



SURREY

People, Performance and Development Committee  
7 November 2018

## ‘OUR PEOPLE 2021’ STRATEGY

### **Purpose of the report:**

To present to Members the new ‘Our People 2021’ Strategy and corresponding workforce performance indicators.

### **Recommendations:**

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

- i. note the Our People 2021 Strategy which has been developed with input from the People, Performance and Development Committee following endorsement of the draft Plan on a page People Strategy 2018-2020;
- ii. note that the Our People 2021 Strategy will be presented to Full Council on 13 November as one of a suite of documents, alongside the new Organisational Strategy, Preliminary Financial Strategy and Transformation Programme. These documents are interdependent and together will support the Council to develop a more sustainable, effective organisation and achieve improved outcomes for residents; and
- iii. note and provide comment on the first of the half yearly workforce performance indicators which will support measuring success in delivery of the Our People 2021 Strategy; these indicators will be presented to the Committee in the form of an interactive presentation.

### **Introduction:**

1. At its meeting on 24 September 2018 the People, Performance and Development Committee (the Committee) endorsed the draft Plan on a page People Strategy 2018-2020 and noted that further work would be undertaken to develop a programme of activities that would deliver the aims of each of the themes as set out in the Strategy.

2. This Plan on a page People Strategy has been developed into the more comprehensive Our People 2021 Strategy appended to this report, the aims of which are to develop the workforce capacity and capability needed to contribute to the Community Vision for Surrey, achieve priority strategic outcomes for Surrey residents, ensure the effectiveness and efficiency of the Council, create a high performance culture and drive wholesale transformational change.

<b>The Strategy:</b>
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3. This Strategy has been developed in response to the Community Vision for Surrey, the Organisational Strategy, Preliminary Financial Strategy and Transformation Programme alongside challenging workforce demographics, feedback from staff and a clear acknowledgement that the culture of the organisation needs to change.
4. As an organisation, Surrey County Council (the Council) needs to move from a culture of risk aversion to one of risk awareness which should further help to effect radical cultural change, driving a culture of innovation, accountability and agility.
5. Within this context, the Strategy contains a number of themes focused on the areas that staff have stated are important to them and/or which will have the greatest impact on the performance of the organisation, as follows:
  - Organisational Design
  - Individual and Collective Leadership
  - People Development
  - Employee Engagement
  - Pay & Reward
  - Performance and Achievement
  - Work and Job Design
  - Human Resource Planning
  - People Management Practices
  - Individual and Organisational Resilience
6. Successful delivery of the Our People 2021 Strategy will support the necessary cultural shift to an outward looking, collaborative, open and focused culture which will enable the Council to adapt and perform sustainably.
7. The Council will have a highly productive and motivated workforce which is flexible and mobile with honest, open and constructive conversations that enable all staff to be involved in shaping the Council and its work. Leaders at all levels of the organisation will focus on working collaboratively –internally and externally with partners - to deliver outcomes within the budgets available.
8. Ultimately, the Council will have a reputation for being one of the best local authorities in the UK and a truly great place to work.

**Workforce Performance Indicators:**

- 9. The Council will focus its attention initially on monitoring and responding to the challenging workforce statistics contained within the Our People 2021 Strategy. These will be developed over time to include new outcome based measures (both quantitative and qualitative) which will form the ongoing suite of performance indicators to be monitored by the Committee on a half yearly basis.
- 10. Additionally, the Strategy is the foundation for a number of workforce related plans, programmes and strategies, the key elements of which will be held in the emerging Our People Strategic Work Programme against which progress will be measured on an ongoing basis.

**Financial and value for money implications**

- 11. A core principle of the Our People 2021 Strategy is to support organisational transformation that will enable the Council to successfully contribute towards delivery of the Community Vision for Surrey within a significantly reduced financial envelope.

**Equalities and Diversity Implications**

- 12. An Equalities Impact Assessment (EIA) has not been undertaken in relation to the Our People 2021 Strategy as it is not felt it will have any adverse impact on individuals with protected characteristics. EIAs will be undertaken in respect of identified activities where there is potential for an adverse impact on such individuals.

**Risk Management Implications**

- 13. None

**Next steps:**

As outlined in the Recommendations section of this report, the Our People 2021 Strategy will be presented to Full Council on 13 November alongside the new Organisational Strategy, Preliminary Financial Strategy and Transformation Programme.

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**Annex:**

Annex 1 – Our People 2021: Workforce Strategy

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