

THURSDAY, 22 JUNE 2023



## PEOPLE AND CHANGE WORKFORCE UPDATE

Purpose of report:

To provide an updated position on the key workforce challenges facing the organisation and how the People and Change service is working to help address and mitigate these challenges. In addition, the report gives a progress update on queries raised by the Select Committee in October 2022, (as per the list in paragraph 2), with regards to career progression and retention of staff and aims to give clarity on current actions and programmes of work being undertaken to address specific areas of concern.

### Introduction:

1. The last People and Change Workforce Update was in October 2022 and since then a new People Strategy has been created with a Delivery Plan put in place to address some of the key aspects of scrutiny. The direction of travel for the strategy was approved by Cabinet on 31 January 2023. The People Strategy and Delivery Plan received final sign-off by a new People Strategy Performance Board, which has been established to monitor progress, chaired by the Deputy Chief Executive, on 19 May 2023.
2. The focus of this report will be to update Committee on the following activities that impact our workforce, as requested following the October 2022 Resources and Performance Select Committee, [minutes for reference](#).
  - a) Recruitment time to hire
  - b) Collaboration with schools and colleges
  - c) Data on exit interviews/surveys and in-job interviews with a view to retain staff/gauge job satisfaction
  - d) Career development offer and internal job promotion opportunities for staff
  - e) Management and leadership prospects for those who are underrepresented
  - f) Hybrid working (including more annual leave, flexible approach to working and sabbatical opportunities)
  - g) Summary of key performance indicators.

<b>Recruitment - Time to Hire</b>
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3. We have now expanded the People and Change recruitment KPI monthly reporting to include:

- Time to Offer (TTO) - **the time taken in days between the advert closing and the successful candidate being offered the position.** This tells us how quickly the hiring team is shortlisting and then interviewing candidates.
- Time to Hire (TTH) - **the time taken in days between an appointment form being submitted to a start date being agreed.** This tells us how quickly the recruitment team is completing the pre-employment checks required with candidates.

4. Below is a summary of the data for the last 7 months.

	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
<b>TTO (Time to Offer) in days</b>	26	26	29	22	40	34	25
<b>TTH (Time to Hire) in days</b>	40	33	32	35	32	25	24

5. The recruitment team also capture feedback from hiring managers and candidates about the way in which appointments are processed. Below is a summary of the last five months' satisfaction scores from each, relating to time to hire, with the percentage of responses that indicated "satisfied" or "very satisfied". The number in brackets next to the percentage is the total number of responses received for that month.

	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23
Hiring managers	85% (121)	92% (132)	91% (90)	89% (181)	90% (115)

Candidates	86% (132)	87% (191)	89% (135)	90% (206)	96% (157)
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## Collaboration with Schools and Colleges

6. Through the Early Careers Project, in 2023 to date, People and Change have engaged and collaborated in the following ways with several Surrey schools and colleges:
- East Surrey College Careers Fair on 11 May 2023. We are also in regular communication with the college to support their T Level work placements in 2024/5. (T Levels are nationally-recognised qualifications for 16 to 19 year olds that take two years to complete. 80% of the learning is classroom based and 20% is spent on a minimum 9 week placement with an employer. A T Level is roughly equal to 3 A' Levels).
  - Engaged with teachers through an SCC stand at the National Apprenticeship Show 2023 at Sandown Racecourse in March 2023.
  - Carrington School's (Redhill) 'Phoenix Programme' insight day at Woodhatch Place on 25 April to support young people from lower socio-economic backgrounds to gain insights and confidence into workplaces, enabling them to aspire and reach their potential.
  - Supporting the Green Teacher Encounters pilot project led by Coast to Capital LEP to provide teachers with work experience to increase their knowledge of the green economy, and with skills to build this into their curriculum.
  - St Philomena's Catholic Girls Schools in Carshalton, to support their Health and Social Care T Level Industry placements in 2024.
  - Attended the Eco Schools summit in 2023 at Woodhatch Place to engage schools from across the county.

### Activity outside Surrey

- Working with Farnborough College to support industry placements for Digital and IT T Levels in 2023.
- Supporting Greener Futures to advertise for a funded internship with the University of Sussex for summer 2023.
- Working with the Department for Education to identify schools and colleges that offer T Levels which will support Surrey County Council's workforce needs over the coming months and years, with a plan to further engage through strategic workforce planning activity.

- Working closely with the Economic Growth team on the skills strategy work to support the Festival of Skills, plus supporting schools' engagement and outreach as required.

## Exit Survey Data

- The overall turnover of staff reduced to an average of 14.2% across the Directorates by December 2022 from an average of 16% in August 2022. The KPI target for 2023/24 remains at the national average turnover rate of 15%.
- Exit surveys are now automatically sent out to leavers so they can respond anonymously to the questions posed, prior to leaving the organisation. The latest results date back from the end of December 2022 and show a response rate of 11%.
- The table below shows the numbers of responses by Directorate:

Directorate	Survey Uptake based on number of leavers	Number of leavers	Survey responses
Chief Executive Office	2%	64	*
Children, Families & Learning	13%	235	30
Customers & Communities	17%	81	14
Env, Transpt & Infrastructure	18%	55	10
Health, Wellbeing & ASC	10%	197	20
Partnerships, Prosperity & Growth	N/A	0	0
Public Services Reform	29%	7	*
Resources	6%	140	8

In the table above \* denotes a value which is too low to share for Data Protection purposes.

The Chief Executive Office figures include Surrey Fire & Rescue Service, which was part of the directorate at the time the data was produced.

The table above shows the uptake in terms of what percentage of people completed the exit survey. As an example, there were 235 leavers in Children's, Families and Life Long Learning in the reporting period, of which 30 people completed the survey. This represents 13% uptake of the survey.

- Other data from the responses includes the following:

- 76% of responses were from staff on permanent contracts, 18% on fixed term contracts and the remainder on locum or bank contracts.
  - 25% of responses were from staff who had a tenure of between 2-5 years. 40% of responses were from staff who had a tenure of less than 2 years.
  - 42% of respondents were in roles on PS7 – PS9 pay scales.
11. The three key reasons for leaving were ranked in order as follows:
- Better reward package elsewhere
  - Lack of opportunities
  - Work/life balance and promotion were ranked joint third place.
12. Other insights from the survey include:
- 47% of responders were going to work for another public sector organisation. 19% were going to work in the private sector.
  - 79% agreed or strongly agreed that the council has a positive working culture.
  - 72% of responders would consider returning to work for Surrey County Council.
13. As part of the 'Engage and Retain' workstream that the Children's Families and Lifelong Learning Directorate are undertaking through their Recruitment and Retention Board, 78 interviews were conducted in March and April 2023, peer on peer or by individuals, across services and levels, to establish why workers stay in Surrey, what the challenges are, and to provide suggestions to improve.
14. The report which reflects the findings is still in draft for the Recruitment and Retention Board to consider and approve, but some of the insights have been shared for this report.
15. To the question 'What are your main reasons for staying at Surrey County Council?' the following responses were given:
- 32% of the respondents stated that their colleagues and team were one of reasons for staying at SCC.
  - 13% of respondents commented on the opportunities available to staff, such as secondments and transfers.
  - 13% of respondents mentioned flexi working / agile working as a reason to stay.

- 24% of respondents answered that they stayed at SCC for either their families, the location of Surrey or the stability that the job provides.
16. To the question ‘What opportunities have you had to progress, train or transfer roles in Surrey?’:
- 54% of respondents said they had progressed.
  - 24% of respondents said the training offer was good.
  - 9% of respondents said that no opportunities had arisen, or they were not interested in the progression opportunities.
  - 5% of respondents said they were unclear as to what opportunities there were or where to look for them.
17. The draft report explores other areas that impact employees, namely team working, agile working, wellbeing, and ways of improving the service that they are providing. The report will be circulated to the Recruitment and Retention Board once it is completed.
18. Stay interviews are not scheduled to be introduced as standard across the council but will be used as a targeted intervention in those areas where staff turnover is higher than the average for the council (currently 14.2%).

<b>Career Development and Internal Job Opportunities</b>
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19. A Career Development project brief is being worked on as part of the People Strategy Delivery Plan. Two Career Development Project Leads have recently been recruited internally, to ensure resources are available to support this key priority.
20. Opportunities for talent mobility pilots are being identified, one of which will be across the Health and Care system. Talent mobility programmes reflect an agile working environment, where employees can move roles within an organisation to learn new skills and progress their careers. This improves retention rates and benefits the organisation in terms of developing employees to learn more about different areas within the council.
21. The scoping of a Surrey County Council Academy has commenced to incorporate the individual academies that already exist within certain directorates and services (e.g. Finance).
22. There are approximately 430 apprentices in the council working across all directorates; about half are career starter apprentices and half are existing staff upskilling through an apprenticeship. The top programmes are Childrens,

Families and Young Person's Practitioner, Operational Firefighter, Project Manager, Business Administration and Operational Management. Moving forward, we are seeking to adopt a 'cohort' approach where a group of apprentices will begin a programme together. The first cohort of five young people will begin in September 2023.

23. The first T-Level students are commencing their placements in May 2023.
24. Succession planning continues to be rolled out with services and teams which will be further developed through the Strategic Workforce Plans which are being developed for every directorate as part of the Integrated Business Planning and Performance process. For example, work is underway with Surrey Fire and Rescue Service, following their inspection, to develop a robust succession plan for their Senior Leadership Team.

### **Management and Leadership Opportunities for underrepresented groups**

25. As well as line managers discussing opportunities with staff from underrepresented groups through Performance Conversations, as a People and Change service we are offering:
  - Career Sprints which are targeted at and promoted to those who are underrepresented. They are marketed through the Staff Networks. Career Sprints offer employees the opportunity to better understand their strengths and what career aspirations they may have through a better understanding of their own values and priorities. The sprints support employees to appreciate what their motivators are, where their next career move might be and how to achieve that goal through their networks. The sprints include 4 sessions for all participants and a 1:1 coaching session per person. Digital tools and worksheets are also provided to support learning.
  - In January 2023, an Early Careers specific introduction to Leadership and Management Development took place with a cohort of the 'Leading People at SCC Programme' specifically focused on our Early Careers Network. It was sponsored by Michael Coughlin, Executive Director Partnerships, Prosperity and Growth.
  - In early 2023, we launched our Internal Mentoring Pool to provide mentoring for those who want to progress in their career, or step into a new role.
  - A coaching offer is available to all levels of the organisation.

- A new leadership approach has been agreed by the Corporate Leadership Team which will introduce the 'Engaging and Transformational Leadership Model' as the model of leadership at SCC. The model has been selected because it is designed for the public sector and to be truly inclusive, both in terms of gender and ethnic background; a shift from most well-known models of leadership which tend to be based on research using predominantly white, male leaders. As part of the introduction of the new approach, a range of promotion and selection assessment tools will be available, including a new 360 assessment tool for managers which is currently being piloted.
- In the Succession Planning Toolkit there is specific focus on the diversity of future leadership pipelines.

### **Agile and Hybrid working**

26. The Agile Organisation Programme and the Organisational Effectiveness and Development teams are working together to refresh the support available around agile working. Two new workshops are in development:
  - An intervention for managers that helps them to understand and embed The Surrey Way in their team/service, whilst also helping them to think about how they manage in a hybrid environment.
  - Developing a team session that again, embeds The Surrey Way, but also helps teams to think about the impact of hybrid working on them as a team.
27. Initially these will be aimed at teams who are moving offices but will be made available to all teams to support hybrid working.
28. Team Charter documents are being reviewed so that there is one version that teams can use across the council. All teams will be encouraged to develop their own charter.
29. The Flexible Working Policy has been reviewed in readiness for when the new employment law (Flexible Working Bill) is enacted.

### **Key Performance Indicators**

30. The Key Performance Indicators for 2023/24 broadly align with those for 2022/23, but additional measures have been included to monitor and measure recruitment metrics and staff satisfaction scores.
31. The initial indicators are divided into measures that are for information and monitoring only, as per those below:



KPI ref	Name of measure
PC01	Number of permanent staff
PC02	Number of bank staff
PC03	Recruitment - number of jobs posted in the month
PC04	Recruitment - number of applicants in the month
PC05	Recruitment - number of hires in the month
PC06	HR open cases

### 32. The 'make up' and cost of the workforce:

KPI ref	Name of measure
PC07	Off payroll workers as a % of workforce
PC08	Payroll spend for perm staff
PC09	Payroll spend for bank staff
PC10	Off payroll spend as % of total staffing spend

### 33. The key performance indicators on staff movement and protected characteristics:

KPI ref	Name of measure	Good to be	23/24 Target	Rationale
PC11	Voluntary turnover (%)	Low	15%	National average for Public Sector Organisations
PC12	EMG staff (%)	High	14%	Based on 2021 Census data for the population of Surrey. (Surrey Residents All ages= 14.5%, England=19%, SE=13.7%)
PC13	Disabled staff (%)	High	6%	Ref: Census 2021 -% Disabled under the Equality Act: Day-to-day activities limited a little all ages= 8.7% (Day-to-day activities limited a lot = 5.1%; Total=13.8%). No metadata yet available for working age groups in Census 2021. Ref 2: NHS Digital for Proportion of adults with learning disabilities in paid employment Surrey=12.7%, UK=4.8%, Region=6.6%.
PC14	Under 30s (%)	High	16%	Census 2021, calcs at 2021 on working ages (15-29 at present) Surrey=16.3%; England= 18.3%; SE=17.1%.
PC15	Sickness absence rate (FTE days per employee)	Low	7 days per FTE	ONS (Apr 22), 4.6 days average, all industries. LGA benchmarking at 21/22 Mean for All English single tier and county councils was 11.5 days. Recommend 7 days, based on SCC 21/22 at 6 average.

PC16	% Staff vacancies - Authorised Posts	Low	28%	Recommending 28% as target, based on current trend over last 7 months (baseline required), at 31.53% average which is very high and needs improvement to support budget control monitoring
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- A rationale has been provided with regards to targets set for these metrics, which are broadly in line with last year’s measures but with updated statistics based on the 2021 Census data in terms of the population of Surrey and how our workforce compares.
- The Census data provides a base for us to evaluate a suitable target in terms of the protected characteristics of our workforce. Currently, 62% of our workforce reside in Surrey, so it is reasonable to base our workforce targets on the demographics of the county. It is also important that the workforce reflects the customers and communities that they serve in Surrey.

34. Additional measures with regards to staff satisfaction scores and recruitment

KPI ref	Name of measure
PC17	% Staff satisfaction (pulse survey) - as per Employee Engagement Index average score
PC18	Pulse score % on diversity, inclusion and fairness – the average score of all questions combined for this theme
PC19	Time to Offer (TTO): Advert Close Date to Appointment Form Complete Date
PC20	Time to Hire (TTH): Appointment Form Complete Date to Start Date Requested

35. For 2023/24, we have included additional measures to monitor the Pulse Survey staff satisfaction and diversity, inclusion and fairness scores. These will be a combined average of the questions posed in these sections of the Pulse Survey, which is circulated to 25% of staff every quarter.
36. The Time to Offer measure will monitor how long it takes from the closure date of an advert to the appointment form being completed by the hiring manager, indicating how long it takes them to triage CV’s, interview candidates and complete the appointment form for the successful candidate.
37. The Time to Hire measure will monitor how long it takes for the successful candidate to be processed in terms of employment checks and references submitted, so the start date can be agreed.

## Conclusions

38. The Key Performance Indicators show a positive picture of the 'health' of the council's workforce.
39. There is an increased focus on retention of the workforce and the wellbeing of our staff, particularly in the aftermath of the Covid crisis.
40. There is a wider appreciation of where the workforce issues are more prevalent in terms of turnover, sickness absence rates and lower employee satisfaction rates and these will continue to be monitored at an organisational level with more specific scrutiny where required.
41. The development of a People Strategy which aligns with The Surrey Way, and the Delivery Plan which lays out the work required to support the strategy, together ensure there is a clear plan for the next 12 months and beyond to achieve an engaged, motivated and high performing workforce who will deliver high quality services to our customers and communities.

## Recommendations

42. The Committee is asked to note the progress in the highlighted areas impacting the workforce and the metrics being proposed to track the satisfaction, health and demographics of the organisation's employees.
43. The Committee is asked to support the key initiatives highlighted in the report and the ongoing work within the People and Change service to deliver the People Strategy and Delivery Plan.

## Next steps

44. People and Change will report to Committee on the key performance indicators on a quarterly basis. The KPI figures for March 2023 are in Annexe 1.
45. Additional qualitative measures will be linked to the Delivery Plan to ensure that progress is being monitored through the staff surveys (both pulse and exit surveys), which can be reported on for future committee scrutiny.

Identify future actions and dates:

46. An update report will be provided to the Committee's next Performance Monitoring session in September 2023.

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**Sources/background papers**

Annexe 1 – KPI figures for March 2023 and March 2022.