

Our People 2025



Since Our People 2021 was launched, we have:

- Increased the number of staff undertaking apprenticeships from 0.95% to 1.6% (an additional 52 people), increased our under 30 workforce (90 additional people) as well as reducing our use of off payroll workers (down 1.37% from Q1 2019).
- Designed a new approach to support LAC, care leavers, NEETs and young offenders into work, alongside supporting SEND career pathways to offer opportunities with the council and our partners.
- Supported reorganisations involving 3,600 members of staff.
- Provided targeted development for priority areas, e.g. Family Resilience and SFRS.
- Introduced a new model for Surrey pay and associated terms & conditions.
- Implemented a fundamentally different approach to performance reviews.
- Brought statutory HROD services to schools in-house.
- Sponsored the “Surrey 500” leadership programme, with 45 SCC front line staff participating; developing system leadership skills and working with partners on active integrated programmes.
- Redesigned the HROD service, increasing OD and Business Partner capacity and incorporating new capabilities around change management, employee experience and insight & analytics.

Eight 'dial up' areas form the focus of the refreshed Organisation Strategy:

- **Tackling inequality** - Working with residents in every area of Surrey to identify and address causes of inequality, especially in life expectancy
- **Supporting independence** – Helping residents help themselves and each other within their community
- **More joined up health and social care** – Integrating health and council services so they're more effective, efficient and seamless for residents
- **Creating a greener future** – Tackling the causes of climate change and become a carbon neutral county as soon as possible
- **Embracing Surrey's diversity** – Recognising the benefits of a diverse workforce and population to ensure Surrey is a place full of opportunity for everyone
- **Partnership** – Working with residents, businesses, partners and communities to collectively meet challenges and grasp opportunities
- **Supporting the local economy** – Investing in the infrastructure Surrey needs to build a strong and resilient economy
- **Digital revolution** – Making the most of new technology to innovate and improve services, and the way we work, to help Surrey and residents thrive.

Our People 2025 reflects these priority areas and the changes that will be needed to our workforce and ways of working in order to deliver these.

Organisation Strategy



Organisation strategy: how we will transform as a council

Redesigning the council and how things are done so there is the capacity and capability to success now and in the future.

- Cultivating a **digital culture**, developing digital capabilities to reshare how local services are designed and delivered.
- **Data driven**, developing analytical capabilities to grow greater intelligence and evidenced based decision making.
- Creating an **improved customer experience** and making better use of technology to improve self-serve options.
- **Commissioning** - the right people coming together to understand the issue and work collectively to improve outcomes for residents.
- Collective **system-wide working** and responses designed around people's needs.
- Recruiting and developing a workforce able to work in **very different service models and approaches**.
- An **empowered workforce**, where everyone is encouraged to think creatively and **innovation** is celebrated.
- A **flexible and mobile workforce** able to work effectively anywhere, anytime and with anyone.
- An organisation that can **adapt, change and perform sustainably**.
- Developing a **collective sense of purpose** and a shared sense of responsibility.
- An organisation with a **compelling employer brand** and a reputation for being a truly great place to work.

Our People 2025 is our strategy for developing a workforce able to meet these ambitions.

Refresh of the Our People strategic work programme

To ensure continued alignment with the refreshed Organisation Strategy and Transformation Programme:

Page 27 Projects and programmes have been reviewed to determine whether they should continue as they are, be rescoped/dialled up or moved to BAU.

- Several new projects have been added.
- The programme will be aligned around People, Place and Organisation to reflect the Organisation Strategy.

New:

- Strategic workforce planning (capability and capacity - skills for the future)
- A culture of innovation & empowerment
- Employer brand

Rescope:

- Surrey Children's Academy
- True self serve (part of ERP programme)
- Learning Management System
- Performance Management
- Cultural shift

Continue/Dial Up:

- Agile Working
- MCTR
- Leadership Development
- Representative Workforce (rescope to Diversity & Inclusion)
- Collaborative Working (was Surrey Heartlands Workforce Development)
- Apprenticeships (both within and outside of the council)

Move to business as usual:

- Workforce Insight & Intelligence
- Agency provision review
- Reward strategy
- People policy & process review

OUR PEOPLE 2025

One year on from its first publication, the Organisation Strategy has been refreshed to reflect the progress that has been made within the council and where our focus needs to be between now and 2025. In parallel with this the Transformation Programme has also been refreshed and a new Digital Strategy has been produced.

To align with this, we are now refreshing the existing people strategy, Our People 2021, and extending it to 2025. The nine areas of focus described below reflect where our attention needs to be going forward if we are to achieve our ambition of becoming a leading county council, delivering the 2030 vision for Surrey.



Strong & nurturing leadership:

We will develop our leaders to inspire, motivate and enthuse people to be their absolute best.



Diversity and inclusion:

Our workforce make-up will reflect our population and we will be an organisation where diversity of views and thinking informs everything we do, recognising that no-one is the same but everyone is equal.



Skills for the future:

We will identify the skills needed to respond to national and local drivers and will develop these in our staff, futureproofing our workforce and developing a pipeline of future leaders.



Clarity of purpose

We will develop a workforce with a clear sense of individual and collective purpose and accountability, committed to raising performance at all levels.



Collaboration:

We will develop the skills and culture to enable our staff to work across teams within the council as well as the wider systems in Surrey, collaborating with our partners to get things done for the benefit of our residents.



Roles that can flex:

Moving beyond traditional job roles, we will develop our workforce to maximise everyone's potential, enabling people to be adaptive and flexible according to changing demands.



Culture of innovation:

We will create a culture where staff feel empowered to be truly innovative and audaciously ambitious, partnering with thought leaders to bring bold ideas to life.



Agile workforce:

We will develop the skills and culture, supported by the necessary technology and workspaces, to support our staff to work effectively anytime, anywhere.



A compelling employer brand:

We want to be recognised as the best and we will develop a strong brand that identifies the council as a genuine employer of choice, attracting and retaining the best staff.



OUR VALUES: we care about -



our residents



being excellent



being open



working together



respecting others

DELIVERY

A Workforce Plan will be developed to deliver the nine focus areas described above, themed around People, Place and Organisation to align with the Organisation Strategy. This will also be closely aligned to the council's Transformation Portfolio and a renewed focus on strategic workforce planning. Governance will be aligned with the Transformation Programme, including regular updates to CLT and Members.

Delivering Our People 2025

The emergent Workforce Plan – activities described are those already in plan or identified as priority to progress and will be the immediate areas of focus. Further activities to deliver Our People 2025 will be added as the council moves through this next phase of transformation through to 2025.

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- **Leadership Development:** a Leadership Development Framework will be published in Spring 2020, providing a clear outline of our approach to develop leaders at all levels, from Tier 1 through to a “Boot Camp” for those new to management. This will be a combination of formal and informal interventions aligned to Organisation Strategy/Transformation priorities as well as complementing Surrey Heartlands’ provision for system leadership.
- **Agile Working:** this will be a golden thread through everything we do across HROD throughout 2020, embedded into all interventions from recruitment, onboarding, personal development, leadership and management as well as technical skills and training.
- **Coaching/Mentoring:** we are taking a fresh approach building on our existing provision to ensure we have the capacity to provide professional coaching, career coaching and equip staff to have ongoing coaching conversations, supporting strong performance and accountability as well as working differently. Mentoring will form part of the New Manager programme and we will develop a reverse mentoring programme to support generational working, talent management and workforce diversity.
- **Strategic Workforce Planning:** alongside developing a succession pipeline for our future leaders, we will work collaboratively with services to design bespoke resourcing strategies that deliver targeted initiatives to optimise our people resources. We will support services to explore and embed new operating models and new ways of working that maximise how we use our knowledge, skills and tools in a modern and agile way. Throughout 2020, strategic workforce planning will also feature assessing and putting in place mitigation to address staff attrition as a result of the MCTR Programme.
- **Diversity & Inclusion:** insight from the recent #Diversity tour has informed the development of a clear action plan which will enable us to take a radically different approach to this critical area. An initial priority is unconscious bias training, which will be piloted in Spring 2020 prior to full roll-out. This will extend to elected Members.



Delivering Our People 2025

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Continued

- **Performance Conversations:** it is everyone's responsibility to raise performance and we will build further capability to enable conversations to focus on lifting individual, team and organisational performance. "Raising performance" workshops are scheduled from Spring 2020 to support and coach staff and line managers on meaningful/outcome based conversations, aligned to the business planning process. In addition, a comprehensive suite of digital learning will be launched that will form part of induction as well as leadership development, which will be key to further embed this approach across the organisation.
- **Further embedding Cultural Change:** a relentless focus on culture runs throughout the Workforce Plan, from leadership development and agile working to performance conversations and Diversity & Inclusion. Our growing group of Cultural Influencers are also focused on stimulating thinking and shifting the culture across the organisation.
- **Bespoke Development:** we will continue working collaboratively with services to develop bespoke interventions to support individuals and teams to work differently. Immediate areas of focus are SEND and the new joint commissioning model.
- **Maximising employment opportunities for all:** through the apprenticeship levy transfer scheme we will encourage employers across Surrey to offer apprenticeships for Care Leavers, LAC and NEETs by prioritising funds transfer to those who can demonstrate a commitment to this. We are looking to commit to the Care Leavers Covenant as an employer and are raising awareness of this agenda through the Health & Wellbeing Strategy.
- **Wellbeing:** these are exciting but challenging times and we want our staff to feel fully supported as we move towards new ways of working. To help ensure our workforce remains safe, well and resilient a Wellbeing Plan has been developed, incorporating interventions to improve emotional/mental, physical, financial and team wellbeing. This will be underpinned by the emergent SCC/PH Wellbeing Charter.
- **Employer Brand:** a root and branch review of the council's recruitment material (including website) and onboarding process is underway, to maximise our USP as an employer as well as to ensure reality matches up to expectations for new starters, e.g. their experience when they join matches the "sell" through the recruitment process.

