eg Surrey County Council Trades Unions (SCCTU); Central Joint Health and Safety Committee and its HR sub-group;
 - Continuous Improvement and Performance Network (CIPN);
 - Chief Executive's Direct Reports (CEDR).
14. The impact of the revised strategy, taken from the EIA, is outlined below:
- 14.1 This Strategy is a refresh of previous People Strategies, which have shown a high organisational benefit to staff from all protected characteristics. A lot of learning has been derived from the successes of the approach which have been embedded, improved and taken forward in this strategy.
- 14.2 The expectation will be that this Strategy will have net significant benefits for all employees and particularly for employees who require further support to enable them to work to their highest potential. It will also open up new opportunities for different groups of employees to thrive and aspire.
- 14.3 Part of this Strategy is the successful design and delivery of the Inclusion and Wellbeing Programmes both of which are working towards specific positive and successful outcomes for staff from different protected characteristics.
- 14.4 The other HR and OD strands also have detailed equalities input, to ensure practices and approaches are free from discrimination. This strategy will also work towards ensuring the Council adopts, follows and grows best practice from an equalities and inclusion perspective and grows a culture of respect, fairness, accessibility and equity.

Risk Management Implications

15. The integration of the HR&OD teams as part of Orbis has the potential to impact or disrupt the resource available to deliver against this strategy. This will be mitigated through close collaborative working of the HR&OD team as part of the integration journey. Regular review of progress of each strategic programme of activity in relation to engagement and resourcing, will enable early and prompt action to support any areas of activity that might be adversely impacted.

Next steps:

16. The refreshed strategy will be published on the Council's external website. A report will be presented to PPDC in six months, to apprise Members on progress of the key aims and measures.
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Annexes:

Annex 1 – Human Resources and Organisational Development Strategy 2017-2019