Surrey County Council

People Strategy
2010-2014
Version Control

<table>
<thead>
<tr>
<th>Version Number</th>
<th>Revision History</th>
<th>Author(s)</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>Initial Draft</td>
<td>Carmel Millar</td>
<td></td>
</tr>
<tr>
<td>2.0</td>
<td>E+D additions</td>
<td>Abid Dar</td>
<td>23.10.09</td>
</tr>
<tr>
<td>3.0</td>
<td>UNISON amends</td>
<td>Abid Dar</td>
<td>05.11.09</td>
</tr>
</tbody>
</table>

Table of Contents

Appendices

- Responsibility Statement
- Employee Charter
- Recruitment Strategy
- Leadership, Member and Workforce Development
- Recognition, Reward and Performance Strategy
- Employee Engagement Strategy
Surrey County Council

People Strategy
2010-2014

Insert graphic?

Some things that customers say about our people...

“This is huge achievement for the team”

“…Unsolicited feedback about what a great job and fantastic support you have given….”

“So refreshing”

“Very Efficient”

“Thank you”

“I just want to let you know that I have passed my masters degree - I’m obviously thrilled and relieved! I wanted to thank everyone involved…”

“The team have also achieved the Skills Pledge Targets”

“…Has received a letter from Reading University thanking her for an excellent report”

Equality Impact Assessment

Insert tbc
People Strategy
2010-2014

Our Vision

Surrey County Council’s ambition is to move from being one star to a world-class authority by delivering improved outcomes and value for money for the residents of Surrey.

The Vision behind the People strategy

It is to ensure Surrey County Council is:

“...A place where our staff are trusted, respected & valued by the people of Surrey for the excellent service they provide”

As a County Council, we want to make sure that we:

- Ensure staff are engaged, developed and supported at work to do the best job that the role demands;
- Ensure that workforce planning activity is based on service planning,
- Create a workforce with the competence to deliver and the flexibility to meet changing needs.

What will the People Strategy do?

The People Strategy will be key to enabling the Surrey County Council to achieve its strategic aims, through its people. The Council’s strategy encapsulates an aspiration to enhance, enrich and enable the quality of life in the County. In addition we aim to build more openness, safety and quality and a resident led approach into all our services. The “Community Strategy” for the county from the Surrey Strategic Partnership, and the Vision for Surrey 2020 provide high-level strategic direction across the public, voluntary and community sectors. Surrey County Council is committed to making Surrey a better place to live for all residents. The vision for Surrey in 2020 envisages a county of distinctive, confident, caring, creative, inclusive and safe communities, where individuals and organisations have taken responsibility for resolving the many challenges that the county faces.

Surrey is special. It is one of the safest places to live in the UK, has a high standard of education, a beautiful environment, and a vibrant economy and is a county where residents enjoy good health.

Surrey’s staff are key to what makes Surrey special. This People Strategy is our continuing commitment to the development of our staff as part of our undertaking to the people of Surrey to help retain and develop Surrey’s qualities, both now and into the future. Our staff are fundamental to our ability...
to provide excellent services to our service to Surrey people and our local communities.

Our organisational strategy “Leading the Way” has five key themes and the People Strategy is built around this strategic framework, as follows:

The Employee “Core Offer”
Surrey County Council’s strategy will focus on greater clarity for residents about what they should expect from their Council, what people are entitled to, the thresholds for different levels of service.
For employees, we will:

- Adopt a core offer for all of our staff, which will set out what the benefits and entitlements of being a Surrey County Council employee are. This will be balanced against the responsibilities, as referred to below. A draft of the Employee Charter is attached as appendix 1
- Agree targets for getting every manager and every staff member skilled to do their job, to at least a minimum national standard – draft attached as appendix.
- Set out opportunities for staff to enhance job satisfaction through adopting national standards of competency for every member of the workforce – management and staff – to support career progression – draft attached as appendix 3

Personal Responsibility
The Corporate Strategy is aimed at supporting self-reliance and independence for individuals, families and neighbourhoods and on enabling residents to take more control and responsibility for improving the quality of life where they live. It aims to support people to change their behaviour. Our aim for our staff is that through effective training and development staff and managers can develop the necessary skills and confidence to unlock creativity and potential and increase their independence to enable them to take more control and responsibility for improving their services and the environment in which they work.

We will adopt a Personal Responsibility statement which will set out what is expected in us all by way of our respective responsibilities e.g. enabling service users to be involved in their own care and in improving Services, being an ambassador for the council and seeking to enhance the council’s reputation through conduct and practice, sharing responsibility for improving services, sharing credit with colleagues when things go well, actively learning from mistakes or poorly managed situations to ensure mistakes aren’t repeated by improving or changing the way things are done. Taking up opportunities for training & seeking self-improvement and treating others with respect and building positive workplace cultures. Through and constructive dialogue with the trade unions, we will continue to foster a culture of respect and joint learning, to maximise the opportunity to develop organisational capability. This will significantly contribute to developing preventative workplace cultures.

A draft of the Personal Responsibility Statement is attached as appendix.....
Local Delivery/Local Decision-making
This theme in the Corporate Strategy focuses on increasing the ability of residents to influence and choose how services are delivered to them and their neighbourhoods. It develops local commissioning and greater personalisation of our services, in the expectation that this will increase satisfaction, a sense of ownership and reduce costs of delivery. Our training and development will major on promoting skills to better enable joint understanding and working together in particular of staff and members at local level. How can we get the best we can out of this for the benefit of the people of Surrey?

The People strategy will also ensure that staff have a voice and can be heard and can influence the way services are shaped and delivered. We will also “bring training to the workplace” as far as possible to minimise disruption to services and to make sure it is “tailored to fit”. We have already been moving towards a more balanced delivery approach – away from “commission everything/deliver nothing in-house” to a good balance between using in-house skills and knowledge and coaching and mentoring, balanced with external expertise where we need it.

Prevention
This aim in the Corporate Strategy is to take action early to deal with issues. By tackling problems early we aim to reduce their impact on residents and reduce the costs of putting things right. There will be more investment up-front in specific skills of managers to coach others, support and manage; to raise skills systematically in proactively tackling underperformance, enabling judicious risk taking and giving confidence and “permission” to managers to act. Training in equalities and diversity, safeguarding, health & safety, recruitment & selection will establish a solid and consistent baseline of assurance which will prevent more expensive interventions later. Our approach will be to increase the use of interactive and facilitated workshops led by senior in-house specialists, practitioners and managers as these have greater capacity to shift culture around these issues from within, rather than an externally delivered option. The latter approach has had little impact in driving a much-needed increase in the ability of managers to “take up the mantle and manage”. Take up of externally facilitated courses and programmes is very low; impact even lower. Internal development will also build greater trust and confidence within the organisation, within which a move towards a zero tolerance culture will be more successful.

Working Together
Joint delivery of services with other agencies and partners, both within the county and beyond is another key aim within the overall strategy. The people of Surrey expect that we will work collaboratively to join-up what we do so that they “don’t see the join” in terms of the services they receive. Joint working, joint training & development, networking, sharing resources and experience should become a standard way of working, not the exception, in the new Surrey County Council. We will deliver in partnership with our local partners, including the PCT and boroughs and districts wherever it delivers the best value for money and opportunities to take advantage of economies of scale and for better co-ordination, join-up and partnership.
Our training and development will promote skills and co-operation to better enable understanding and joint working with stakeholders, agencies and partners.

A critical aim of this strategy is to modernize how we work. We will work closely with our staff to listen and engage them in understanding how and where we can best carry out our work. We will develop a culture in which each and every member of staff is proud to work here; understands their responsibility to the residents we serve; and is part of a team that is always seeking to improve the quality and value of their work.

Organisational Culture
Surrey County Council’s culture is changing and there is a shift towards openness, unflinching honesty, listening and a strong and relentless focus on performance and the needs of the customer. There is a need for clear leadership at all levels of the council delivered in an open and participative culture where working collaboratively and the sharing of good practice and modelling the right way in the council, are expected as the norm. This can be achieved by transformational leadership, resulting in the creation of an organisation that operates in developmental mode – one that continuously learns, adapts and improves. Strong Leadership is therefore required, with underpinning knowledge and skills to understand how ‘risk taking’ is essential for growth and development in an organisation. Also, the creation of a “no blame” culture, where staff feel empowered to be more open, to report, and learn from a more questioning approach and their views will be valued.

“Listening!”
Listening! is our continuous process of listening to our staff, our members and our neighbours, partners and customers, as part of our process of constant improvement and to make sure we shape and maintain a healthy, open, positive and performance-focused culture. This involves managers getting out and about across the length and breadth of the county and LISTENING!! As well as engaging our staff and members in each locality, we are extending an invitation to the districts, boroughs, Vol Sector and other partners. The aim is to bring back a rich picture of how the land lies across the county; where the rich nuggets are; understanding what people are proud of and what gets in the way of that, if anything does. The aim would be to say, “you said we haven’t been listening enough – we have come out directly to listen”. From the collective picture, would emerge those things that are important no matter where in the county we work – the things that bind us. As well as that may emerge creative thinking and ideas; things to fix, things to change, things to keep; maybe things to revert back to and of course things to shift and change. We will have a clearer idea where the excellence is which we could share across the county and where and what the cultures are which need to change.

This will be an organic process – which we wouldn’t try to second-guess at this early stage of the journey, what the entire change journey should look like, or guess at the possible outcomes from the LISTENING! Exercise.

The People Strategy is made up of 4 discrete but linked strategies to achieve this aim:
Insert Graphic to show how the discrete strategies link to the People Strategy

Recruitment Strategy – Part 1
(Carmel – 1) Induction has been moved to Leadership, Member and Workforce Development Strategy 2) at the meeting we re-ordered the strategies)

We aim to recruit the very best people who have the right skills and motivation to provide excellent services.

Leadership, Member & Workforce Development Strategy – Part 2
We aim to develop a positive, confident and competent workforce and leaders – both members and officers - with the right knowledge, skills and values to serve the people of Surrey.

Recognition, Reward & Performance Strategy – Part 3
We aim to attract, retain and motivate our staff by ensuring that pay and benefits are competitive, attractive, and cost effective and help drive performance and delivery.

Employee Engagement Strategy – Part 4
We aim to be a supportive and stimulating equal opportunity employer, where staff are engaged and involved in the running and operation of Surrey County Council.

Equality and Diversity
Equality and diversity is a cross-cutting theme across this strategy. It enriches, and is part of the fabric of what we do, as an employer and as a service provider. We will build confidence and trust amongst all staff and managers to build and maintain positive workplace cultures. Staff and managers will identify, approach and resolve any workplace issues at the earliest possible stage. All staff will contribute to ensuring we have a culture of respect, understanding and tolerance and will see it as our day to day personal responsibility to demonstrate the values and behaviours we aspire to, as an organization, both to our colleagues and residents.

The needs of the residents will be at the heart of our approach, and we will identify and remove any barriers to social inclusion within our communities, so residents can fully participate in Surrey life. This includes fair and accessible service design and delivery, based on the social model, strong community relationships, built in partnership with our members and in consultation with all diverse groups.
We will be open, honest and fair in our recruitment, retention and application of our policies and procedures. We will unlock potential and excellence through being a flexible, accessible and responsive employer. This will maximize both individual and team performance.

Equality and diversity principles and best practice will run throughout the employee experience and lifetime at Surrey as an end to end interaction including:

- attraction – of all diverse groups
- application – accessible formats
- recruitment – removing all barriers and bias, reasonable adjustments
- induction – workbooks and key leadership messages
- performance – step ahead and personal targets and action plans
- development – core offer, national standards, coaching, mentoring
- retention – flexible working, reasonable adjustments, ending harassment/discrimination, monitoring, satisfaction surveys, engagement, exit interviews, EIAs
- progression – open, transparent, merit based opportunities
- retirement – working beyond retirement age

Knowledge Management
Knowledge management (KM) is about building organisational intelligence to improve performance. Collectively councils have the knowledge to support ongoing improvement across the local government sector. KM helps people tap into this knowledge. It gives people the tools to improve the way they capture, share and use knowledge. It reveals what works and helps people build on experience to ensure better practice, strategy and policy. Our success depends on how well we exploit our most valuable assets: our knowledge, skills and creativity, elements that are at the heart of a modern knowledge-driven council. As employees of Surrey County Council, we will all share our knowledge to encourage a return on our investment in people.

All of these link together to form the blueprint to help build our workforce into one, which is actively involved and engaged in the running of Surrey County Council:

- Flexible across a range of our services,
- Recognised for its expertise, responsiveness and customer care;
- Responsive to new developments;
- Trained and developed to provide the best quality care to our service users and customers;
- Highly motivated and seeking role development and enhancement in order to better meet the needs of service users and customers;
- Representative of the communities we serve;
- Able to respond to changing service patterns through innovative employment practices and optimum flexibility;
- Efficient and productive.
Our Approach
We have an integrated Organisational Development & Learning agenda.

- We have a modern and cost effective approach to delivery with an underlying principle to make the most effective use we can of our in-house knowledge and expertise
- We will use a good variety and mix of delivery methods making the most of new technology where we can
- Every programme or learning event we deliver will have a senior member of the HR & OD team sponsor it to ensure quality control and fit
- We will deliver in partnership with our local partners, including the PCT and boroughs and districts wherever it delivers the best value for money and opportunities to take advantage of economies of scale and for better co-ordination, join-up and partnership.

Eliminating Waste & Inefficiency
There is a need to ensure that our ways of working are as efficient as possible. We aim to achieve this through the adoption of Lean Management principles throughout our strategy and our approach.

Lean Management is a systematic way of looking at processes to identify where unnecessary or wasteful work is involved which could be streamlined in order to improve efficiency. It is based on a culture of engagement with, and empowerment of, staff in order to achieve improvements. It focuses on working with the staff directly involved in processes to improve how things are done rather than imposing a top-down way of working.

Raising Performance Through Career Pathways

Insert Martin’s work re career development

Links to the Children’s workforce development strategy

Insert Summary of Emily’s work
1 Introduction

We aim to recruit the very best people who have the right skills and motivation to provide excellent services.

In achieving our ambition, we are committed to creating a fast and efficient recruitment process that follows best practice and current legislation.

2 Target Market

Our ‘target market’ is the group of people that we want to recruit. This group will be defined by the current, and future, needs of the organisation that are described within our workforce plans and workforce development strategy.

Our target market also reflects our commitments to creating a diverse workforce with the right skills and motivation.

2.1 Diversity

We recognise the value of having a diverse workforce, which reflects the make up of the community it serves. We will actively take positive action to encourage applications from under represented groups in our workforce and. actions to ensure that all stages of the recruitment process is equitable, fair and transparent. This will include line management training to eliminate bias and systemic barriers within the whole recruitment process.

2.1 Skills and Motivation

We aim to recruit the best people to support us in creating a competent and committed workforce. All jobs will be properly evaluated against the essential requirements and decisions to appoint will be based upon merit.

Full details on the workforce we are trying to develop are contained within the ‘Leadership, Member and Workforce Development’ section of the People Strategy.
3 Candidate Attraction

When competing for staff in a highly competitive market place our ‘candidate attraction’ strategy is a key component to successful recruitment. Our candidate attraction strategy is based upon what we can offer to potential candidates and how we can effectively present it to them.

3.1 Employee Offer

Our ‘employee offer’ is under continual review to ensure we attract, retain and motivate our staff by ensuring that our pay and benefits are competitive, attractive, cost-effective and help drive performance and delivery.

Full details on our ‘employee offer’ are contained in the ‘Recognition, Reward & Performance’ section of the People Strategy.

3.2 Employer Brand

We have conducted extensive research to create a clear and compelling case setting out why people should join Surrey County Council. This has been translated in to our ‘employer brand’ and conveys what our staff are expected to give and what they get in return.

We aim to ensure our employer brand is consistently reflected in all of our job adverts, on our website, and at all stages of the recruitment process.

3.3 Recruitment Advertising

To ensure that our ‘employee brand’ reaches our intended audience we strive to select recruitment advertising methods, which generate a high quality and diverse candidate pool, whilst delivering best value for money.

Our chosen method of recruitment will be based upon organisational diversity workforce targets, organisational experience, market research, management information and professional advice from our recruitment advertising agency.

We will use other innovative methods of recruiting where we think a different approach is required, such as open days, appointing from a centralised pool of candidates, using recruitment agencies, etc.
We will, wherever possible, advertise online rather than in hard copy press to deliver best value for money but can supply easy read applications on request.

3.4 Our Recruitment Website

Our recruitment website is a key component within our attraction strategy. We aim to maintain and continually develop an attractive, high quality site, which provides an accessible and user-friendly application portal.

Applicants will be encouraged to apply for jobs online wherever possible to support our commitment to efficient and cost effective recruitment processes.

3.5 Candidate Experience

We aim to ensure that all applicants, whether successful or not, receive a positive experiencing when dealing with Surrey County Council. We aim to ensure they are kept informed of decisions and experience a fair and open process.

4 Transparent and Fair

Our policies and processes have been designed to reflect our commitment in creating a recruitment process that is transparent, fair and accessible.

4.1 Transparent and Fair

We will ensure that all of our external vacancies are placed on the council’s recruitment website www.surreycc.gov.uk/jobs.

We are committed to ensuring candidates, whether internal or external, are appointed on merit.

We will expect all recruiting managers on an interview panel to be fully trained in recruitment processes. We will, where possible, ensure that we have diverse recruitment panels.

We will record and monitor all stages of the recruitment process and ask managers to account for their decision if required.

4.2 Accessibility

We commit to ensuring that our recruitment website and online application process meet and exceed the national accessibility standards.
We will ensure that alternate ways to applying online are available should they be required. Applicants will however be encouraged to apply online wherever possible to enable us to deliver a modern, streamlined and cost effective recruitment process.

5 Pre-employment and Induction

We want to best equip all new starters to reach their full potential as quickly as possible and have a full understanding of the council’s vision and values. We therefore aim to ensure they have a positive experience during the recruitment process and go on to receive a high quality local and organisational induction.

5.1 Pre-employment

Prior to their first day we aim to ensure all new employees have:

- Access to high quality information about Surrey County Council and provided a point of contact before their official start.

- Been made aware of the Council’s commitment to equality and diversity and are invited to complete an Equality and Diversity workbook prior to their first day.

5.2 Induction

Full details on the induction process are contained within the ‘Leadership, Member and Workforce Development’ section of the People Strategy.

6 Retention

Retention is closely linked to recruitment and is a key aspect of workforce planning. Full details on this strategy are contained within the ‘Recognition, Reward & Performance’ section of the People Strategy[ND1].

7 Strategic Partnering

The Council will work collaboratively with other agencies and organisations to get better labour market data, respond to staff shortages and deliver joined-up services.

7.1 External Partners

We will develop and maintain working relationships with the following departments and organisations:
Local and neighbouring Councils
Our partners such as the Primary Care Trust
Main agency staff provider, Manpower, and other contractors of the Council.
Job Centre Plus
Connexions
Employability
South East Employment Agency
Local organisations

7.2 Service Users

In addition to the above, we will continue to develop the involvement of Service Users (applicants) in the selection process.

8 Special Schemes

In order to support our Community Strategy in reducing unemployment and getting local people into local jobs, Surrey County Council has implemented the following special schemes:

8.1 Localism

We aim to raise our profile in the local community to encourage Surrey residents to work for us. This has multiple benefits:

- Helping our workforce to understand and tackle local issues.
- Supporting the local economy.
- And minimising our environmental impact. As staff will able to walk or cycle to work rather than travel by car or public transport.

8.2 Apprenticeships

We actively support apprenticeships within the workforce and are committed to working with Services to increase these opportunities.

8.3 Social Work Bursaries

The council has committed to offer 50 annual bursaries for young people to train as social workers and 10 bursaries for existing social workers to extend their professional skills.

8.4 Positive About Disabled People
As a ‘Positive About Disabled People’ Two Ticks employer, we will ensure those applicants that have indicated they have a disability are invited to interview provided they meet the minimum requirements for the job.

Implications for the Council’s Priorities or Community Strategy/Local Area Agreement Targets

8.5 Job Carving

We work with our ‘Employability Team’ to actively support ‘job carving’\(^1\) to encourage people with learning disabilities in to the workforce and will ring fence vacancies where it is felt necessary.

8.6 Flexible Working

We will support flexible working practice and the right of staff to request flexible working such as home working, where appropriate. Managers will be trained to ensure they start to move towards building a more flexible and responsive culture. As well as a more valued, motivated and retained workforce this will also allow the organisation to reduce its staff to desk ratio, thereby reducing accommodation and other direct facilities costs eg IT equipment and its associated carbon footprint.

9 Standards and Quality Assurance

In order to deliver this strategy we are committed to delivering high standards and therefore commit to supporting our managers and quality assuring our processes.

9.1 Safeguarding

To ensure the protection of our service users, staff and property we are fully committed to a robust staff-screening programme. We will conduct full pre-employment, and ongoing, checks on all staff as appropriate for their role.

9.1 Service Level Agreements

Ensure that our processes satisfy our commitments to the organisation through our service level agreements, which are published on a quarterly basis.

9.2 Support and Training

\(^1\) Job Carving is a way of splitting jobs to ensure that the most suitable person carries out each task. It is a flexible way of managing the workforce, which allows employers to utilise their staff's skills in the most productive way whilst enabling disabled people to make a valuable contribution to the work place.
Support managers during the process and provide regular training on recruitment and selection to ensure our managers to ensure they have the skills and knowledge to conduct recruitment and selection appropriately.

9.3 Continuous Improvement

Constantly review our processes and policies in partnership with the Services to ensure they meet the organisation’s needs.

9.4 Equality and Diversity

Regularly monitor, analyse and report recruitment and retention management information to ensure areas of concern are addressed through changes to working practice and policy. Also to ensure our commitment to increasing the recruitment and retention of under represented groups in the work force and honour our commitment to be an employer which is “Positive about Disabled People”. This extends beyond recruitment and we will ensure that reasonable adjustments are accommodated where possible.

9.5 Complaints

We commit to responding to all complaints in line with the Council’s official complaints procedure available on our website: www.surreycc.gov.uk/contactus.

11 Environmental Considerations

Surrey County Council aims to reduce its impact on the environment and will encourage on-line interaction with our staff, manager and job applicants wherever possible to avoid sending out unnecessary letters and literature.

12 Value for Money – Financial Summary

We aim to reduce the recruitment advertising costs by 25% by 2012 through the use of technology and improved candidate attraction methods.

We aim to create a recruitment process, which is effective, and streamline and will benchmark to ensure maximum efficiency in all stages of the process.

13 Action Plan
This strategy was produced to set out our approach to recruitment and our commitment to high standards through all areas of recruitment and selection. In order to effectively implement this strategy we have created a more detailed action plan with specific measures of success.

---------------------------------
Report contacts:

Mark Irons, Hire to Retire Group Manager
020 8541 8567 / mark.irons@surreycc.gov.uk

Dan Savage, Recruitment and Training Administration Team Manager
020 8541 7966 / daniel.savage@surreycc.gov.uk
<table>
<thead>
<tr>
<th>Reference within Recruitment Strategy</th>
<th>Objective</th>
<th>Action</th>
<th>Success measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td><strong>Target Market - Diversity</strong></td>
<td>• Monitoring areas of under representation and develop and implement targeted recruitment campaigns including media action plans.</td>
<td></td>
</tr>
</tbody>
</table>
|                                      | We will actively encourage applications from under represented groups within our workforce and help individuals to find out about, and secure, jobs within the Council. | • Identify and eliminate any bias within the recruitment process.  
• Agree specific events schedule to improve awareness of roles within the council within under represented areas.  
• Develop further targets based on employee sub groups ie senior manager, middle manager, first line manager, technical/admin staff to inform more specific and cost effective targeted recruitment campaigns.  
• Make best use of Access to Work, Reasonable Adjustments and the Redeployment possibilities of existing staff, with a disability, which affects their work. | • Representation of currently under represented groups improves in line with agreed Directorate and service targets (see below). |

**Specific E&D Targets (as at 31 Aug 2009)**

- Gender: 48% of top 5% earners that are women
<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
</table>
| | Ethnic Minorities: 6% of top 5% earners that are from ethnic minorities  
| Ethnic Minorities 7% of local authority employees that are from an ethnic minority.  
| Disability: 8% of top 5% earners that have a disability  
| Disability: 4% of local authority employees that have a disability  
| Age: 10% of workforce aged between 15-24 years old  
| Religion / Faith: Increase number of employees declaring Religion/Faith and applying for roles within SCC.  
| Sexual Orientation: Increase number of employees declaring Sexual Orientation and applying for roles within SCC.  
| Transgender: Increase number of employees declaring Transgender and applying for roles within SCC.  
| | | | | | 
| 2.2 | **Target Market – Skills and Motivation** | We will ensure all jobs are evaluated and advertised with the correct job profile.  
| Ensure candidates have the required skills and competencies for role.  
| We will ensure managers use fair process to evaluate candidates against the requirements of the role.  
| Ensure that the selection criteria for each vacancy are justifiable, relevant and available to all applicants.  
| We will, where practical have diverse and | All jobs to be advertised with a correctly evaluated job profiles.  
| All candidates to be shortlisted and interviewed in a transparent and fair way.  
<p>| Decisions will be recorded with in the system and open |</p>
<table>
<thead>
<tr>
<th>3.2</th>
<th><strong>Candidate Attraction - Employer Brand</strong></th>
<th>3.3</th>
<th><strong>Candidate Attraction - Recruitment Advertising</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fully develop and implement employer brand</td>
<td></td>
<td>Work closely with recruitment advertising agency to develop effective and value for money recruitment advertising strategy.</td>
</tr>
<tr>
<td></td>
<td>Re-design Jobs landing page to reflect new branding</td>
<td></td>
<td>Use WCN data to identify most effective portals and job boards for our respective services.</td>
</tr>
<tr>
<td></td>
<td>Continued development of recruitment system to ensure a modern and efficient image</td>
<td></td>
<td>Utilise new Web 2.0 technology.</td>
</tr>
<tr>
<td></td>
<td>Work with other elements of HR to ensure synergy between brand and overall offer. To include Workforce Planning, HR Relationship teams and Service Management teams</td>
<td></td>
<td>10% Reduction in advertising costs by 2010.</td>
</tr>
<tr>
<td></td>
<td>Branding consistently applied across all recruitment mediums and jobs website.</td>
<td></td>
<td>25% reduction in advertising costs by 2012.</td>
</tr>
<tr>
<td></td>
<td>Reduction in advertising costs.</td>
<td></td>
<td>All external vacancies to be advertised on the Surrey jobs website.</td>
</tr>
<tr>
<td></td>
<td>Increased quality application rate to all vacancies and first time fill rate (measure by managers satisfaction survey).</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4.1</th>
<th><strong>Transparent and Fair</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Implementation of E&amp;D toolkit</td>
</tr>
<tr>
<td></td>
<td>Delivery of effective recruitment training</td>
</tr>
<tr>
<td></td>
<td>SCC equalities statement ingrained in all recruitment activity</td>
</tr>
<tr>
<td></td>
<td>Ensure disabled candidates are interviewed under the two ticks scheme</td>
</tr>
<tr>
<td></td>
<td>Job description and adverts only contain relevant criteria for the role being advertised.</td>
</tr>
<tr>
<td></td>
<td>Recruitment decisions are recorded and are open to scrutiny.</td>
</tr>
</tbody>
</table>
| 4.2 | **Accessibility**  
Recruitment website and online application process meets the national guidelines on accessibility standards.  
Alternate ways of applying are available should they be required. | Ensure selection decisions are only made against relevant criteria  
Allow mid campaign interventions applicant pools are representative throughout the recruitment process  
Managers must record recruitment decisions and be able to justify their decisions.  
Conduct EIAs on recruitment process.  
Ensure WCN system is built to ‘AA’ accessibility standards.  
Ensure alternative route to online application is available.  
Ensure candidates are asked what their access requirements are during the recruitment process to ensure reasonable adjustments are made  
Ensure the internal recruitment and redeployment of disabled staff are prioritised | Recruitment website and online application process meets national guidelines on accessibility.  
Candidates can obtain an application form by ringing the Help Desk which includes easy read formats. |
|---|---|---|---|
| 5.2 | **Induction**  
To ensure that new employees have a positive experience during their recruitment process and are best equipped to fulfil their potential as quickly as possible | Provide access to high quality information about Surrey County Council and provided a point of contact before their official start.  
Deliver tailored local induction plans to effectively integrate new staff into their respective teams and services.  
Conduct a high quality county induction within their | Reduction in turnover of new staff.  
New employees surveyed and found to have positive recruitment and induction experience. |
<table>
<thead>
<tr>
<th></th>
<th>possible</th>
<th>first 4 weeks to help them understand our vision and values, particularly with regards to equalities and safeguarding</th>
</tr>
</thead>
</table>
| 7.0 | **Strategic Partnering**  
Develop and maintain working relationships with partner organisations to achieve economies of scale and knowledge sharing | **Develop relationships with key Recruitment and HR specialists at Partner organisations to include:**  
- Districts & Boroughs of Surrey  
- Neighbouring councils  
- Primary Care Trusts  
- Police Forces  
- Job Centre Plus  
- Employability  
- South East Employment Agency  
- Local organisations  
- Implement South East Employers Social Worker solution | **Evidence of working directly with partner organisations to deliver recruitment and associated services** |
| 9.0 | **Standards and quality assurance**  
Ensure that established standards are fit for purpose and are being maintained | **Constantly review recruitment policies and processes in conjunction with HR Relationship teams and Service nominated Super Users**  
**Respond to complaints in line with the council’s official complaints procedure.**  
**Ensure that our processes satisfy our commitments to the organisation through our services level agreements** | **Exceeding agreed KPIs and SLAs.**  
**Positive feedback received from all services effected**  
**Appropriate information and supporting documentation available to all throughout the entire recruitment** |
| 9.1 | • **Standards and quality assurance – Safeguarding**  
To ensure that all new and existing staff have been subjected to the required pre-employment and Safer Staffing checks | • Provide regular training on recruitment and selection to our managers to ensure they have the appropriate knowledge and skills  
• Implement appropriate systems and processes for staff checking  
• Ensure complete compliance across all teams  
• Assist in the development of the job and skills catalogue  
• Work closely with the Strategic Safer Staffing Manager to continuously improve and develop our systems and processes  
• Educate recruiting managers to understand the importance of safer staffing | • 100% compliance at audit  
  o Pre-employment  
  o Safer Staffing  
• ID card scheme 100% compliant and rolled out to all CRB staff |
1.0 **AIM:**

1.1 Surrey County Council exists to meet the needs of the people of Surrey. The services we provide are also delivered by people, many of whom are themselves residents of Surrey. It is by developing our people that we will learn and grow as a council and be able to flex and deliver a world-class service to Surrey residents as our political and geographical landscape changes. Through this strategy we aim to develop a positive, confident and competent workforce and leaders – both members and officers - with the right knowledge, skills and values to serve the people of Surrey.

1.2 By investing in our workforce and leaders in a planned way using a clear frameworks, we will pave the way to becoming a world-class organisation and exemplar county council.

1.3 We will establish a learning culture underpinned by continuous improvement where equality and diversity is woven into the fabric of all our provision whilst retaining its impact. We will develop staff and leaders including members to work towards understanding and meeting the different needs of all our diverse customers,

1.4 We will maximise the use of modern technology to create blended learning solutions to allow all employees and members to access defined appropriate development in a way that best suits their role and their specific development needs.

1.5 We will define clearly the competencies required for each role and ensure that all employees are fully developed to meet the requirements of their role.

2.0 **INDUCTION**

2.1 We will provide a tailored multi strand induction that begins with high quality information on Surrey County Council and providing a contact person prior to their start date.
2.2 Our approach will focus on the immediate work base, team or portfolio area, and a corporate induction covering the wider context of Surrey County Council and our partners and stakeholders. The first day will start with induction into the immediate work area and colleagues. County induction will take place within four weeks of their start date.

2.3 All new managers and managers new to the council will have a manager's induction aimed at providing them with the tools to being an effective Surrey manager and to signpost further development.

2.4 Our senior leaders' induction will additionally have an induction into the strategic responsibilities for their area of responsibility.

3.0 WORKFORCE DEVELOPMENT

3.1 We will build on the current professional and skills development provision to provide a high performing workforce that is fit for future challenges through:

- Ensuring that all employees are developed to basic skills level 2 in literacy and numeracy as a minimum
- Providing business admin and customer care training for all staff in these areas
- Developing wider customer awareness in all our workforce
- Creating blended learning solutions to enable the whole workforce to access the most appropriate learning for their individual need
- Creating an apprentice/trainee scheme to redress the imbalance of young people within Surrey County Council
- Development of a variety of schemes to “grow our own” qualified social workers and support all newly qualified social workers to adjust to their role

3.2 We will encourage all staff to take responsibility for their own learning by developing a culture of learning through practice and a focus on continuous improvement.

3.3 We will provide clear career pathways for all employees so they can take responsibility for charting their individual career ambitions while working for us.

4.0 MANAGEMENT DEVELOPMENT

4.1 To pave the way for becoming a world-class council, we must develop managers and leaders at all levels who are able to deliver the corporate strategy and perform their existing roles as highly capable individuals and team members. Management development will focus on equipping all Surrey
managers and leaders to improve the provision of services to Surrey residents, regardless of where they work in the council.

4.2 All managers will have development tailored to their specific needs that is nationally accredited

4.3 Managers will have access to an up to date managers resource pack on the intranet that will support them in becoming fully effective in their role, and deal effectively with change in their teams.

5.0 LEADERSHIP DEVELOPMENT

5.1 Leadership has never been more important for Surrey. We aspire to be a world class, high performing organisation and an outstanding place to be. This means that:

- The public can expect to experience high satisfaction with the council and its services and with the local area as a place to live
- Staff will be high performing and act as advocates for the council; and
- Partners will experience high levels of confidence in the council’s role as a community leader.

Our seven priorities for leadership development are to:

1. Create managers and leaders at all levels who are able to deliver the corporate strategy and perform their existing roles as highly capable individuals and team members

2. Identify and promulgate ‘what works’ in leadership within Surrey and challenge the lack of collaboration and joint working between directorates and key partner organisations across Surrey by maximising internal and external networks

3. Culture change for us as leaders to change some of our existing behaviours, displaying real leadership, tackling difficult issues firmly but fairly and setting a personal example, not operating a blame culture and working as a unified team

4. Develop leaders and managers who are able to operate on a local regional and national level and across all cultures and help Surrey succeed in a regionally and nationally

5. Use technology to maximise efficiency

6. Developing potential leadership talent and planning for succession
7. The 2009 Staff Survey, Facet 5 and 360 identified **strategic direction, decision-making, determination to deliver, team work, communications and feedback as areas requiring improvement.** We will focus on these areas in our leadership programme.

5.2 All Surrey Leaders will be developed to become effective coaches, mentors and role models of the Surrey values and competencies.

5.3 We will establish a surrey-wide academy where all surrey leaders can share the same development, values and standards in order that we may better meet the needs of surrey residents.

5.4 Elected Members will be invited to share the Surrey leadership development programme to ensure that we have a coherent approach and standards within the council at all levels, and as a means of strengthening the relationship between members and officers in working for surrey residents.

5.5 Our key principle is for leadership development at all levels to be linked directly to delivery of strategic objectives.

The basis of delivery for the programme is a ratio of **40/40/20:**

- **40%** of learning and development about leadership will take place via real work experiences,
- **40%** will be via ongoing feedback from coaching, mentoring, action learning and 360 assessments
- **20%** will be from training events and experiences.

6.0 **PERFORMANCE APPRAISAL**

6.1 We continuously improve our appraisal processes to effectively manage performance and we will offer development programmes and other interventions for all levels of managers to support them to become effective managers and appraisers.

6.2 All staff have a performance appraisal interview at least twice a year which will be based on specific objectives agreed with their manager, the competencies for their role, and agreed development requirements. The appraisal will be evidence based and will chart how effective each employee is in the role and how we as a council have developed that employee to perform their role effectively.

6.3 The achievement identified through the performance appraisal process will enable the council to identify who it’s best performers are, and use their skills and abilities to further improve the council’s performance.
6.4 Also, to grow a more rigorous culture of good management, where managers are proactive in addressing underperformance and are accountable, a programme of mandatory HR Training for Managers is proposed, to increase confidence, skills and a robust, proactive approach and to manage risk in the following areas:

I. Tackling Under Performance
II. Managing Discipline at Work
III. Grievance Handling
IV. Managing Change Effectively
V. Effective Absence Management
VI. Fairness and Dignity at Work
VII. Flexible working
VIII. Reasonable adjustments

7.0 PARTNERSHIPS

7.1 Resources are tighter and partnership working becoming increasingly important. This creates a strong imperative for leadership and leadership development across Surrey – the County to be owned by key public sector partners, in collaboration. Increasingly, we also need to be sensitive to the best ways of meeting the development needs of our staff and members, but we need also to consider the wider surrey population delivering services to surrey residents. We therefore need to strengthen the relationships with partners who are both commissioning and delivering learning. We need to work to further;

- Strengthen existing partnerships with HEIs, FE, Jobcentre Plus and other stakeholders such as the Surrey alliance and the safeguarding boards
- Develop more effective partnership with trade union and staff representative groups
- Work jointly with boroughs and district, the PCT and other partners to find synergies in delivery where possible avoiding duplication and maximising efficiencies
- Begin to build joint learning and development opportunities into such arrangements as Local Area agreements

8.0 OUTCOMES

8.1 If we have been successful in developing our workforce, managers and leaders, we will have:

- A much more joined up approach to service delivery both internally and with our partners.
- Greater retention of key staff
- Higher score on psychological contract questions on the staff survey
- Much more agile and flexible workforce able to respond to internal and external demands consistently and with confidence
LEADERSHIP MEMBER AND WORKFORCE DEVELOPMENT STRATEGIC ACTION PLAN

In order to deliver our development priorities, a programme of implementation has been developed. Although this envisages a 3-year timeframe for its full effects to be realised, the focus of the first phase of its delivery will initially be until March 2010.

<table>
<thead>
<tr>
<th>Reference with Strategy</th>
<th>Objective</th>
<th>Action</th>
<th>Measures of Success</th>
</tr>
</thead>
</table>
| 2 Induction             | Providing a tailored multi strand induction to all members and employees whether new to the council or to their role | • All new appointees will be provided with high quality information about Surrey County and a point of contact before they start  
  • All employees or members new to role or to Surrey will have a full induction to help them settle quickly into role  
  • All new managers and leaders will have an additional induction to equip them to be effective Surrey managers and leaders | • Staff survey has a 90% or higher rating for the usefulness of induction  
  • Lower turnover rate within first year  
  • Less grievances and fairness and dignity claims escalated because managers feel equipped to deal with issues before they escalate  
  • Moving towards a preventative culture |
| 3 Workforce Development | Building on the current professional and skills development offering to provide a high performing workforce that is fit for future challenges | • All employees are developed to basic skills level 2 in literacy and numeracy as a minimum  
  • Providing business admin and customer care training for all staff in these areas  
  • Developing wider customer awareness in all our workforce  
  • Creating blended learning solutions to enable the whole workforce to access the most appropriate learning | • Post recruitment skills assessment in place  
  • 600 business admin or customer care NVQs offered annually  
  • LMS system in place and number of elearning courses  
  • 10 apprentices offered a place on a county apprenticeship course annually |
<table>
<thead>
<tr>
<th>Reference with Strategy</th>
<th>Objective</th>
<th>Action</th>
<th>Measures of Success</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>for their individual need</td>
<td>Creating an apprentice/trainee scheme to redress the imbalance of young people within Surrey County Council</td>
<td>Numbers of agency social workers replaced by permanent employees</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Developing schemes to “grow our own” qualified social workers and support all newly qualified social workers to adjust to their role</td>
<td>Managers are comfortable with career circles and use them as a development tool with employees.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Creating clear career pathways for employees to chart their own careers within the council</td>
<td></td>
</tr>
<tr>
<td><strong>4 Management Development</strong></td>
<td>Management development will focus on equipping all Surrey managers to improve the provision of services to Surrey residents, regardless of where they work in the council.</td>
<td>All first line managers will be developed to ILM levels 2 or 3 in line with their role. Established managers at a more senior level in the council will be developed to ILM level 4 equivalent with a series of. We will offer opportunities for our managers to receive feedback on their management style and offer them support as they act on this feedback. We will help our managers develop these skills by learning from the existing good practice of those who are already experienced and skilled in working well externally and with partners.</td>
<td>200 managers per year able to access ILM levels 2 or 3. 50 Level 4 /5 managers are undergoing Surrey management development that is accredited at ILM level 4. Feedback on management styles is part of the Surrey managers programme.</td>
</tr>
<tr>
<td>Reference with Strategy</td>
<td>Objective</td>
<td>Action</td>
<td>Measures of Success</td>
</tr>
<tr>
<td>-------------------------</td>
<td>-----------</td>
<td>--------</td>
<td>---------------------</td>
</tr>
</tbody>
</table>
| 5 Leadership Development | All leaders will become part of the ‘Surrey Leaders’ programme. The basis of delivery for the programme is a ratio of 40/30/30:  
  • 40% of learning and development about leadership will take place via real work experiences  
  • 30% will be via ongoing feedback from coaching, mentoring, action learning and 360 assessments and  
  • 30% will be from training events and experiences. | • We will facilitate requests for shadowing in other services and hope to extend this to other councils locally for outside placements.  
  • We will provide stretch assignments that go beyond an individual’s job description and comfort zone and enable managers to acquire new skills. The assignment may be job enrichment but could also involve vertical or horizontal movement, working across directorate and services such as implementing a new project, leading a cross-functional team such a public value review team, researching a potential new policy or initiative.  
  • We will develop leaders as coaches and mentors  
  • Leaders and managers with high potential can take part in short outplacements to key stakeholder organisations, whilst continuing to have their salary paid by SCC.  
  • We also wish to encourage leaders to serving as trustees to local third sector organizations & as school governors, to | • Movement across partner agency forms part of our leadership development  
  • All leaders will have the opportunity to undertake stretch assignments as part of their development  
  • All leaders receive mentoring and coaching development  
  • Opportunities open to high performing employees to have secondment opportunities and be much more visible participants representing the council in surrey communities |

**REF:** H:\Cor HR Operational \ HR Folders\OD Team\OD Projects\People Strategy\Leadership&Mgt Strategy\Leadership and management strategy overview.doc

**Date:** 02 Sept 09
<table>
<thead>
<tr>
<th>Reference with Strategy</th>
<th>Objective</th>
<th>Action</th>
<th>Measures of Success</th>
</tr>
</thead>
</table>
|                         |           | speak at community and professional events and participate in fundraising initiatives.  
|                         |           | • We will encourage action learning sets as a means of developing effective practice across the council | • The number of Learning sets across the county have substantially increased |
| 6 Performance Appraisal | We will continuously improve our appraisal processes to effectively manage performance | • All employees will have an appraisal at least twice a year  
|                         |           | • Managers will be trained to be effective appraisers  
|                         |           | • Employees will be developed to take responsibility for their own performance  
|                         |           | • We will roll out an appraisal monitoring template to enable us to determine how many appraisals have been completed in line with the corporate planning cycle  
|                         |           | • All appraisals for all staff will have E+D competencies which will be strategic, line management and employee based | • 100% appraisals completed on time  
|                         |           | • Employees feel the appraisal process has been positive evidenced in the staff survey  
|                         |           | • All appraisal completion entered on the appraisal monitoring template | |
| 7 Partnership           | We will establish a leadership academy in partnership with our local academic establishments  
|                         |           | • We will seek synergies with our partners | • Multi agency leadership academy for surrey leaders established  
|                         |           | • Broader partnership approach to all learning and development | |
Introduction

We aim to be able to attract, retain and motivate our staff by ensuring that pay and benefits and conditions are competitive, attractive, cost-effective (to ensure the residents of Surrey get value for money), and help drive performance, productivity, change and the delivery of services to residents. Our approach to recognition and reward will promote Surrey as a World Class Employer.

1. Vision

1.1 Our Vision Statement is:

There is a reward and recognition structure that engages staff and enables desired competencies, behaviours and outcomes to be recognised and rewarded. The rewards system has been modernised. There is a total rewards approach and for high performing and innovative employees it bears comparison with competitors in the market. Reward is determined by an objective job evaluation scheme (the HAY scheme) and individual performance (rather than entitlement). Benefits are consistent with best practice. The pay bill is affordable within the revenues that the council has at its disposal. Performance management links service plans, goals and outcomes to individual objectives and accountability, and there is feedback on job performance, competencies and behaviours to employees linked into development plans. All employees have this process at least annually.

2. Outcomes and Deliverables

2.1 Pay negotiations will be conducted with the recognised trade unions taking into account financial restraints and other factors such as market conditions, the council's performance, equal pay and harmonisation issues. The pay award will be agreed with the trade unions where possible through collective bargaining.

2.2 The Surrey pay scales (called Surrey Pay) will be reviewed on a regular basis, benchmarked against the local and regional market where appropriate as well as against other organisations using the HAY job evaluation system. Further groups of staff will be brought within Surrey Pay or 'harmonised' where this is viable. We will adopt where possible a flexible approach to pay and reward whilst maintaining our systems and processes to ensure fairness, consistency and affordability.

2.3 Surrey believes that reward and recognition should be based on individual performance and achieving the targets and objectives set through our appraisal system. Therefore we want to apply increases in Surrey Pay based on the level of performance rather than simply the length of time in a job.
This currently applies to senior management jobs as well as those managers who have joined Surrey in the last year on 'middle' grades.

2.4 The defined-benefit or final salary pension scheme will be maintained however it is recognised that there are changes likely as pension schemes are reviewed nationally across the whole public sector in the context of long term funding issues.

2.5 A total rewards approach will be adopted recognising that staff currently receive a variety of different benefits that may not be understood or valued. We aim to have a total reward package that will be modernised to ensure it delivers benefits that employees appreciate, are tax effective and flexible. We want our total reward to promote Surrey as a World Class Employer.

2.6 A robust performance management scheme will ensure staff have clear objectives and targets linked to Service Plan deliverables and therefore outcomes for residents. We will seek to ensure that performance against these objectives is fairly and objectively rated.

2.7 Within Surrey there are a number of sets of terms and conditions that apply to different groups of staff. Where possible we have harmonised these within Surrey Pay but there remain differences that will need to be addressed further in order to maintain a harmonised set of terms and conditions. This will have the overall benefit of a more consistent approach to equal pay and help to protect against individual claims.

3. How is Success Measured?

3.1 Surrey will measure the success of its recognition, reward and performance strategy by the achievement of outcomes such as ensuring the pay bill remains within budget, maintaining a competitive market position and improved retention in specific targeted areas (such as Children's Social Workers), 100% of appraisals completed, pay related to the level of performance, maintaining equal pay through regular monitoring and by harmonising our terms and conditions to avoid potential claims by individual members of staff.
1 Introduction

We aim to be a supportive and stimulating employer of choice, where staff are engaged and involved in the running and operation of Surrey County Council.

2 Definition

Employee engagement enables a two-way relationship between leaders and managers and employees, where challenges can be met, and goals achieved. Effective employee engagement allows people to be the best they can be at work, and recognizes this can only happen if they feel valued and respected, involved, heard, well led, and valued by those they work for and with.

3 Outcomes

There is no single way to deliver engagement of employees in the organisation, and rather through a combination of approaches that will achieve the following outcomes:

- Leaders who listen to and inspire employees;
- Employees feel confident and safe to speak regardless of their personal characteristics and background
- Managers who develop and support employees;
- Opportunities for employees to get involved and have a voice;
- Opportunities for employees to develop and excel in their jobs;
- A workplace which is supportive of the diverse needs of employees;
- Employee engagement measures which compare with the best employers.
- Increased retention, reduced turnover, greater satisfaction
- Sharing of best practice

4 Leaders who listen to and inspire employees
Our leaders must create a strong, explicit, transparent culture where values are aligned to behaviours staff can see how they contribute to the Council’s vision and aims. There is a belief among employees that the leaders ‘live’ organizational values and that behaviours are adhered to, resulting in trust and a sense of integrity.

4.1 Organisational values

Take forward discussions with staff as part of a programme of ‘listening’ to explain the council values to staff, making them real, and create a bottom up process to get the best ideas from the wider workforce.

4.2 Listening and cultural development

To identify as part of the programme of listening, and other interventions, exactly what we mean by the identity of the Council and to make sure that all staff understand and buy into what we stand for.

4.3 Leadership and management development

To equip our leaders with the skills to effectively lead, coach and listen to staff through the leadership development strategy.

4.4 Staff compact

Clarify over what is our compact with staff – this is our investment in each member of staff and the things they are responsible for delivering in their role.

4.5 Visibility

Leaders are expected to take time to see and meet with employees working in the various settings across the Council, leading to a greater understanding of the challenges facing staff and a deeper understanding of community issues.

4.6 Communications

Our communications programme provides a clearly expressed story, with widespread ownership and commitment from managers and employees at all levels and the journey we’re on; including the purpose of the organisation is, why it has the vision it has, and how individuals contribute to that purpose.

4.7 Performance management and rewards
The Step Ahead process and performance related pay provide employees with a clear line of sight between their job and the corporate aims, and help staff to understand where their work fits in.
5 Managers who develop and support employees

Managers provide clarity, appreciation of effort and contribution, treatment as individuals, effective organisation and staff feel empowered and supported to do their jobs.

5.1 Management charter and management standards

Adopt recognised management standards to underpin development of managers and provide greater consistency and clarity about the role of managers.

5.2 Management charter

Develop a ‘management charter’ setting out the commitment that managers make to their staff.

5.3 Management development

Invest in the development of management and skills at all levels of the organisation.

5.4 Coaching skills and feedback

Improve management skills in the provision of feedback and develop managers as coaches to improve support employees in their work and their career development.

5.5 Resolving and managing conflict

Target programmes to support management in the resolution and mediation of work-based conflict, including training on formal processes such as grievance and fairness and dignity policies. Joint training with trade union representatives and encouragement of the election of local workplace trade union reps.

5.6 Managing poor performance and conduct

Upskill managers through targeted training on managing poor performance and improving conduct.

5.7 Line management feedback

Incorporate line management feedback processes from employees into the appraisal and development of managers.

5.8 Management information
Provide managers at all levels with the management information on their employees in simple ‘dashboard format’ so that they can understand and manager the people issues affecting their teams and services.

5.9 Leading, facilitating and communicating change

Improve the skills of leaders and managers in leading, facilitating and communicating change.

6 Opportunities for employees to get involved and have a voice

We welcome the positive contribution of our Trade Union colleagues and adopt a partnership approach to change management and other people related matters.

We encourage and facilitate buy-in of employees, who feel are able to voice their ideas and are listened to. This relates both about how they do their job and in their own development, with joint sharing of problems. Employees are involved in decision-making and challenge and we are committed to finding to joint solutions to problems.

We welcome and encourage feedback from our diverse workforce, and will set up a specific E+D employee engagement network, to build a relationship and dialogue with staff, to capture their views and consult with them on policy and service development. This network will comprise of self-organised diversity groups, internet, email and face to face channels and engagement forums. There will also be a strong referral link from the listening initiative, capturing any specific E+D points raised. There will be a strong governance framework to progress issues within the organisation.

6.1 Listening

Continue the development and roll out of the programme of ‘listening’ as a mechanism for greater staff participation and engagement of staff.

6.2 Employee forum

Create a long term and sustainable employee engagement network, comprising of self-organised staff groups and on-line specific interest or equality and diversity strand based groups. The purpose of these groups will be to establish a continuous two-way dialogue between staff and the organization. This engagement values staff, provides organisational intelligence, allows meaningful staff consultation eg EIAs, allows an opportunity to trial initiatives and raises the awareness and the profile of the individual agendas and strands. This network would not have a staff representative role, but would be a business forum to progress organisational issues.
6.3 **Change processes**

Simplify and improve the policies supporting implementation of organizational change to enable managers and employees to be better involved in delivering change.

6.4 **Employee suggestion scheme**

Develop or improve mechanisms that encourage staff suggestions and reward the best ideas that are taken forward, in particular where these lead to new and improved ways of working.

6.5 **Employee survey**

Continue to develop and improve the focus and access to the employee survey so that it provides a wide range of measures and issues from teams and groups across the organisation, and make sure that actions are identified and addressed as part of the business planning process.

Ensure specific and robust E+D questions are included with regards to cultural change and positive workplace cultures, matching the key strategic objectives we are working towards.

6.5 **Recognition Awards**

Acknowledge and recognise both individual and team achievements and incentivise good performance this way. Include specific E+D categories at next excellence awards.
6.6 Investors in people

Continue the work of the Investors in People group to maintain a focus on improvement and development of the mechanisms for employee engagement.

6.7 Improvement teams

Encourage the development of improvement teams across the Council, which tap into the skills, knowledge and experience of employees in resolving and solving problems. Encourage cross-organisational involvement in improvement work.

7 Opportunities for employees to develop and excel in their jobs

Employees are trusted to do a great job and supported through skills development and training. Creativity and innovation are encouraged and learning and skills are shared. We celebrate success and recognise the achievements of our staff.

7.1 Learning and succession management

Through the implementation of the Council’s learning and development strategy and progression strategies improve the development and career opportunities of staff.

7.2 Performance management

Improve the take up and use of performance management to support staff in delivering their work and rewarding their contribution.

8 A workplace which is supportive of the diverse needs of employees

We provide systems, process and information that allow our employees to deliver and achieve work life balance. People believe they are respected, fairly treated and appreciated. We will develop a greater awareness and understanding of the cultural backgrounds of our staff and embed this into working practice eg time for prayer and attendance at cultural events. We celebrate and recognise success in and appreciated, they give more of their time and creative energy. We care about the well-being, health and safety our employees.

7.3 Compact with staff

Providing clarity over what is our compact with staff –this is our investment in each member of staff and the things staff are responsible for doing in their role.
7.4 Valuing difference

Through our work on diversity and equality make sure that we value the diversity of our employees and the contribution this diversity makes to delivery of our services.

7.5 Knowledge management

Identify ways in which information and knowledge flows across the Council, including improvements to the key tools for knowledge delivery to staff via the s-net and SAP systems.

7.6 Celebrating success

Improve celebration of successes within the Council.

7.7 Social events

Encourage and support staff involvement in community issues.

7.8 Flexible working

Continue development of flexible working policies to support development of life work balance of staff.

7.9 Health and safety strategy

Implement the Council’s health and safety strategy to support well being of employees.

9 Employee engagement measures which compare with the best employers

We will measure employee engagement and benchmark with the best organisations to determine targets for improving engagement over the next four years.

Develop and benchmark a range of measures, by:

- Adopting the Investors in People assessment of employee engagement as part of our Investors in People work;
- Including and benchmarking measures of job satisfaction within the employee survey;
- Including and benchmarking measures of employee advocacy within the employee survey;
• Including and benchmarking measures of employees feelings about being treated with dignity and respect within the employee survey;
• Including and benchmarking measures of employee clarity of the expectations in their own role and the long term goals of the Council within the employee survey.

10 Action Plan

A detailed action plan and measures of success should be created to support delivery of this strategy on consideration of the other elements of the People Strategy, to make sure there is no duplication of work and that the stands of work are integrated with other initiatives.
DRAFT Surrey County Council – Employee Compact

Our aim is that Surrey County Council is a place where staff are trusted, respected and valued by the people of Surrey for the excellent service they provide. To get there, we need to all work together to achieve this and this is how we can do it.....

<table>
<thead>
<tr>
<th>At work</th>
<th>What Surrey County Council does for me</th>
<th>What Surrey County Council Expects from me</th>
</tr>
</thead>
</table>
| **My Role** | – I receive induction that allows me to quickly be effective in my role  
– I know what is expected of me and what I need to do to meet those expectations  
– I have very clear objectives including personal equality and diversity targets  
– I am developed effectively to be the best I can be in my role  
– I know how my work is helping Surrey become a world class council  
– I am clear about how I can personally contribute to making Surrey CC a world class organisation  
– I am able to join a relevant trade union and to participate in its activities.  
– I am provided with a total rewards package with valuable benefits in addition to salary | – To work in the interests of the residents of Surrey and act with the integrity expected of a public servant.  
– To work flexibly to deliver essential services and to respond to emergencies and civil contingences even if outside your normal hours or duties.  
– To attend all activities arranged for your induction We expect you to attend all activities arranged for your induction  
– We expect you to take responsibility for identifying the things you need to become effective in your role  
– We expect you to make sure you are clear what your role is and what is expected of you in your role  
– We expect you to discuss with your manager how your role contributes to making Surrey a world class organisation |
| **My Workplace** | – I work in a safe and healthy working environment where I am treated with dignity and respect  
– Surrey CC provides Occupational Health and wellbeing policies and initiatives.  
– I get regular feedback on my work | – To take responsibility for your own and your colleague’s health & safety at work  
– To be fit for work both through keeping yourself healthy and never being under the influence of alcohol or drugs whilst at work or on call. |

Appendix 1
<table>
<thead>
<tr>
<th><strong>My Performance</strong></th>
<th><strong>My Team</strong></th>
</tr>
</thead>
</table>
| – If I do something really well, it is recognised by my manager and colleagues  
  – I have a voice in helping to shape Surrey’s future and I am listened to  
  – I contribute directly to creating a positive workplace culture, treating others with respect. Surrey CC does not tolerate employees who display behaviours of not treating others with fairness and dignity. | – To treat everyone with dignity and respect and to report any unacceptable behaviour  
  – To share good work and to acknowledge work done by colleagues  
  – To take part actively in any event to seek your views  
  – To stand up for the highest standards in public services using the employee assistance or ‘whistleblowing’ service if necessary. |
| – I have an opportunity to have my performance reviewed at least annually  
  – Surrey CC recognises and rewards good performance and addresses poor performance  
  – My career ambitions as well as my performance determines the opportunities I get at work  
  – My specific learning needs are considered as part of my development  
  – I will ensure and will have equal access to development opportunities, including secondments, acting up, shadowing etc | – To take an active part in managing your performance and reviewing your achievements  
  – To share your career ambitions with your manager and to seek help in realising them  
  – To make clear any learning needs you have and to seek a way to have those needs met |

<table>
<thead>
<tr>
<th><strong>My Team</strong></th>
<th><strong>My Performance</strong></th>
</tr>
</thead>
</table>
| – I have regular team meetings and 1-1s with my manager  
  – I can express my view about anything at work which affects me and get a response from my manager  
  – My manager gives me regular information on any change and seeks my views about how to make it happen  
  – If there is change at work, I am asked about my views in good time and I can make suggestions about other ways of doing things | – To attend all 1-1s with your manager and take active part in them  
  – To share any concerns you have with manager and colleagues and to seek help resolving them  
  – To take part fully whenever we seek your views or communicate any information about what is happening in Surrey CC |
<table>
<thead>
<tr>
<th>My Development</th>
<th>My Career</th>
</tr>
</thead>
</table>
| – Surrey CC allows me to be trained to basic skill level 2 in numeracy and literacy as a minimum  
– Any training for my specialist area is nationally accredited  
– My manager has the skills to manage me fairly and to unlock my potential.  
– I am positively encouraged to grow and develop as a Surrey employee | – To keep yourself up to date and to be open to the introduction of new technologies and working practices  
– To undertake any development required and to make the most of any opportunities offered by the council |
| – I can access the clear management / leadership development programme at my level  
– My management development programme is externally accredited  
– I have all the training and support I need to make difficult decisions at Surrey  
– I have access to a career mentor if I need one  
– If I have any specific work requirements I expect managers to accommodate these if reasonable and practical e.g. reasonable adjustments, flexible working, part time, caring responsibilities | – To seek ways of developing the necessary skills and competencies for your role and your career development.  
– As a manager, to undertake all aspects of your role fully, seeking support in the areas that you need help |
Our aim is to develop positive, confident and competent leaders and managers with the right knowledge, skills and values to serve the people of Surrey. To get there, we need to all work together to achieve this and this is how we can do it.

<table>
<thead>
<tr>
<th>When I am a new Manager</th>
<th>What Surrey County Council does for me</th>
<th>What Surrey County Council Expects from me</th>
</tr>
</thead>
</table>
|                        | • As a new manager, I have had an induction outlining the responsibilities of my role and support available  
  • As a new or aspiring manager, I have access to management development accredited to ILM level 2 or 3 delivered in a way that best suits my role and learning style  
  • I will have access and will proactively seek development in areas which are specialised or fall outside this offer | • To attend all induction arranged for you.  
• Any development agreed with your manager will help you be more effective in your role and is your responsibility to attend and complete |
| Developing my management career | • I have access to a range of tools on the intranet to enable me to manage effectively  
  • I have regular and timely financial and other information to enable me to be an effective manager  
  • I am engaged early in discussions regarding any changes impacting on me or my team, in order to enable me to engage effectively with them  
  • I have access to a management development tailored to my own needs and that of my role, externally accredited at ILM levels 3-4 | • We expect you to use the tools available to help you manage well in your role  
• We expect you to be able to use financial information to make management decisions for your team  
• We expect you to share information about your team in order to enable the best workforce planning decisions to be made  
• Any development agreed with your manager to ensure you are competent in role is your responsibility to attend |
<table>
<thead>
<tr>
<th><strong>When I move into Leadership</strong></th>
<th><strong>As a senior Leader in the County</strong></th>
</tr>
</thead>
</table>
| • I am given enough responsibility, development and learning experience for me to understand fully the strategic leadership roles in Surrey CC  
• I have the opportunity to be mentored by a strategic leader who is not my line manager  
• I am developed to the equivalent of ILM levels 5-6 with projects to embed the learning | • We expect that at this level of the council, aspiring leaders will take responsibility for their own development, volunteering for stretch projects, being part of learning sets and attending all agreed development activities |
<table>
<thead>
<tr>
<th><strong>As a senior Leader in the County</strong></th>
<th><strong>As a senior Leader in the County</strong></th>
</tr>
</thead>
</table>
| • I am clear about what is required of me as a Surrey CC Leader  
• I have been given a range of tools to enable me to be an effective Surrey CC Leader  
• I am encouraged to network outside the County Council  
• I have the information to benchmark the work of my team/s against the best in the world  
• I know what world class looks like and can encourage my team/s to work towards it  
• I am a role model of the Surrey CC behaviours | • We expect all our leaders to be role models of the Surrey CC values at all time  
• All Leaders should have a mentor, preferably outside the council  
• We expect you to have a deep understanding of what world class performance in your area looks like, with knowledge of exemplar organisations  
• We expect you to care about the whole performance of the council and model team behaviour at all times  
• We expect you to be a coach and mentor to other Surrey CC employees  
• We expect you to learn, value, use and model continuous improvement techniques |
The National Occupational Standards (MSC) for Leadership, Management & the Workforce

<table>
<thead>
<tr>
<th>CX, Directors &amp; Cabinet</th>
<th>Head of Service Members</th>
<th>Senior Manager</th>
<th>Middle Managers</th>
<th>Aspiring Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surrey Leaders 1</td>
<td>Surrey Leaders 1</td>
<td>Surrey Leaders 2</td>
<td>Surrey Mgr 1</td>
<td>Surrey Mgr 2</td>
</tr>
</tbody>
</table>

**Section A - Managing self and personal skills**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>Manage your own resources</td>
</tr>
<tr>
<td>A2</td>
<td>Manage your own resources and professional development</td>
</tr>
<tr>
<td>A3</td>
<td>Develop your personal networks</td>
</tr>
</tbody>
</table>

**Section B - Providing direction**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>B1</td>
<td>Develop and implement operational plans for your area of responsibility</td>
</tr>
<tr>
<td>B2</td>
<td>Map the environment in which your organisation operates</td>
</tr>
<tr>
<td>B3</td>
<td>Develop a strategic business plan for your organisation</td>
</tr>
<tr>
<td>B4</td>
<td>Put the strategic business plan into action</td>
</tr>
<tr>
<td>B5</td>
<td>Provide leadership for your team</td>
</tr>
<tr>
<td>B6</td>
<td>Provide leadership in your area of responsibility</td>
</tr>
<tr>
<td>B7</td>
<td>Provide leadership for your organisation</td>
</tr>
<tr>
<td>B8</td>
<td>Ensure compliance with legal, regulatory, ethical and social requirements</td>
</tr>
<tr>
<td>B9</td>
<td>Develop the culture of your organisation</td>
</tr>
<tr>
<td>B10</td>
<td>Manage risk</td>
</tr>
<tr>
<td>B11</td>
<td>Promote equality of opportunity, diversity and inclusion in your area of responsibility</td>
</tr>
<tr>
<td>B12</td>
<td>Promote equality of opportunity, diversity and inclusion in your organisation</td>
</tr>
</tbody>
</table>

APPENDIX 3
<table>
<thead>
<tr>
<th>Section C - Facilitating change</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1 Encourage innovation in your team</td>
</tr>
<tr>
<td>C2 Encourage innovation in your area of responsibility</td>
</tr>
<tr>
<td>C3 Encourage innovation in your organisation</td>
</tr>
<tr>
<td>C4 Lead change</td>
</tr>
<tr>
<td>C5 Plan change</td>
</tr>
<tr>
<td>C6 Implement change</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section D - Working with people</th>
</tr>
</thead>
<tbody>
<tr>
<td>D1 Develop productive working relationships with colleagues</td>
</tr>
<tr>
<td>D2 Develop productive working relationships with colleagues and stakeholders</td>
</tr>
<tr>
<td>D3 Recruit, select and keep colleagues</td>
</tr>
<tr>
<td>D4 Plan the workforce</td>
</tr>
<tr>
<td>D5 Allocate and check work in your team</td>
</tr>
<tr>
<td>D6 Allocate and monitor the progress and quality of work in your area of responsibility</td>
</tr>
<tr>
<td>D7 Provide learning opportunities for colleagues</td>
</tr>
<tr>
<td>D8 Help team members address problems affecting their performance</td>
</tr>
<tr>
<td>D9 Build and manage teams</td>
</tr>
<tr>
<td>D10 Reduce and manage conflict in your team</td>
</tr>
<tr>
<td>D11 Lead meetings</td>
</tr>
<tr>
<td>D12 Participate in meetings</td>
</tr>
<tr>
<td>D13 Support individuals to develop and maintain their performance</td>
</tr>
<tr>
<td>D14 Initiate and follow disciplinary procedure</td>
</tr>
<tr>
<td>D15 Initiate and follow grievance procedure</td>
</tr>
<tr>
<td>D16 Manage redundancies in your area of responsibility</td>
</tr>
<tr>
<td>D17 Build and sustain collaborative relationships with other organisations</td>
</tr>
</tbody>
</table>
### Section E - Using resources

<table>
<thead>
<tr>
<th>E1</th>
<th>Manage a budget</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>E2</td>
<td>Manage finance for your area of responsibility</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E3</td>
<td>Obtain additional finance for the organisation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E4</td>
<td>Promote the use of technology within your organisation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E5</td>
<td>Ensure your own actions reduce risks to health and safety</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E6</td>
<td>Ensure health and safety requirements are met in your area of responsibility</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E7</td>
<td>Ensure an effective organisational approach to health and safety</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E8</td>
<td>Manage physical resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E9</td>
<td>Manage the environmental impact of your work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E10</td>
<td>Take effective decisions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E11</td>
<td>Communicate information and knowledge</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E12</td>
<td>Manage knowledge in your area of responsibility</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E13</td>
<td>Promote knowledge management in your organisation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E14</td>
<td>Support team and virtual working</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E15</td>
<td>Procure supplies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E16</td>
<td>Select suppliers through a tendering process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E17</td>
<td>Outsource business processes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Section F - Achieving results

| F1 | Manage a project |
| F2 | Manage a programme of complementary projects |
| F3 | Manage business processes |
| F4 | Develop and implement marketing plans for your area of responsibility |
| F5 | Resolve customer service problems |
| F6 | Monitor and solve customer service problems |
| F7 | Support customer service improvements |
| F8 | Work with others to improve customer service |
| F9 | Build your organisation's understanding of its market and customers |
| F10 | Develop a customer focussed organisation |
| F11 | Manage the achievement of customer satisfaction |
| F12 | Improve organisational performance |
| F13 | Manage quality systems |
| F14 | Prepare for and participate in quality audits |
| F15 | Carry out quality audits |
| F16 | Manage the development and marketing of products/services in your area of responsibility |
| F17 | Manage the delivery of customer service in your area of responsibility |
| F18 | Prepare sales proposals and deliver sales presentations |
| F19 | Sell products/services to customers |