

## Wiltshire Council

### Cabinet

**3 July 2017**

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**Subject: People Strategy 2017 – 2027**

**Cabinet Member: Councillor Richard Clewer – Cabinet Member for Corporate Services**

**Key Decision: Yes**

#### **Purpose**

1. The purpose of this report is to outline a new People Strategy for 2017 – 2027 which highlights the strategic workforce priorities relating to recruitment, engagement and workforce development, and which is aligned with the new Business Plan 2017 – 2027 and Digital Strategy 2021.

#### **Background**

2. A new structure for HR & Organisational Development (OD) was implemented in June 2016. The structure and delivery model is based on a three tier service; strategic, operational and transactional, and is set against four work streams; strategic planning and delivery, resourcing, case management, and payroll/service development.
3. Key to the structure are 3 strategic business partner roles, each aligned to a corporate director (based on the council's current substantive senior management structure), and the services they lead/line manage, and a strategic delivery manager whose team develops and ensures delivery of strategies in response to corporate demand. These roles report to the head of service and will lead the work to achieve the priorities identified in the new people strategy with teams across the service, and with managers across the council.
4. A new people strategy has now been developed to take into account the demand on the HR & OD service from the business, and also on the priorities in the new business plan and the new digital strategy, both of which will have significant workforce implications.
5. The purpose of this people strategy is to define how we will manage our most important asset, and aims to ensure that we are able to attract, retain and motivate our staff to continue to develop great outcomes for communities and achieve the council's vision and priorities.

#### **Main considerations for Cabinet**

6. The new people strategy outlines our values; empowering people, innovation and collaboration, and our employee promise.

*“We empower our staff to innovate and collaborate in order to build stronger communities.”*

7. Outcomes for HR&OD have been identified which, as well as taking into account known demand on the service also align with the new Business Plan 2017 – 2027, the Digital Strategy 2021, and our values. There are:
  - a. Our staff are attracted and recruited using innovative and creative attraction methods and social media campaigns, and have the right experience, skills and values to deliver services and to protect those that are the most vulnerable in our communities.

- b. Our staff identify and engage with our employee promise which is based on our employee value proposition of **empowering people, innovation and collaboration (EPIC)**, and which is embedded in the recruitment processes.
  - c. Our systems, practices and policies are progressive and innovative and develop and enable our staff to work together and in partnership to deliver our services to build stronger communities.
  - d. Our learning and development offer is supported by our use of the apprenticeship levy to improve the education of our young people, provide employment opportunities, and grow the Wiltshire economy.
8. HR&OD will aim to achieve these over-arching outcomes by prioritising work streams in the people strategy under three strategic priority areas;
- a. Candidate attraction, selection and recruitment
  - b. Staff engagement, recognition and communication
  - c. Workforce development and retention
9. These priorities will be supported by work carried out across all teams within HR&OD, and working with managers across the council will aim to raise the capability and capacity of the workforce as a whole, and through the development of connections with other support services to ensure relevant expertise is commissioned to support delivery of these priorities at a both a corporate and service level. For example, by ensuring we recruit the right people at the right time, with the right attitude we will also be able to increase employee engagement, deliver efficiencies, improve performance and retention and reduce disaffection.
10. The new people strategy for 2017 – 2027 (Appendix 1) details the actions under each priority. These are high level actions, behind which will sit a more detailed plan to achieve our priorities. As with the new business plan the people strategy is a 10 year strategy and it is therefore anticipated that the strategy will change and development alongside the business plan as our workforce, and the way we deliver our services changes. Some further work to ensure the strategy is branded and includes images that closely reflect the workforce will be required prior launch.
11. Below is a summary of some of the key highlights of the new people strategy:

### **Candidate attraction, selection and recruitment**

12. Our resourcing team are developing the recruitment offer to incorporate more innovative and creative attraction strategies, for example through social media and intelligent recruitment campaigns. Our aim is to ensure our employer brand remains synonymous with our innovative culture and transformational agenda and that our systems support high quality engagement with applicants and excellent customer service to recruiting managers.

13. The resourcing team are also developing initiatives to increase employment opportunities for those aged under 25 with a particular focus on recruiting apprentices both at entry level and higher and degree level in order to plug skill gaps, and will use our apprenticeship levy to develop our people.

14. A suite of selection tools such as personality profiling are being implemented which will be used both for workforce development as well as supporting the recruitment of high calibre staff with the right values and behaviours.

### **Staff engagement, recognition and communication**

15. A strategic staff engagement plan is being developed to enhance and improve staff engagement. This is critical to being able to deliver the vision, outcomes, priorities and actions within the business plan and our people strategy and to ensure commitment to the future direction and vision of the council.
16. A staff engagement group called #EPIC has been launched and the group have been empowered to deliver positive change by focusing on initiatives which will drive culture change, and change the way we recognise and reward our staff.
17. A refreshed behaviours framework is being developed to clearly outline the expectations of our employees, ensuring it is modern in its approach and fit for purpose for the council's workforce of today.

### **Workforce development and retention**

18. Organisational development now forms part of our integrated HR&OD structure and sits within the resourcing team so that we can ensure the facilitation and delivery of corporate learning and development programmes and improve the retention of our talented staff.
19. A programme of management/leadership development initiatives are currently being developed which will support and develop aspiring, developing and experienced managers to be role models of good workforce practice with the skills and knowledge to effectively lead, inspire, performance manage and engage their teams.
20. Our learning management system, grow, is being developed to provide a comprehensive performance management tool which will enable all staff to have an annual appraisal and cascaded objectives to support the vision of building stronger communities.

### **Overview and Scrutiny Engagement**

21. The delivery of the priorities in the people strategy will be scrutinised by Staffing Policy Committee.

### **Safeguarding Considerations**

22. The new people strategy is closely aligned with the new business plan and supports the recruitment and development of high calibre staff. Our recruitment policy and procedure ensures that appropriate safeguarding checks are carried out and training on safeguarding is provided to ensure our staff understand their responsibilities and work hard to protect the most vulnerable people in our communities.

### **Public Health Implications**

23. There are no public health implications as a result of the proposals outlined.

### **Environmental and Climate Change Considerations**

24. There is no environmental or climate change impacts as a result of the proposals.

### **Equalities Impact of the Proposal**

25. The new people strategy will be equality impact assessed prior to launching once the final consultation is completed.

### **Risk Assessment**

26. There are no risks identified as a result of the proposals.

### **Financial Implications**

27. The current 2017/18 budget approved by Council in February 2017 allows for the delivery of the people related initiatives contained within the new people strategy.

### **Legal Implications**

28. There are no legal implications identified as a result of the proposals.

### **Options Considered**

29. No other options have been considered.

### **Proposals**

30. It is proposed that Cabinet note the contents of the report and appendix 1 and support the delivery of the new People Strategy 2017 – 2027.

**Barry Pirie**  
**Associate Director People & Business**

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**Report author: Joanne Pitt, Head of HR&OD**

### **Appendices**

Appendix 1 – Proposed People Strategy 2017 - 2027