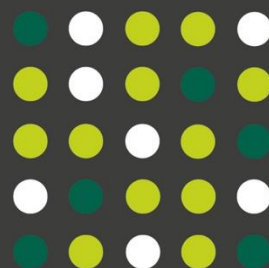


THE
SURREY
WAY



OUR **PEOPLE** STRATEGY

2023 – 2028



Contents

[Executive summary](#)

[Why we need a People Strategy](#)

[About Surrey](#)

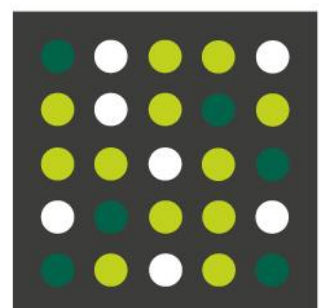
[Our vision for our people](#)

[Our cultural outcomes](#)

- Inclusive and compassionate
- Collaborative and trusting
- Ambitious and outcomes-focused
- Inventive and dynamic

[Delivering our outcomes](#)

[How People and Change can help you](#)



Executive summary

By 2030 we want Surrey to be a uniquely special place where everyone has a great start to life, people live healthy and fulfilling lives, are enabled to achieve their full potential and contribute to their community, and no one is left behind.

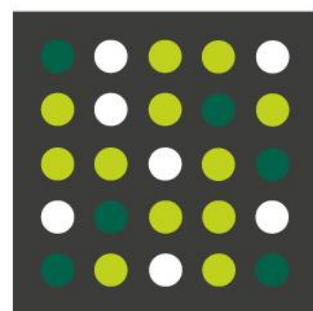
We want our county's economy to be strong, vibrant and successful and Surrey to be a great place to live, work and learn. A place that capitalises on its location and natural assets, and where communities feel supported and people can support each other.

The council's workforce are key to us delivering this Community Vision 2030 and the priority objectives set out in our Organisation Strategy. This People Strategy sets out our plan to develop the workforce needed for the future by focusing on 4 cultural outcomes which describe how it should feel to work at the council;

- **Inclusive and compassionate**
- **Collaborative and trusting**
- **Ambitious and outcomes-focused**
- **Inventive and dynamic**

To enable delivery of the outcomes, strategic workforce planning will be part of the council's new integrated business planning and performance framework, helping us to analyse and forecast the workforce we need to deliver the council's priorities proactively rather than reactively. Work will take place with each directorate to map priorities and develop detailed workforce plans.

We are confident that these outcomes will stand the test of time, but we will also relentlessly focus on finding and using the best solutions to help our staff thrive and flourish at SCC.



Why we need a People Strategy

Our workforce are crucial to delivering our ambitions as a council for the benefit of the customer and communities we are here to serve. We spend approximately 36% of our budget on our people so we need to make sure we are working together to ensure that they can perform to their full potential.

This means ensuring that the people policies, strategies, systems and procedures are in place to grow our talent through attracting, retaining and developing our people to do a great job every day for our customers and communities. We need to make sure our guiding principle of no one left behind applies to our staff as well as our residents.

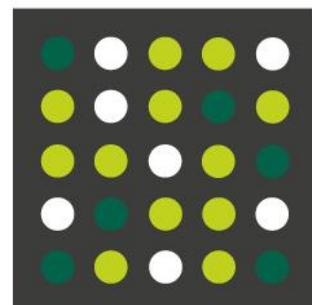
This People Strategy sets out what we are trying to achieve (our cultural outcomes) and how we plan to do it. Bringing our outcomes to life will be supported by us creating and delivering strategic workforce planning, ensuring we are planning now for the workforce we need in the future.

We will use Strategic Workforce Planning to:

- **Identify the type of workforce needed to deliver our priority objectives and outcomes.**
- **Inform the work that the People & Change Service will do to help ensure we have a workforce fit for now and the future.**

“At its simplest, workforce planning is about understanding the future strategic direction of the organisation and therefore the demand for different types of skills and seeking to match this with supply. Effective workforce planning is an important tool to help councils maximise their resources and build current and future capacity in a structured and planned way in order to meet outcomes.”

Taken from www.improvementservice.org.uk



About Surrey

About Surrey

1.2 MILLION RESIDENTS

- **EXPENSIVE HOUSING** - 4 times less affordable than the national average
- Busy road network - **DOUBLE** the national average traffic
- **£43 billion economy** prior to COVID-19
- **Low unemployment rate of 2.3%**
- Average life expectancy **2 years higher than national average**
- **70-74** is the fastest growing age group
- **Over 50%** of the working age population hold a degree-level qualification



Our workforce - May 2022

10,178 EMPLOYEES (8,800 exc bank)

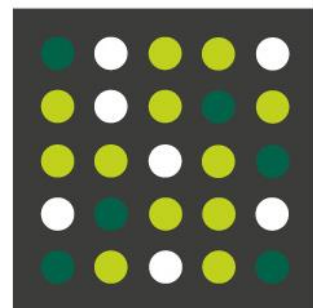
73% Female

27% male

12% staff aged 30 or under

42% staff aged 50 or under

14.9% staff turnover



Our vision for our people...

Enables us to deliver our organisation strategy

‘Empowering our people to reach their full potential’

By building a high performing workforce representative of the communities we serve, made up of people who have respect for one another, make a difference everyday and are inspired by compassionate leaders and our values to deliver for the people of Surrey so *no one is left behind*.

THE SURREY WAY

means we **care** about...



Our Residents



Being Excellent



Being Open



Working Together



Respecting Others

...and we will be...



Collaborative and trusting



Inventive and dynamic



Ambitious and outcomes focused



Inclusive and compassionate

...and when working with our customers...



We listen



We make things happen



We are open and honest



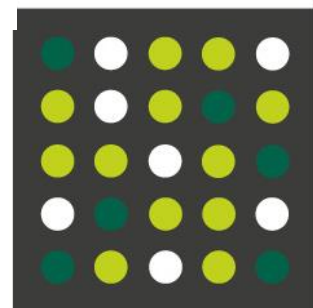
We make it easy and accessible



We build good relationships

...which all support **our vision** to ensure...

NO
ONE
LEFT
BEHIND



Our Cultural Outcomes

Inclusive and compassionate

Outcome

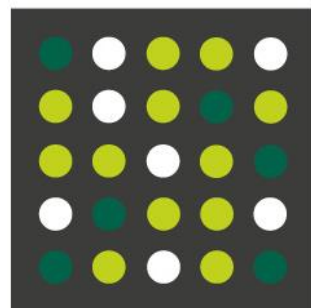
An inclusive and compassionate place where we value diversity and can be ourselves at work

We offer:

- Leading class induction programmes for leaders and managers to enable inclusive, compassionate and nurturing work environments
- Inclusive and values-based recruitment training and support for leaders and hiring managers
- Career pathways, succession planning and performance management solutions that provide all staff with the opportunity to achieve their potential
- Specialist equality, diversity and inclusion insight and advice to tackle inequalities in our workforce and ensure no one is left behind
- Flexible and agile ways of working that balance the needs of the business with individual preferences
- A comprehensive suite of resources, support, advice and guidance for staff in relation to mental/emotional, finance, physical, social and team wellbeing

Measures:

- Number of formal employee relations cases
- Percentage of staff from underrepresented groups working at the council, and percentage employed at senior leadership level
- Gender and ethnicity pay gaps
- Relevant pulse survey results



Collaborative and trusting

Outcome

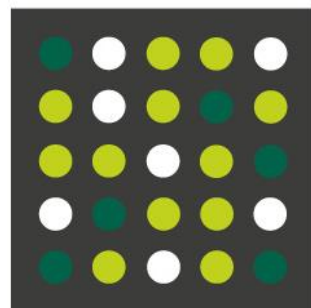
Enabling a collaborative and inviting place where we're empowered to be open, trust each other, and work as one

We offer:

- With Surrey Heartlands, and other partners, delivery of the United Surrey Talent Strategy
- Opportunities for staff to work across organisational boundaries and to have flexible career pathways
- Activities that enable collaboration, ranging from a wide range of staff networks, groups and digital hubs to organisation design and development masterclasses and leadership events
- A 'You said, We did' approach to engaging with staff to promote a listening and responsive culture

Measures:

- Number of formal employee relations cases
- Turnover rate
- Relevant pulse survey results



Ambitious and outcomes-focused

Outcome

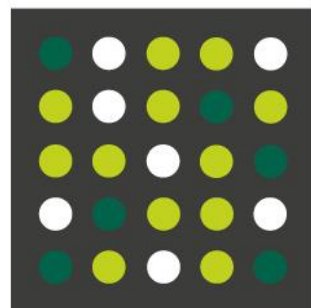
An ambitious and outcomes-focused place where we are passionate about our purpose and take accountability for delivering great results

We offer:

- Extensive support for leaders and managers to enable them to role model engaging leadership and to coach their teams
- A proactive performance hub alongside interventions to develop leaders, managers and staff to have meaningful performance conversations
- A market leading Employee Value Proposition which invites, incentivises and rewards high performance in line with our Surrey values
- A total reward package encompassing a broad range of benefits that include competitive pay, opportunities for progression and supporting staff to achieve a work-life balance

Measures:

- Turnover rate
- Spend on agency/interim staff
- Percentage of workforce undertaking career starter or career development apprenticeships
- Percentage of workforce having effective performance conversations
- Percentage of staff from underrepresented groups working at the council, and percentage employed at senior leadership level
- Relevant pulse survey and exit survey results



Inventive and dynamic

Outcome

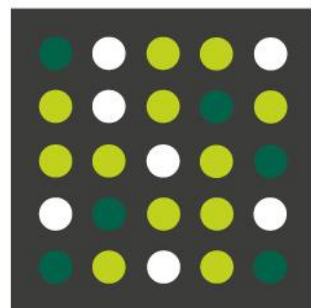
An inventive and dynamic place where we promote a learning mindset and adapt to new insights and opportunities

We offer:

- **Flexible, fit for purpose jobs that encourage innovation, creativity and mobility across the organisation and with partners**
- **Supportive cross organisation networks to share leading practice, innovation in service design and delivery and workforce best practice**
- **Masterclasses and networking opportunities to bring new thinking into the council relevant to our strategic priorities and delivering excellent services to customers and communities**
- **A progressive learning and development offer to ensure all staff have access to opportunities to help them thrive and flourish**
- **Insight and intelligence about our workforce using data to help drive activity that delivers most impact for our residents.**

Measures:

- **Turnover rate**
- **Spend on agency/interim staff**
- **Internal promotion rate**
- **Percentage of staff from underrepresented groups working at the council, and percentage employed at senior leadership level**
- **Relevant pulse survey and exit survey results**



Delivering our outcomes

This strategy will be supported by a Delivery Plan which sets out the action we will take to achieve the four cultural outcomes, and the specific measures and targets we will use to monitor progress. The Delivery Plan will be updated quarterly and published on the intranet.

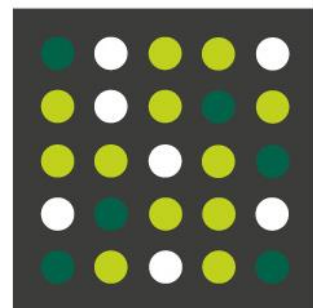
The People Strategy Performance Board has been established to oversee and monitor progress towards achieving the People Strategy and the Delivery Plan. It is chaired by the Deputy Chief Executive and Executive Director of Resources and includes senior representatives from across the council, together with colleagues from People and Change and Communications.

The strategy will also be delivered through embedding workforce planning into the council's integrated planning and performance framework. Workforce planning has a significant role in delivering improved services, including working across the system with Health services, Voluntary, Community and Faith Sector organisations and independent sector partners to unite Surrey talent and move towards services based around places rather than organisations.

In addition to this council wide People Strategy, there are directorate workforce plans in place, or in development, setting out the service specific priorities and how each part of the council will contribute to achieving the cultural outcomes.

- **Adult Social Care Workforce Plan**
- **Children, Families and Lifelong Learning Workforce Plan**
- **Customer and Communities Workforce Plan**
- **Environment, Transport and Infrastructure Workforce Plan**
- **Partnerships, Prosperity and Growth Workforce Plan**
- **Public Service Reform Workforce Plan**
- **Resources Workforce Plan**
- **Surrey Fire and Rescue Workforce Plan**

Performance management of our people will help us to deliver this strategy by supporting staff to understand how they are performing against the outcomes we want to deliver for customers and communities. We will drive a high performance culture to ensure all staff are delivering to a high standard.



How your People and Change Service can help you

Your People & Change service offers a range of services which support the delivery of the council's strategic priorities whilst at the same time ensuring that we meet our statutory obligations.

We use our deep knowledge of the council and Surrey's customers and communities together with our professional HR and Organisation Design and Development expertise to work with you in delivering high quality and value for money services.

In addition we can work with you to design, develop and implement targeted people interventions to meet specific operational requirements.

Our service offer is based around a standard, integrated people lifecycle:

- **Joining Surrey**
- **Working at Surrey**
- **Learning and developing at Surrey**
- **Reward at Surrey**
- **Leaving Surrey**

We offer expert services and organisational development and people related change programmes targeted to each stage of the employee lifecycle. Our progress is measured by performance targets that clearly demonstrate impact and our compliance with statutory and regulatory reporting.

