

# Our People Strategy 2023-27

## Corporate Overview and Scrutiny

27<sup>th</sup> February 2023



# Purpose

- Present the draft People Strategy 2023-27
- Reflect on the key achievements from the previous People Strategy.
- Note the evidence-based approach adopted in the development of the refreshed People Strategy.
- Review the People Strategy “we will” commitments against the four pillars along with the proposed year 1-2 implementation plan.

# Our People Strategy

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With pride. With purpose. **With you.**  
**2023-2027 and beyond.**



# How our People Strategy connects

We have a clear and compelling vision for Staffordshire. Our Strategic Plan sets out our ambitions for our communities and our People Strategy mirrors these ambitions for our people. The People Strategy supports our council's aim to be an excellent employer with a welcoming culture, in which people live and breathe our vision and values. This strategy is for you and about you.

## We want to:

- **Build a workplace where our people can be their best and demonstrate our values through everything they do.**
- **Create a workforce which has personal and collective resilience, by putting wellbeing at the heart of everything we do.**
- **Be well led with visible and trusted leadership that empowers and inspires people to succeed.**
- **Create an energy behind our Strategic Plan so that our people understand and know how to deliver on our key priorities.**
- **Empower our people to be flexible and responsive to the needs of the people of Staffordshire.**

**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

**More than 70% of our people live in Staffordshire**

# Background

- In April 2019 we launched our first People Strategy to set out how we would support, inspire and motivate our workforce to help deliver the strategic plan and our ambition for Staffordshire.
- Our refreshed People Strategy 2023 – 2027 builds on our work to date.
- The refreshed people strategy has been developed in consultation with our people, managers, and leaders from across the council.
- It provides a planned approach to ensuring our workforce is ready to meet the key challenges the council faces over the next four years.
- The strategy sets out 23 commitments under four pillars to shape a culture that supports delivery of the council's Strategic Plan, inspires innovation, and allows the organisation to perform at its best for the people of Staffordshire.



## Developing skills for now and the future



## Developing leaders for now and the future



## Attracting and keeping talented people



## Promoting a positive work environment



# Retaining the Four Pillars

# People Services achievements

Our refreshed People Strategy builds on our journey so far.

You can see some of our biggest achievements on this page.

This provides us with an excellent platform to build on, embedding our vision and values.

We will continue to make sure that we develop our people and bring in new people who are able to realise their potential, supporting the delivery of effective and efficient services to the people of Staffordshire.

The COVID-19 pandemic had an impact on our people and the way in which we work. It showed how well our people respond and adapt to new challenges, but also presented an opportunity to re-shape the way we work.



# Directorate achievements and ongoing activity

Our People Strategy has also been brought to life through the work that each directorate has delivered. This has looked and felt different in each business area to reflect the needs of our people.

This page highlights some of the great work that our people have collectively achieved.

Some of this work continues and each directorate is committed to building on this to make Staffordshire a great place to work.

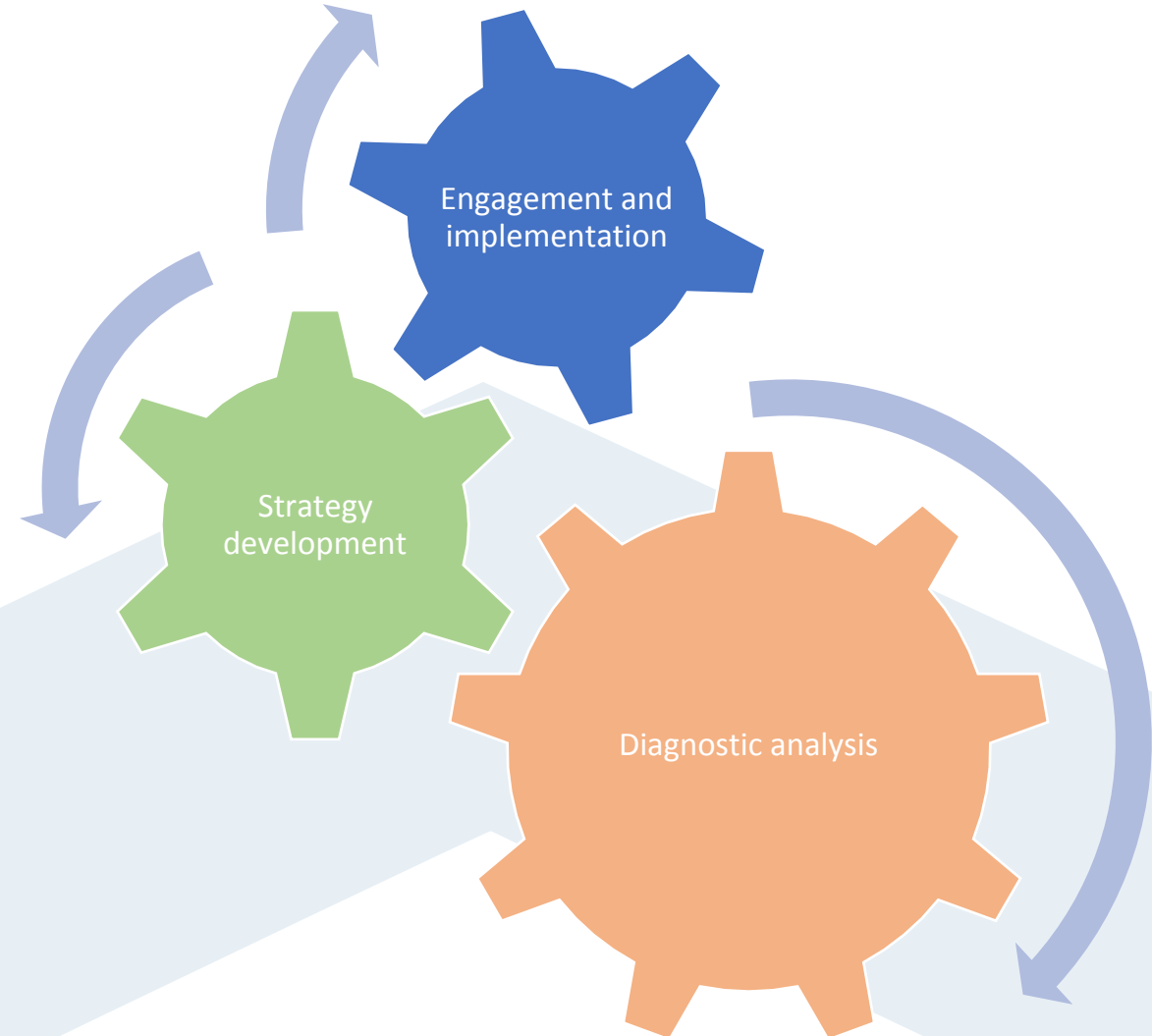




# Methodology and inputs

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 CIPD 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



## Year 1 priorities

- Develop and launch “how we lead and work around here” standards to set clear expectations for our workforce, to build the right culture and approach to achieve our ambitions.
- Improving recruitment in a competitive market by raising our profile and promoting our employment offer.
- Design and introduce a core leadership and management offer.
- Support leaders to workforce plan and identify opportunities for talent/key skill collaboration within and outside the organisation.
- Support development of innovation toolkits and an idea submission process.
- Embed personal responsibility in learning and development.
- Give managers the skills and capability to prevent and manage absence and support wellbeing.

# Delivery and Governance

- Key performance indicators to maintain focus and achieve results.
- People Strategy Steering Group established to monitor progress.
- Key deliverables within the Council's Corporate Delivery Plan, with progress reported on a quarterly basis through the Integrated Performance Management process.

## Next Steps

- Seek views from the Corporate Overview and Scrutiny Committee – today
- Committee feedback incorporated in the Cabinet report
- Present Strategy to Pre-Cabinet on 1<sup>st</sup> March and to Cabinet on 15<sup>th</sup> March
- A communications and engagement campaign to launch new strategy and commence implementation of Year 1 priorities from April 2023.
- Annual review to ensure the priorities are implemented and that the Strategy remains relevant as the organisation changes.