

# PEOPLE STRATEGY

## 2017 - 2027

Wiltshire Council's business plan 2017 - 2027 outlines the vision for the council which is to create strong communities. To achieve this our key priorities are:

- Growing the economy
- Strong communities
- Protecting those who are most vulnerable
- An innovative and effective council

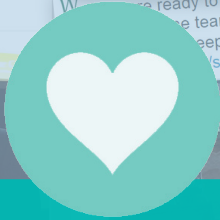
The purpose of our people strategy is to define how we will manage our most important asset, our staff. The strategy aims to ensure that we are able to attract, retain and motivate our staff to continue to deliver great outcomes for communities and achieve the council's vision and priorities.

LIVE·WORK·DELIVER

Wiltshire Council  
Where everybody matters

# OUR VALUES

The principle theme of the people strategy is that managers ensure that our staff identify with our values and employee promise.



## EMPOWERING PEOPLE

Our staff are empowered to deliver services to our customers and are encouraged to find new ways of working to improve the customer experience. Suggestions are welcomed and opportunities are explored in order to maximise service delivery.



## INNOVATION

Our systems, practices and policies are progressive and enable our staff to have improved flexibility in their roles, transparent career opportunities and the ability to share knowledge and expertise with each other for the benefit of our communities.



## COLLABORATION

We provide a supportive culture where we work together to achieve more. We listen to our staff, partners and communities and do things “with” rather than “to” them. We use our strengths to help each other, and welcome new perspectives. Put simply, we know we can achieve much, much more when we work closely with, listen to and support others.

LIVE·WORK·DELIVER

Wiltshire Council  
Where everybody matters

# OUR EMPLOYEE PROMISE

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



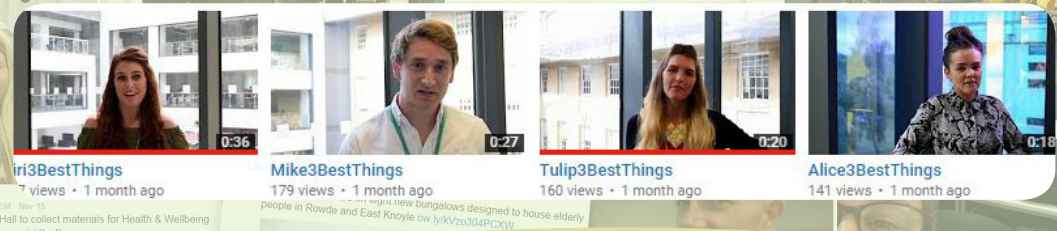
LIVE · WORK · DELIVER

Wiltshire Council  
Where everybody matters

# CANDIDATE ATTRACTION, SELECTION AND RECRUITMENT

**OUTCOME:** 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 to protect those that are the most vulnerable in our communities.

- Develop and deliver intelligent, timely and cost effective recruitment campaigns in order to attract high calibre candidates using innovative technology platforms including social media and direct sourcing. Develop relationships with media agencies to meet the needs of recruiting managers and promote our positive brand image.
- Using a cost effective, fit for purpose talent relationship management (TRM) system, provide a high quality candidate experience which supports the development of talent pools and direct sourcing, and delivers quality management information.
- Work in collaboration with our provider of interim staff to support our drive to reduce volume and spend on interim staff whilst sourcing quality candidates to meet temporary service needs.



LIVE·WORK·DELIVER

Wiltshire Council  
Where everybody matters

# CANDIDATE ATTRACTION, SELECTION AND RECRUITMENT

- Develop initiatives to increase employment opportunities for those aged under 25 with a particular focus on recruiting apprenticeships both at entry level and higher and degree level.
- Collaborate with organisations to develop ways to reach out to under-represented groups of employees with protected characteristics.
- Develop a suite of selection tools and policies such as personality profiling which will be used for workforce development as well as supporting the recruitment of high calibre staff with the right values and behaviours.
- Ensure our candidate attraction, selection and on-boarding processes (including induction events) positively promote our employer brand, and use recruitment analytics to provide evaluation and continual improvement.



Wiltshire Council @wiltscouncil · Oct 24

Our employee Megan Mounty is one of the south west's top apprentices, after being recognised in the NAA's 2016  
[ow.ly/PfOI305tmTe](https://www.lovewhereyouwork.co.uk/ow.ly/PfOI305tmTe)



# STAFF ENGAGEMENT, RECOGNITION AND COMMUNICATION

**OUTCOME:** Our staff identify with our employee value proposition of empowering people, innovation and collaboration (EPIC), which is embedded in the recruitment process.

- Develop the staff engagement group to deliver positive change, empowering people to improve how we recognise and reward staff, driving innovation to improve how we work, and collaborating with others to improve how we communicate interactively, engagingly and effectively.
- Develop innovative approaches to gauging and improving staff engagement levels through corporate surveys, 'pulse' surveys for instant feedback, corporate, service and team focussed initiatives and improved management awareness of engagement issues and solutions.
- In collaboration with the communications team develop comprehensive internal messaging and information sharing tools using our employer brand to ensure a consistent message. Design and develop the annual staff engagement forums as an opportunity for staff to have a voice and be heard.

LIVE·WORK·DELIVER

Wiltshire Council  
Where everybody matters



# STAFF ENGAGEMENT, RECOGNITION AND COMMUNICATION

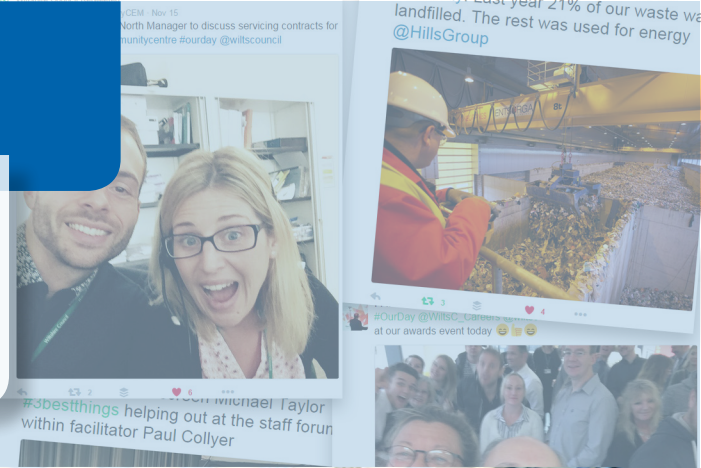
- Encourage innovation through mechanisms to capture and act on staff suggestions and ideas for improvement, using social and virtual platforms such as the employee engagement group, the development network and grow social groups.
- Support the 2021 plan for digitalisation to deliver a digitally enabled workforce where employees are encouraged to be innovative, creative and adaptable to meet the needs of the business.
- Embed a refreshed behaviours framework which clearly outlines the expectations of our employees, ensuring it is modern in its approach and fit for purpose for the council's workforce of today.
- Collaborate across the public sector to explore opportunities to work with the NHS, Fire and Police and other partners to create greater efficiencies and deliver our priorities.



# WORKFORCE RETENTION AND DEVELOPMENT

**Outcome:** Our systems, practices and policies are progressive and innovative and we develop and enable our staff to work together and in partnership to deliver our services to build stronger communities. Our learning and development offer is supported by the apprenticeship levy to improve the education of our young people, provide employment opportunities, and grow the Wiltshire economy.

- Deliver a programme of management / leadership development initiatives which supports and develops aspiring, new and existing senior managers to be role models of good workforce practice with the skills and knowledge to effectively lead, inspire, performance manage and engage their teams.
- Deliver a comprehensive suite of statutory and mandatory training to ensure all staff and managers can perform their jobs competently and legally within our communities.
- Develop grow as both our learning management system, and also as our comprehensive performance management tool to ensure all staff have an annual appraisal and cascaded objectives to support the vision of building stronger communities.





# WORKFORCE RETENTION AND DEVELOPMENT

- Collaborate with local and national educational establishments and colleges to procure learning for our apprentices, graduate placements and internships.
- Access apprenticeship levy funding to support the workforce with succession, progression and redeployment, and offer learning loans for professional qualifications to support personal development and progression, empowering staff to have a 'career is my asset' mindset.
- Deliver packages of cultural, behavioural and attitudinal initiatives which aim to build organisational capability and capacity and improve collaboration. Embed our behaviours through coaching, mentoring, action learning, facilitation of cultural and train the trainer programmes.
- Deliver a blended programme of learning and development that is aligned with demand identified in services that will enable staff to develop the right skills that support the delivery of the business plan.



LIVE·WORK·DELIVER

Wiltshire Council  
Where everybody matters



**LIVE·WORK·DELIVER**

**Wiltshire Council**  
 Where everybody matters