

HAMPSHIRE COUNTY COUNCIL

Report

Committee:	Employment in Hampshire County Council Committee
Date:	12 November 2013
Title:	'Transforming the Council <i>through you</i> ' – Programme Update
Reference:	5256
Report From:	Director of Strategic Change and Business Development

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1. Purpose of Report

- 1.1. The purpose of this paper is to provide an update on progress made on the programme of work titled 'Transforming the Council *through you*', which is a key enabler to achieve the Council's 'Transformation to 2015' programme that was approved by Cabinet on 24 June 2013.

2. Contextual Information

- 2.1. Transforming the Council *through you* is sharply focused on implementing our Workforce Development Strategy, which aims to ensure that our people have the necessary skills, behaviours and competencies to deliver the Council's priorities now and through our changing future landscape. It is a significant investment in staff to deliver the Council's priorities to 2015 and beyond.
- 2.2. Transforming the Council *through you* has four key themes,
- People Development** – having absolute clarity on the core skills, behaviours, aptitude and attitude that are required from all of our people;
 - Performance Management** - developing clear performance standards, linked to measures and rewards that are managed well;
 - Managing Change** - strengthening the Council's ability to lead and deliver change through our people; and,
 - Talent Management** - establishing a fair and transparent approach to identifying our most talented people for career progression.
- 2.3. The priority focus for implementation to date has been the development of the competency framework; an accompanying appraisal system to strengthen our grip on Talent and Performance management; and, defining the qualities we require from our leaders and managers to most effectively deliver our strategic priorities. Progress on each of these three areas of work is detailed overleaf.

- 2.4. Since the last meeting, Gavin Wright has left the Council to take up a new opportunity and an experienced Workforce Development Manager, Sarah Goodwin, has been appointed on an interim basis.

3. Competency Framework

- 3.1. The new competency framework, which articulates the skills, behaviours, aptitude and attitude that we are seeking from our people, has been developed and comprises of four core competencies, as illustrated in the diagram below. These are in essence the 'how' we expect our people to behave, act and think as they deliver our business. The 'what' part is the diverse range of services that we provide and commission for our residents.
- 3.2. In order to successfully transform it is vital that we focus not only on 'what' we do, but also 'how', and that we measure this holistically through a robust performance management framework. The competency framework brings this to life for our people with clear descriptors of what is required for staff at different levels.



Figure 1: Core Competencies

Staff Engagement

- 3.3. These competencies have been developed in collaboration with a cross section of our people to ensure that they are focused, relevant, and most importantly 'owned'. 160 staff and managers took part in one of four focus groups to help define the skills and knowledge needed to deliver each of the four competency areas.
- 3.4. This approach of engaging people from the outset has been essential, especially in the current climate of change, when the need to maintain strong morale is vital for the delivery of quality services. It has been welcomed. Many involved reported additional benefits of participating in the focus groups: having an opportunity to contribute to an organisational project; engaging with new ways of managing and developing performance; and the opportunity to network with people in different parts of the organisation.
- 3.5. The outputs of the focus groups have been analysed and acted upon. The outcomes included useful suggestions for refinement, and supportive comments have been received, such as,

“Thanks for all this – it’s a pretty amazing list of stuff we do or need to do isn’t it!”

“I particularly like the section on business and commercial acumen – essential if we are to change the culture and start selling services!”

“Thanks– this is a very valuable piece of work, and gives us a logical way to plan workforce development.”

- 3.6. Each competency area has been described by grade groupings based on Hay methodology for evaluating job roles. Then underpinning behaviours to each of the competencies have been developed. This will help staff understand what is expected of them for each competency area (eg what is expected of an A grade to deliver quality services is different from what would be expected of a K+ grade).
- 3.7. These behaviour statements are being tested with a smaller focus group in October for usability and relevance. They are being trialled in October as part of induction with Hampshire Own Grown participants to help them tighten up their personal development objectives for the programme so that they will be more relevant and measurable. They have also been integrated into the programme as well as other management and leadership development.

4. Performance Management

- 4.1. To best support the application and use of the new competency framework, the Council’s appraisal scheme is being redesigned. The new appraisal scheme places greater emphasis on how individual development supports wider team and organisational objectives.
- 4.2. Detailed planning has been undertaken to link all elements of the Workforce Development Strategy and bring all of these components together as part of the annual objective setting, reporting and appraisal system. This has included bringing the appraisal cycle into much tighter alignment with the strategic and business planning cycle and the delivery of our priorities.
- 4.3. In order to test the design rigorously, a pilot ‘accelerated’ appraisal programme will be undertaken between April and September 2014 by a sample of c600 managers and staff from across all departments. The participants selected will accurately reflect the range and diversity of the different activities that we undertake as an Authority. The selection for suitable managers and staff is now underway, in collaboration with the support of departmental HR Business Partners and dedicated Department Management Team (DMT) representatives.

Information Technology to support new ways of working

- 4.4. In order to manage performance in a way that makes the best use of talent in the Council, that allows us to take swift remedial action for poor performance and longer term positions the Council as an employer of choice, thus attracting the best people in the future, the supporting Information Technology system must enable new ways of working.

- 4.5. An assessment of the IT requirement has been undertaken and a detailed specification has been defined. In addition to market testing a thorough examination of the capabilities of our existing SAP system has been conducted. All of these options are being evaluated for feasibility and ability to meet our strategic requirements, including alignment with the Integrated Business Centre.
- 4.6. Analysis has been undertaken to consider options for how the overall appraisal outcomes may be linked to reward in the future: reward of both a financial and non financial nature. Our financial constraints are duly noted and work is on going to explore the area of reward and recognition.
- 4.7. There have been positive conversations with our schools based colleagues regarding the new appraisal system's applicability and potential use by school's based support staff. Agreement has been reached that the new appraisal system will be used by School's based support staff and provisional time table for roll out to schools agreed.
- 4.8. Work has now commenced with HR colleagues to ensure that there is alignment between the proposed new appraisal system and our HR policies, focusing initially on the HR policies that are being reviewed.

5. Good Manager

- 5.1. Another path on our transformation journey is ensuring that our Managers really understand what is required of them going forwards. We need to articulate clearly throughout the Council what these expectations are in the new world and 'what good looks like' for our managers and leaders. We then need to ensure that our managers and leaders are equipped with the right knowledge, skills and behaviours to be successful.
- 5.2. In order to achieve this we are reviewing our development strategies. For example, this year's Hampshire Own Grown (HOG) is now more closely aligned to the Transformation work streams. Alumni and current participants are allocated to work streams from the beginning – there is an increased focus on 'real work' learning, particularly through our transformation activities.
- 5.3. All four of our main leadership development programmes that started in September 2013 have been upgraded to reflect the challenges of our change agenda and the current national context. Content and assessment tools have been revised and participants will be testing out the new competencies, behaviours and expectations of good management.
- 5.4. The assessment tools used on the programmes have been revised to assess participants against the Council's priorities for knowledge, skills and behaviours. The content of these programmes has been developed further to reflect the change agenda and the current national context. We anticipate that between September 13 and March 14 this will reach circa 150 managers drawn from all departments.
- 5.5. Evaluation and feedback received from Priority Leadership Skills (PLS), the Council's 12 month programme of targeted leadership development which concluded earlier this year, is being used to help shape plans for our development provision from 2014 onwards.

6. Conclusions

- 6.1. Solid progress has been made in developing the three identified priority areas of developing a competency framework, performance management and the attributes required of good managers. The content, process and system for how these essential parts of 'Transforming the Council *through you*' come together will be tested rigorously through the pilot phase. The diagram below illustrates the key elements of the strategy in its entirety.



Figure 2: Transforming the Council *through you*

- 6.2. An essential component of this has been the effective engagement and involvement of people, including Trades Unions, with whom a Workforce Development working group has been established. This will all help pave the way for our people to make the change shifts that we are seeking with positivity, confidence and enthusiasm while establishing robust foundations for the implementation of the strategy.
- 6.3. There is much to do. Ensuring that our managers and staff remain informed, engaged and involved is crucial. The size of this challenge is not to be underestimated given the current climate and sheer scale of the transformation agenda. Work is being undertaken to ensure that the Transforming the Council *through you* programme is appropriately aligned and integrated with other council wide work transformation work streams.
- 6.4. Part of this will involve developing our talent management strategy and approach, with a specific focus on succession planning. This is to ensure that we continue to attract, retain and grow our talent and that we have a strong cadre of managers and leaders who can continue to drive our business forward with conviction, pace and well developed capabilities as the shape and size of our workforce changes.
- 6.5. On a practical level it is important that we consider the health, well-being and resilience of our people holistically as part of our transformation journey, and in particular through the significant changes that our people are experiencing. This will involve working closely with HR colleagues, business

partners and managers to ensure that our processes and systems are aligned with the ways we need people to act, think and behave.

- 6.6. 'Transforming the Council *through* you' programme aims to ensure our people have the necessary skills, behaviours and competencies to deliver the Council's priorities now and through our changing future landscape. In liaison with Public Health colleagues the Council is considering ways that we can best do this and integrate options within future work. This may include considering change readiness assessments on our transformation projects to inform specific interventions and will focus on how well managers can best lead and support people through change.

7. Recommendations

- 7.1 The Employment in Hampshire County Council Committee notes the progress to date in the development of 'Transforming the Council *through* you' programme and continues to receive regular updates.

CORPORATE OR LEGAL INFORMATION:

Links to the Corporate Strategy

Hampshire safer and more secure for all:	no
Corporate Improvement plan link number (if appropriate):	
Maximising well-being:	yes
Corporate Improvement plan link number (if appropriate):	
Enhancing our quality of place:	yes
Corporate Improvement plan link number (if appropriate):	

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

Document

Location

None

IMPACT ASSESSMENTS:

1. Equalities Impact Assessment:

1.1. N/A

2. Impact on Crime and Disorder:

2.1. N/A

3. Climate Change:

a) How does what is being proposed impact on our carbon footprint / energy consumption?

N/A

b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?

N/A