SURREY

People, Performance and Development Committee
29 January 2018

Human Resources & Organisational Development Strategy Measures 2017-2019

Purpose of the report:

This report is being brought to People, Performance and Development Committee for Members to comment on the data reporting for the Human Resources & Organisational Development (HR&OD) strategy 2017-2019 in accordance with section 2, para 6.13 of Surrey County Council's Scheme of Delegation.

Recommendations:

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

i.   review and comment on Surrey County Council's Human Resources & Organisational Development Strategy data reports developed so far; and

ii.   agree to receive six monthly reports to review progress against these data reports.

Introduction:

1.   The Human Resources & Organisational Development (HR&OD) Strategy was presented to the People, Performance and Development Committee (PPDC) on 30 November 2017.The report outlined the measurement methods for the programme tracking and data reporting to monitor the effectiveness of the Strategy. It was agreed at that meeting, to bring these items back to 29 January 2018 meeting for PPDC to consider in more detail.

2.   The refreshed HR&OD strategy sets out, at a high level, the strategic developments and service delivery for HR that will help to achieve our strategic aims. These aims will be evidenced by impact measures and measuring progress in strategic developments. The impact measures are being developed in such a way that they can be reviewed at service level

in real time to understand the impact across the organisation. A summary of the impact measures for each aim are as follows:

Strategic aim	Impact measures
Sustain We recruit people with the right skills, at the right time, in the right place to deliver high quality and affordable services for our residents.	• Vacancies being recruited to and first time fill rates • Number of Apprentices • Turnover rates
Enable Our colleagues feel nurtured, valued and empowered to be innovative and effective.	• Equality and diversity • 'Productive' workforce days • Sustainable absence • Workplace wellbeing • Health and Safety – reduction in accidents or incidents
Achieve Colleagues are skilled, with access to the right resources and opportunities to grow and develop.	• Performance Appraisals • Employees completing essential training • Leadership effectiveness
Collaborate We show our values and team behaviours working with others	• Internal & External appointments • Tenure • Employee Engagement

3. Achieving this level of detailed scrutiny requires development of the data reporting which forms part of the work to improve workforce data management across the organisation. It is planned that the workforce data improvements will be delivered in the next three months in time for the new financial year and that that the strategic impact measures can then be collected and monitored over time to review progress and impact in delivery of the HR strategy.

Background and engagement to shape the measures:

4. The HR Leadership Team (HRLT) identified the measures initially, to provide a starting point. Officers are engaging with the Continuous Improvement Network, on a quarterly basis, to ensure these are right for services and the organisation.

The data reports (dashboard):

5. The 'dashboard' is a specially designed set of data charts and graphs, which draws pre-defined sets of data from SAP into presentable formats. HR and the Management Information Team (MIT) are liaising closely to design and refine the final product. This is an iterative and often cyclical process, which can take weeks or months to:

    a) determine the data to be drawn from SAP, to meet the requirements of each measure;

    b) craft each of the different charts into presentable formats, which tell us what they need to and are easy to understand;

    c) test and sense check each chart for presentation and clarity and determine if the data drawn is correct. If not, start from a) again; and

    d) provide commentary on what the data is saying.

    Development is currently between stages a) and c).

6. Annex 1 provides the set of data reports included in the 'dashboard' that are in development. They are at various stages, as we continue to hone and improve the presentational formats and get the data focus right. Some are almost complete, whilst others are still under construction, for further exploration.

7. Annex 2 provides a breakdown of the data reports progress for each of the measures and what further development is required.

Conclusion:

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8. The HR&OD measures were identified initially by HRLT. The dashboard reporting on these measures is in development and CIPN are engaged and monitoring progress quarterly, to ensure these work for their services and organisations.

Financial and value for money implications

9. These measures are provided within existing HR project and data operations resourcing and provide a necessary evidence to demonstrate improvements in health and productivity.

Equalities and Diversity Implications

10. These measures will further support the high level equality impact assessment, completed for the HR&OD Strategy 2017-19, as they evidence both health and productivity of our workforce.

Risk Management Implications

11. It may not be possible to achieve complete confidence in some of the data, in which case warnings will be provided detailing what the information is based on.

Next steps:

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12. Officers will return to CIPN on 19 March 2018 with a recommended set of measures for services to use, to support workforce planning.

13. A report will be presented to the committee 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 Health and Productivity Dashboard

Annex 2 - Dashboard development – Progress of data reporting for each measure within the HR&OD Strategy 2017-19