Staffordshire
County Council

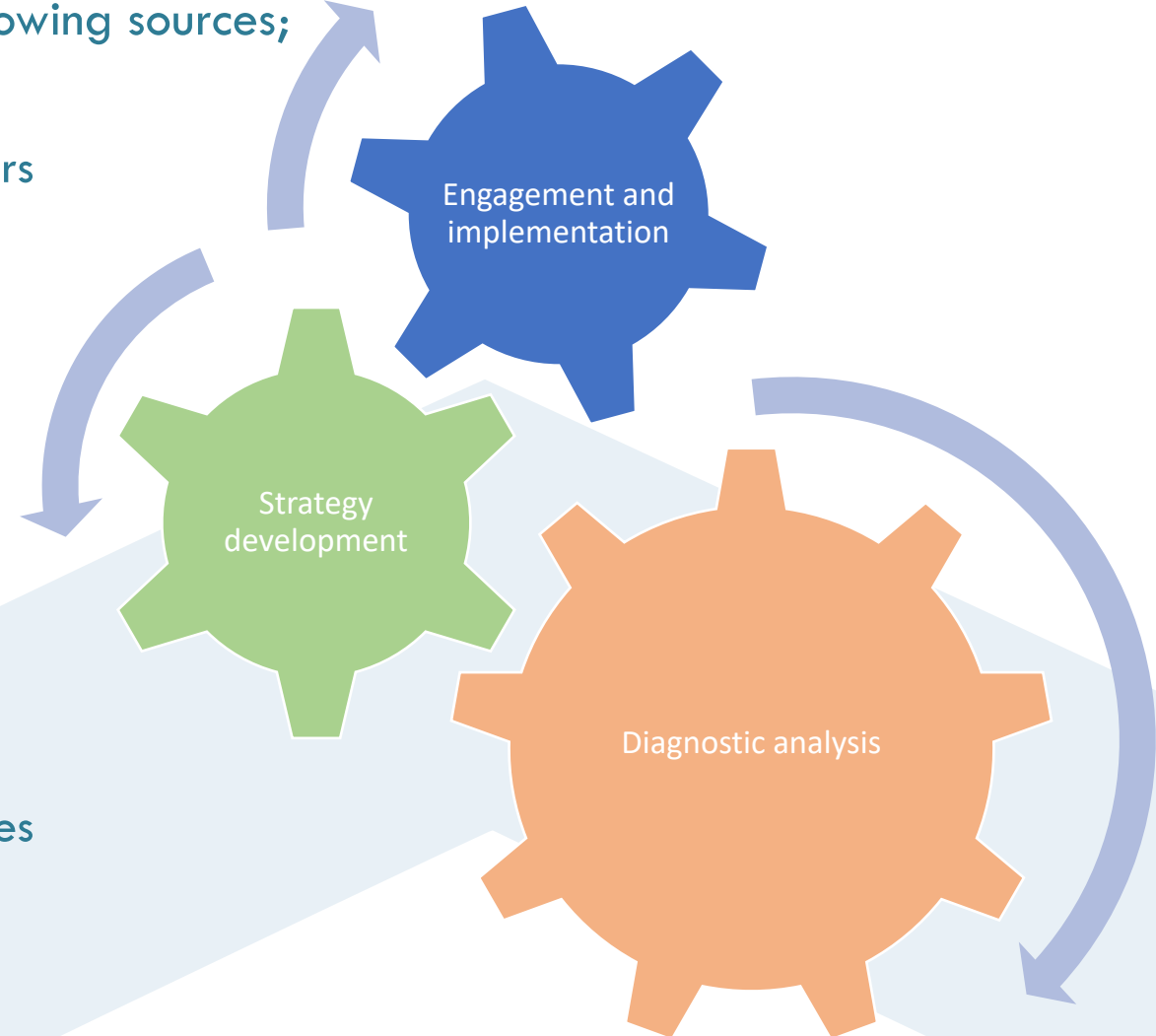# Refreshing the People Strategy 2023-27

With pride. With purpose. With you.

Contents

1. Methodology and key inputs
2. Communication and engagement
3. Insight
4. Monitoring and governance

Methodology and inputs

The Refreshed People Strategy has been developed through our learning and reflections of our 2019 and beyond 4 year strategy and with the input from the following sources;

- Progress and key achievements over the last 4 years
- Insight and performance data aligned to our key priorities
- The People Impact Tool
- Our employee Net Promotor Score surveys
- Directorate Input and priorities
- The Council's Strategic Plan
- Employee and leadership feedback
- Political leadership feedback
- Employee demographics
- Subject matter expertise
- Research and best practice from professional bodies
- Employment trends
- CIPD Professional Map

Engagement and implementation

Strategy development

Diagnostic analysis

SCC Strategic Plan

Staffordshire County Council

Vision: An innovative, ambitious and sustainable county, where everyone has the opportunity to prosper, be healthy and happy

Outcomes

Everyone in Staffordshire will:

Have access to more good jobs and share the benefits of economic growth

Live in thriving and sustainable communities

Be healthier and independent for longer

Priorities

Support Staffordshire's economy to grow, generating more and better-paid jobs

Tackle climate change, enhance our environment, and make Staffordshire more sustainable

Encourage good health and wellbeing, resilience and independence

Fix more roads, and improve transport and digital connections

Offer every Staffordshire child and young person the best start in life, and the chance to achieve their potential

How we work

Encourage our communities to help themselves and each other

Lead our workforce to be ambitious, courageous and empowered

Use digital technology and data to connect, inform and support the people of Staffordshire

Engage and listen to our communities, partners and business, working together to improve our county

Pledge: Live within our means and deliver value for money

Our Pillars and Our Values

Keeping and attracting talented people

Promoting a positive working environment

Developing skills for now and the future

Developing leaders for now and the future

We have kept the same values and pillars as they still remain valid but modernised the look and feel.

AMBITIOUS
We are ambitious for our communities and the people of Staffordshire.

COURAGEOUS
We recognise our challenges and are prepared to make courageous decisions.

EMPOWERING
We empower and support our people by giving them the opportunity to do their jobs well.

Staffordshire County Council

Common Directorate Priorities

Keeping and attracting talented people

- Staff retention
- Strategic Resourcing
- Recruitment
- Capacity
- Workforce planning
- Pay, terms and conditions

Promoting a positive working environment

- Change management
- Employee resilience and wellbeing
- Absence management
- Cultural change
- Strengths based and restorative ways of working

Developing skills for now and the future

- Succession planning / talent pipeline
- Career pathway planning

Developing leaders for now and the future

- Leadership and management development
- Organisation design / structure
- Strengths based and restorative leadership

Communication and Engagement

With pride. With purpose. With you.

Communications and engagement activity

Approach Taken

Outcome Themes TBC

Slides show common themes from across the socialisation

Political Leaders

- Cabinet
- Scrutiny
- 121 meetings

- Describes us today, and also describes who we want to be in the future
- About our culture and climate as well as improvements to how we work. Which is important.
- Getting recruitment right will be essential
- Demonstrates our progress
- Like the high level impacts to the pillars
- Do we need Directorate plans?
- Is the document too long
- Need to reflect the employee contract side
- Impressive Year 1 plan - what are the top three:
  - Recruitment improvements
  - Leadership development
  - Succession planning

Leadership

- SLT/WLT
- Business Brief
- Business Meetings
- Open Session

- Felt well connected to us and right focus to move us forward.
- Felt right level of ambition but helpful to have longer than 1 year plan for implementation.
- More attention to succession planning across the all levels of the organisation needed.
- More focus on retention as well as recruitment
- Enablers section seen as a distraction not needed.
- Need wording on learning to be more personal responsibility focussed.
- Bring out workforce planning needs stronger
- Liked the how e work round here approach
- Plan on page or elevator quick overview requested

Communications and engagement activity

Approach Taken

Outcome Themes TBC

Slides show common themes from across the socialisation events

Our People

- Open Sessions
- Voice Groups
- Other employee groups

- Ambition is about right
- Like keeping the values and pillars the same
- Succession opportunities needed across workforce.
- Like more promotion when goes live
- Like that retention being seen as important.
- Need to tackle the recruitment issues that lead to workload pressures.
- Value wellbeing offer
- Maintain flexibility on Smart working
- C&F like to see restorative practice more into the strategy as good culture principles
- More focus on Equality and Diversity
- Felt was a few themes missing
- Felt too much overview and not the detail

Trade Unions

- Green Book
- JCC

- Very pleased with the look and feel
- Positive that retention so well focussed
- Like investment in multi use of apprenticeships
- Feel the focus on management development will be valuable
- Pleased to see the exit and stay interviews and innovation of the stay interviews
- Like the wellbeing support and growing offer believe that will be well received
- JCC like to see it shared well with Headteachers for maintained schools and academies
- Happy to support the Strategy and approach.

Corporate eNPS Themes

eNPS score:

- February 2022 score was 11

- June 2022 score was 14 (24% improvement)
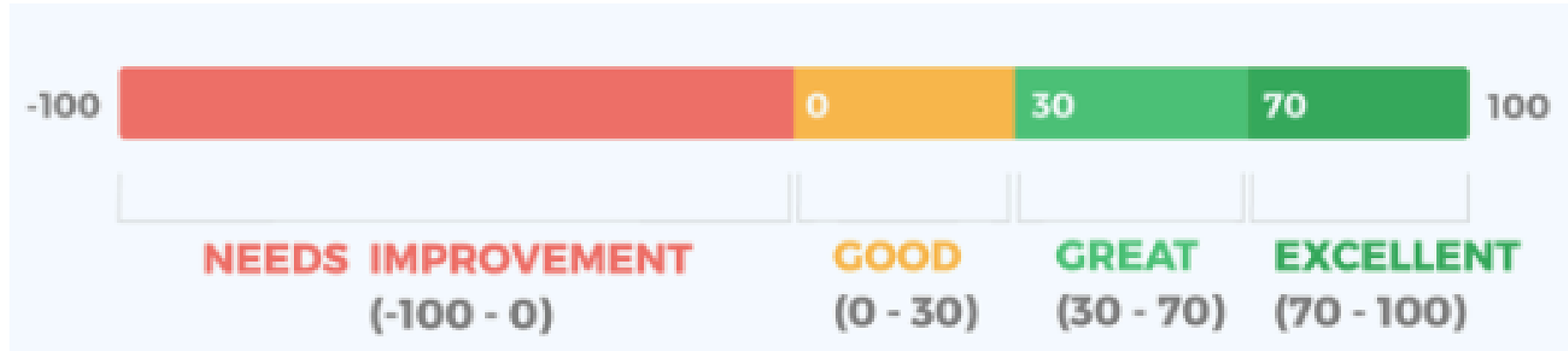
Top 3 (negative) themes amongst those with Detractor score	
Workload and recognition	19% (25%)
Transformation and change	15% (33%)
Management and support	14% (19%)

Top 3 (positive) themes amongst those with 'promotor' score	
Culture and wider leadership	38% (32%)
Flexible working (incl. WFH) and leave	38% (31%)
Management and support	37% (32%)

Increasing the People Services team's impact

Consistent themes drawn out from qualitative feedback		
Respondent group	**Most mentioned**	**Second most mentioned**
People Services	Greater focus on understanding business needs	Upskilling managers and leaders, particularly to support change
Leaders	Faster delivery of effective policies – fully connected to business need	Getting closer to the business, more proactive in providing timely advice
Managers	Be more accessible and provide direct support to managers, providing timely advice on complex issues	Improve resourcing processes and advice, review recruitment systems
Employees	Listening to employees' views and responding to queries	Greater visibility & speed of response

CIPD
*Championing better
work and working lives*

Staffordshire
County Council

All averages are out of a maximum of 4

HR's overall ability to meet future organisation needs

2.2

	Value
People Services	2.3
Leader	2.2
Line manager	2.1
Employee	2.3

(Axis: 0, 1, 2, 3, 4)

HR's readiness for the future

Seeking to understand future business needs
2.9

The people vision is inspiring and helps people to picture a positive future
2.8

The people strategy drives new ways of working that will enable us to meet future organisation needs
2.8

Influencing and enabling an increasing digital workplace
2.8

Anticipating developments and trends that will impact the organisation in the future
2.6

Creating an organisation brand and experience that will attract and retain talent in the future
2.6

Developing sustainable people approaches that go beyond short term fixes
2.5

Developing talent to meet future organisation needs
2.4

Areas of focus - Knowledge

Resourcing – attraction & selection	• How could you improve your employer brand and reward proposition and how do you communicate this? • What sourcing and attraction methods work best? Have options such as social media been fully explored? • How do you improve the selection process and candidate journey?
Talent management and development	• How could talent management and succession planning be developed to retain talent and meet future workforce needs? • What early career options are in place and have opportunities such as apprenticeships been fully utilised across the workforce? • How could you continue to build management capability/skill?
Enabling change	• How could you continue to improve people policies - at pace? • How could technology further enable people practices and services? • How can People Services support and upskill leaders to plan and deliver change?
Delivering business outcomes	• How do you continue to build knowledge of business risks and priorities? • How do you ensure that People strategy is delivered at pace? • How could People Services challenge and support improved performance/high performance culture?
Collaborating and engaging	• How do you continue to collaborate on projects across the business? eg Digital working • How could you provide all stakeholders with a voice on issues that impact them? • How can you continue to seek and act on feedback in a way that demonstrates you have listened?

Our People

Age

The age profile of the Council shows that over 72% of our workforce is over 40 and 47% over 50 with a small cohort of staff under the age of 20. We have an ageing workforce and need to work, attract and retain more young people through consistent talent management, our apprenticeship and graduate programme and succession planning

Age Group	Workforce %
20-29	8.3%
30-39	19.2%
40-49	25.2%
50-59	32.7%
60-69	12.3%
Over 70	2.1%

Gender

73% of our staff are female and 27% are male. The majority of employee within the Council are part-time females, contributing to 36% of the Workforce, reflective of the

Headcount

We have 4200 employees with a FTE of 3387 FTE. Our turnover is currently at 11.3%

Race

In terms of ethnicity, 93% of staff have reported as White British, with other ethnic group staff making up 7% of the Workforce

Disability and LGBT staff

6.8% of our Workforce have reported as disabled. With 2.3% LGBT

Measures of Success

Pillar	We will statements	KPI's for the Pillar
Promoting a positive work environment	We will: 1. Foster a feeling of belonging, embedding equality, diversity and inclusion into what we do. 2. Create a culture of trust, collaboration and ambition, through open discussions and good conversations with each other, external partners and trade union colleagues. 3. Offer wellbeing services to support our people to manage their physical health, mental health, financial and social wellbeing. 4. Optimise attendance and productivity with effective people processes and management support. 5. Manage Change well. 6. Make good health and safety management decisions in which risks are managed sensibly and proportionately, so all our people are safe and well. 7. Train and support our managers to manage and achieve early resolution of people related matters	• Formal employee relation cases • Absence Days Lost • Return To Work % • Wellbeing support NPS scores • Total reported accidents • Total reported violent incidents
Developing leaders for now and the future	We will: 1. Create a culture where leaders feel confident to operate and lead in an ambiguous environment, think differently, take informed risks and be accountable for themselves and others. 2. Promote visible, values led and inclusive leadership at all levels. 3. Support leaders to design effective services, make sound decisions and manage change well. 4. Focus on identifying leadership talent for the future. 5. Invest in developing the skills of our leaders and future leaders	• Pulse Survey at each Snr Manager conference - level of confidence amongst our leaders • Employee Net promotor Scores - Likelihood to recommend SCC as employer

Measures of Success

Pillar	We will statements	KPI's for the Pillar
Keeping and attracting talented people	We will: 1. Find creative ways to attract and retain talented people who share our values. 2. Plan for the future to make sure we have the right talent, in the right place and at the right time, to deliver our ambitions. 3. Deliver a great candidate experience through a quick and effective recruitment process and induction. 4. Develop a reward and benefits offer which is valued by our people and is competitive and attractive in the market. 5. Create innovative career opportunities for our people and to attract our future talent. 6. Recognise and celebrate the achievements of our people	• First Time Fill Rate • Time to hire stage (weeks) • Attrition within 1 & 5 years (% of new starters) • Application rates • We recruit Feedback - % new starters agree onboarding experience was positive • Annual Levy Spend
Developing skills for now and the future	We will: 1. Motivate our people to identify and develop their future skill needs, build learning into everyday work to support performance and growth. 2. Embed a communities mindset so that our people have the knowledge and skills to empower and enable communities. 3. Facilitate teams to be high performing, innovative, agile, resilient and change ready. 4. Enable our people to grow, move forward and develop their career opportunities with us. 5. 5. Make sure that our people have mandatory training that is essential for safe and effective delivery of services.	• Pulse Survey Quarterly • Annual Levy Spend • Mandatory training compliance • We Welcome compliance