



People, Performance and Development Committee
31 March 2021

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Workforce of the Future

Purpose of the report:

To provide the Committee with an overview of a new workforce strategy for the council: Workforce of the Future.

1. Recommendations

- 1.1 It is recommended that the Committee note the contents of this report.

2. Introduction

- 2.1 The council's workforce strategy (previously known as Our People) is reviewed on an annual basis to ensure continued alignment with the Organisation Strategy and Transformation Programme. Given the unprecedented changes the Covid-19 pandemic has brought over the last year, a decision was taken in late 2020 to develop a new, future focussed, workforce strategy with a longer-term horizon. The new strategy, Workforce of the Future, which runs to 2030, provides the flexibility and capacity to be truly ambitious and fully realise the potential offered by changing employment trends to ensure our workforce is having the best impact on Surrey.
- 2.2 The approach we are taking will enable greater integration between workforce, financial, technology, business and transformation planning to ensure that the council's workforce is always aligned with and an integral part of delivering the Organisation Strategy and priority outcomes.
- 2.3 A key element of Workforce of the Future is that it is future focused; it identifies future trends in technology, society and the economy to understand how our workforce is changing, and how our employment offer

needs to change so that we can attract the best talent. It looks at how technology can be used to bolster productivity and ensure we are focusing human effort in those roles where they can have most impact for our residents.

- 2.5 Workforce of the Future is a critical component of emerging organisation design work to define the sort of organisation we need to be to respond to these demographic, economic, societal and technological changes more broadly and to meet our financial challenges over the medium term. Ensuring we have the right workforce, working in the right way and focused on the right things will be a critical part of this.
- 2.4 The strategy outlines the ambition around five themes, which when applied together will lead to the transformation of our approach to work and our workforce. Whilst the intent behind each of the five themes will remain constant, we will continue to update the ambition and how we apply it in practice in order to ensure we remain up to date and responsive to the council's, and county's, priorities as well as future changes in employment trends.
- 2.6 Recognising the pressures of the Covid-19 pandemic on staff as well as the wider transformation programme, we will deliver this strategy through utilising opportunity areas to deliver pilot projects as part of wider changes, as oppose to introducing additional wholesale (potentially disruptive) change. This will enable us to test and embed new approaches as opportunities arise before rolling them out more widely across the rest of the organisation.
- 2.7 Pilot areas identified to date include place-based working, greener futures and the digital transformation programme.

3. Conclusions:

3.1 Financial and value for money implications

This strategy will support overall value for money and realise efficiencies by ensuring we are designing and organising work in a way that means we maximise the impact of our resources.

3.2 Equalities Implications

Improving employee experience and access to opportunities for all staff (current and future) is integral to this strategy. It is closely aligned to the council's wider work around equality, diversity & inclusion.

3.3 Risk Management Implications

N/A

3.4 Implications for the Council's Priorities or Community Strategy

The strategy will enable us to ensure that our workforce is best able to deliver the council's priorities and Community Strategy.

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Sources/background papers: None

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