

HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT STRATEGY 2018 – 2020



HR & OD Services in Surrey are provided through the Orbis partnership. This provides resilience in service delivery for our customers, including:

- Nearly 12,000 teachers and support colleagues working in 179 community and voluntary controlled schools in Surrey;
- Nearly 10,000 employees working in around 30 services across the county, within six directorates;
- The workforce profile comprises:
 - 53% part time employees, 45% of which are female
 - 73% female employees
 - 10% of employees are over 60 and 5% are under 25
 - 3% of employees, declare themselves with a disability
 - 9% (approx) are black, minority, ethnic employees, of which 5% (approx) are managers

OUR VISION

To ensure we support and improve the behaviours, performance, the health and wellbeing, motivation, innovation, connectivity, creativity and productivity of our workforce.

What this will look like

1. Our leaders role model and live the organisational values, inspiring and energising the organisation, with clear direction, purpose and support.
2. Managers have the confidence and skills to create and maintain respectful workplaces, building relationships, resolving conflicts, with a strong emphasis on wellbeing, inclusion and involvement.
3. We fully understand and meet the diverse needs of our colleagues and customers and meet those needs in a high quality and safe way.
4. Our colleagues feel valued, appreciated, fairly rewarded and contribute to the organisation, feeling part of One Team.
5. We all adopt an open and honest coaching style, giving and receiving valued feedback.



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6. We commit to a continuous learning culture, recognising and responding to our learning needs.
7. Everyone understands and commits to their performance, targets, objectives and the organisational strategy, which will be clear and understood.
8. Working and thinking more flexibly, is a natural way of working, where individuals are able to contribute ideas, be innovative and influence decisions, working along organisational boundaries.

Engagement

It is essential that colleagues shape and support the HR & OD Strategy. The Continuous Improvement and Performance Network and Chief Executive's Direct Reports have ensured our vision and priority areas are the right ones for their services and the organisation.

Measurement

We will use two methods to monitor the effectiveness of the HR & OD strategy:

HR & OD programme tracking

- Each of our work programme leads update our tracker quarterly. We use this to monitor the progress of our strategic work and identify risks in relation to progress against milestones, stakeholder engagement and resources.
- We will be reporting our progress to management networks regularly.

Developing a dashboard to monitor health and productivity

- We are currently developing a dashboard of a range of measures around attraction, retention and performance.
- These will provide baselines from which we will determine our targets.
- They will be monitored and formally reported to the People, Performance and Development Committee and the HR Leadership team bi-annually.
- These measures are included within each of the following key aims.



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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.

Why this is important to us

Our colleagues are our greatest asset. We want to attract people with the right skills to deliver key services, to feel motivated and happy in their work. We want to reduce the costs associated with turnover and take a planned approach to our people resources, in terms of time, energy and money.

Our challenges

- We have to compete with organisations in London for our workforce.
- There are national shortages in some of our key occupations in the council.
- We are reliant on more temporary workers in key areas such as social care.

What we're doing now

Employee resourcing

- We support hiring managers in the recruitment and on-boarding of new employees, using cost effective advertising methods.
- We advise managers on selection, resourcing strategies and plan recruitment/campaigns.

Business Support and Contracts

- We deliver HR projects resourcefully; we monitor; report and support compliance with audit and governance; and with contract management, standards and performance.

Business partnering

- Business partners work closely with services to ensure HR workforce plans are developed for their services.

Our opportunities

- Establish more opportunities for colleagues to develop their skills and career with us
- Ensure we have a competitive total reward package for employees
- Shape and influence new, flexible workforce models

What we're developing

Our profile as an employer We are exploring how we communicate what it's like to be part of Surrey County Council. We will do this through our web presence and the media, to make our vacancies attractive to potential candidates.

New entrants We will implement a coordinated offer, introducing the council as a prospective workplace to potential employees, building on existing programmes. We are committed to the apprenticeship levy; sponsoring existing colleagues; creating more entry level routes for employ younger people; increasing interns and job trials together with positive engagement with schools, colleges and universities.

Review of flexible benefits We are reviewing



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our flexible benefits offer to deliver a competitive range of benefits that provide value for money, rewards exemplary behaviours through a recognition scheme, enhancing attraction and retention.

Workforce Planning

We are improving and implementing effective workforce data reporting; using this data with services to help them understand their opportunities and challenges and how to develop flexible resources and workforce models.

Our key measures and why they are important

Number of roles in active recruitment

To know what vacancy rates we are running with, how attractive we are as a prospective employer and how effective we are at filling our vacancies.

Apprentices

To monitor the number of employees undertaking an apprenticeship and how close we are to meeting our target.

Turnover

To benchmark our turnover against the Chartered Institute of Personnel and Development (CIPD), focusing on compulsory and voluntary turnover, and leavers within 12 months of appointment and establish suitable targets, to reduce turnover, based on different services.

Tenure

To monitor the lengths of service to understand where the retention issues are across the organisation for six duration groups.



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ENABLE

Our colleagues feel nurtured, valued and empowered to be innovative and effective.

Why this is important to us

We need to work in a different way to create efficiencies and to design services, focused around residents rather than council processes. Our colleagues know what we need to do differently to improve. We want them to feel trusted to make decisions and manage their time and work, through supportive managers and family friendly policies. This will build their engagement and resilience for the road ahead.

Our challenges

- More residents are developing complex health and social care needs as a result of living longer
- Growing demand for our school places
- People are working longer:
 - 10% of our workforce are over 60
 - By 2021, there will be nearly 240,000 people aged over 65 in Surrey.
- The Council currently supports over 3,800 people with learning disabilities, over 6,800 children with special educational needs and disability on a statutory plan – numbers are expected to continue to rise.
- More flexible working approaches are needed to enable work-life balance.

Our opportunities

- Further promote the health and wellbeing of our workforce and create and encourage safe and healthy workplaces
- Support people to work flexibly and provide them with the resources to do so.
- From workforce planning, review:
 - Devolution
 - Health and social care integration
 - Cabinet corporate planning process

What we're doing now

Employee pay and reward

- We ensure that employees receive a fair and competitive salary, which maximises the value of their total reward package.
- We continue to review and improve our employee benefits scheme, ensuring best use of resident's money.

Engagement, retention, wellbeing

- We support the health and wellbeing of our colleagues, ensuring access and provision to help.

What we're developing

Career development We are developing career pathways, programmes and online options to help colleagues who want to develop their council career.

Pay and reward review We are undertaking phase two of the pay and reward review for schools support colleagues, to design and deliver a modern and flexible reward policy that attracts and retains talent and rewards high performers.



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- We provide services and fairness champions to help resolve problems, early and informally, to avoid grievances, disciplinary and capability procedures.

Family friendly

- Our policies and technology enable people to work flexibly, to aid work-life balance and reduce travel.

Wellbeing and Inclusion

- We are building inclusive, safe and healthy, discrimination free workplaces

Health Protection

- We are delivering a range of activities to protect health, night working and working at heights and promoting driver wellbeing.

Total reward statements We are exploring the provision of total reward statements for our employees to raise awareness of the financial and non-financial benefits of working for the council.

Recognition policy review We are also exploring the introduction of a new scheme that rewards members of the workforce who demonstrate exemplary council behaviours and values in their work.

Security

We are reviewing employee security in response to national threats and supporting guidance, to ensure colleagues are safe.

Our key measures and why they are important

Equality and diversity

To improve the representation of our workforce to reflect Surrey’s resident population, focusing specifically on black, minority, ethnic, disability, age and gender profiles.

‘Productive’ workforce days

To examine the number of days our workforce are available to attend work and how many potential working days are lost through sickness absence.

Sustainable absence

To benchmark our levels of sickness absence against the CIPD average of 8.5 days per year, and examining the top six reasons.

Workplace wellbeing

To progress our journey to ‘excellent’, the highest level of the Wellbeing Workplace Charter.

Health and Safety

To reduce the number of incidents of violence, contact with objects, slips, trips and falls across the council.

Internal and external appointments

To monitor movement within the organisation and maintain a balance between appointments made from existing employees and externally in terms of career development.



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ACHIEVE

Colleagues are skilled, with access to the right resources and opportunities to grow and develop.

Why this is important to us

For the council to perform at its best, we must recognise the value of professional growth and development, to encourage people to be the best they can be. It is important for colleagues to have the time and space needed to learn, develop, adapt and evolve to meet the daily challenges and changing needs of our services.

Our challenges

- Learning provision needs to be affordable and flexible to meet changing needs.
- Learning provision needs to be fully utilised to achieve value for money
- Leaders and managers must commit to continuous development both on and off the job.

What we're doing now

Learning and Development

- We are providing self-directed learning, producing a quality, blended and seamless approach to meet the changing needs of the workforce.

Operational HR advice and expertise

- We coach line managers in HR self-service, providing expert advice for policy and legislative compliance to manage risk.
- We support leaders and managers to enhance performance, through team building, coaching and performance appraisal.
- We support teams to manage change and work with trade union colleagues and other partners.

Essential Training

- We identify and annually review our essential training requirements.

Our opportunities

- Optimise the use and procurement of our learning resources
- For colleagues to set ambitious performance targets and take responsibility for development planning.
- Supporting the improvement of practice

What we're developing

Induction We are streamlining induction processes to aid retention; ensuring employees are better equipped to develop and take on the challenges of a new role.

Virtual handbook We are reviewing and updating our policies and guidance in the form of a virtual handbook for all colleagues, to make them more accessible.

Learning and Development

Optimising the quality and cost effectiveness of our learning provision and establishing a bank of trainers to deliver at a much lower cost.

Essential Training

We are building requirements in SAP training histories to enable effective monitoring and management of essential training for our colleagues.

Improving practice We are supporting Children's Services, with a strengths based approach for safer working practices.



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Our key measures and why they are important

Performance appraisals:

- Rated 'successful' and 'exceptional' scores
To reflect how effectively the workforce are meeting their personal objectives.
- Rated 'improvement needed' for two years in succession
To know how effectively we support and manage underperforming employees.

Employees completing essential training

To examine the proportion of employees in the workforce who are up to date with their essential training requirements.

Leadership

To monitor the effectiveness of our leaders through the feedback provided by the annual employee survey.



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COLLABORATE

We show our values and team behaviours working with others

Why this is important to us

We recognise that good relationships are fundamental to success and we want other people and organisations to want to work with us. Our attitudes and behaviours are key to ensuring we engage well with our colleagues and partners, to pave the way and open doors to new possibilities and ways of working in an ever changing world.

Our challenges

- The necessity to forge effective working relationships with our colleagues and partners to work more efficiently and effectively.
- To get comfortable with the discomfort of change and evolution.

What we're doing now

Organisational and cultural development

- We ensure Surrey behaviours and values form the basis of all organisational development programmes and individual performance reviews.

Engagement and communications

- We listen and respond to the feedback from our colleagues through our annual engagement survey, to make positive changes.
- We engage with service colleagues and Unions in designing and developing HR policies.
- We recognise where our colleagues make a real difference and encourage them to tell their stories.
- We raise awareness of our functions and support through improved use of digital communications.

Our opportunities

- Work more effectively with others to utilise the wider workforce including partners and volunteers
- Cultivate a culture of change and new possibilities

What we're developing

Behaviour framework We are embedding the new behaviour framework and an online 360 feedback system into our performance assessments and processes.

Succession planning We are developing succession tools and programmes to identify and develop talented colleagues for career progression and leadership positions.

Digital communications – We will continue to promote a range of digital media to collaborate with our partners and colleagues.



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Our key measures and why they are important

Employee engagement

- To increase employee satisfaction, engagement and morale, as evidenced by the employee survey.

Employee attitudes and behaviours

Use the Online 360 degree tool to monitor how senior managers are living our values and behaviours.



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TRANSFORM

We embrace and respond to the changing needs and expectations of residents.

Why this is important to us

We have finite resources and need to optimise our collective capacity; by working together as one team, creating economies of scale, sharing good practice and ideas, being creative and innovative, in order to thrive and grow.

Our challenges

- Surrey's population, is estimated to rise from 1.17m in 2015, to 1.38m by 2039.
- Government funding has reduced and at the same time, there is an increase in demand for many of our services.
- We must continuously strive to provide value for money, drive further savings and efficiencies.
- Health and social care colleagues need help with the integration agenda.
- Children, Schools and Families need support to meet the Improvement Programme.

Our opportunities

- Find more creative and innovative ways of organising ourselves and delivering our services
- Create and sustain more effective working partnerships with health, charities and the voluntary sector to deliver our services
- Try out different ways of collaborating through Orbis integration

What we're doing now

Strategic Insight

- We support senior management teams to understand and explore how directorate and service plans impact the workforce.

Partnership working

- We collaborate with partners to find new ways of working and support organisational change.

Orbis Partnership

- We are working with HR & OD colleagues from East Sussex and Brighton & Hove councils as part of a new partnership called Orbis.

What we're developing

Leadership and management

We are developing a leadership programme that equips our leaders and managers to respond effectively to our changing environment.

Children Schools & Families improvement

We are supporting colleagues to implement the HR elements of these programmes.

Health and Social Care Integration We are supporting colleagues to develop new ways of working, to deliver person centred services.

Orbis Partnership

We are integrating the business services functions with a wider community which includes SCC, East Sussex and Brighton & Hove councils following the creation of Orbis.



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Our key measures and why they are important

Savings targets for Orbis

Setting ambitious savings targets helps to drive the integration agenda and benefits achieved from working with economies of scale.

We are on track to achieve the 2017/18 target for savings from ORBIS HR&OD, which is £499k, made up as follows:

£400k – Surrey and East Sussex

£99k – Brighton & Hove

The respective 2018/19 Organisational Medium Term Financial plans set net savings targets required from HR&OD is £832k, made up as follows:

£625k – Surrey and East Sussex (who already have a combined budget)

£207k – Brighton & Hove

In excess of £200k savings (full year equivalent) have already been identified through management of vacancies across the Partnership.

The current FTE for HR&OD is 185 and this is proposed to reduce to 175 for 2018/19.

Further savings will need to be made in the next 18 months in order to achieve the 2019/2020 available budget, expected to be reduced further.



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To ensure our key aims align to corporate strategic goals

| Corporate Strategic Goals | HR&OD key aims |
|--|---|
|  <h3>Wellbeing</h3> <ul style="list-style-type: none"> • Improve safeguarding practice so children are safe, seen and heard • Work effectively with health and other partners to support residents to return home from hospital in a timely manner with the support needed to remain at home | <p>Achieve – Supporting Children’s Services with strengths based approach for safer working practices</p> <p>Transform – Supporting Health and Social Care colleagues to develop new ways of working, to deliver person centred services.</p> |
|  <h3>Resident Experience</h3> <ul style="list-style-type: none"> • Make better use of digital technology to improve and deliver sustainable services for residents • Deliver the savings and manage service pressures as set out in the Medium-Term Financial Plan to sustain a balanced budget | <p>Collaborate - Continue to use and promote a range of digital media to collaborate with our partners and colleagues.</p> <p>Transform - Partnership working to make the most of resources and changing needs.</p> <p>Achieve – Optimising our learning provision to ensure impact and value for money.</p> |
|  <h3>Economic Prosperity</h3> <ul style="list-style-type: none"> • Champion the educational achievement, progress and engagement of vulnerable children and young people | <p>Sustain – Promoting employment schemes for new entrants.</p> |



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