

Our People Strategy

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



Introduction



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Our People Strategy has helped us to grow and develop as a council. Our achievements over the last few years have provided us with a fantastic platform to build on. The strategy has helped us to lead our people well during unprecedented times, during which colleagues have shown resilience and strength to achieve amazing outcomes for the people of Staffordshire. We are proud of all that we have achieved together.

Our smart working agenda has changed our culture for the better and has given our people the confidence to do things differently, make bold decisions and modernise the way we work.

Our future challenges

As we move into the future, the nature of the challenges we face and how we respond will be very different. Having leaders that can bring innovation and encourage collaboration will be important to address these challenges. It's essential that we look up and out for innovative ideas to deliver change in challenging times. We must keep and build on the agility we showed during the pandemic.

The people delivering outcomes for Staffordshire are wider than the people we directly employ. They are also made up of volunteers, commissioned adult and children social care providers, maintained schools and academies and the employees of our partners. We need to make sure we share our People Strategy with stakeholders and partners and explore how we innovate and collaborate for better outcomes.





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.



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

Our people

Understanding the make-up of our people helps us to plan for the future.

We know:

- Our workforce is large and across a diverse range of roles with low turnover in most areas. Clear directorate workforce planning helps us to be agile and responsive to emerging needs.
- That due to our ageing workforce, we need to have succession plans in place to grow our talent and support knowledge transfer.
- That investment in apprenticeship recruitment and early career opportunities will develop new talent.
- Our risk areas in terms of recruitment and retention of key professions and have plans in place to address these risks.
- How to tackle the main causes of ill-health and how to use our excellent wellbeing services to support our people.
- The main causes of absence and have targeted interventions to address these areas.
- By making our reward and recruitment processes more inclusive we can improve our gender pay gap.
- Building a diverse and inclusive environment, reflective of the people of Staffordshire will enhance creativity and result in better outcomes.





Our values

Our values define us

We all share a common purpose of public service to the people of Staffordshire.

Our values support our Strategic Plan and vision and are at the heart of everything we do.

Our people are **A C E** and unique, which is why we want to make sure we lead them well and provide the benefits and wellbeing support they need.

Our people have different roles, different things that motivate them, different learning needs and will be at different stages of their career journey. But our values unite us to achieve amazing things.

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

Attracting and keeping talented people

We are an organisation with big ambitions so we need talented people. We want our people to have a positive experience at work, and to feel engaged with their team and our vision, so that they want to go the extra mile. We need to have people who want to build their future with us, feel they belong and can make a difference.

We must also be able to attract new talent who can bring fresh ideas. To achieve this we will create attractive, meaningful roles that provide opportunities for career progression. We need to be ahead of the curve in planning our workforce for the future and take steps to ensure we have a continual supply of skilled people, who live our values and provide excellent public service.



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 that 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.

What success will look like, high level impact:

- Quick and efficient recruitment process that is competitive in the marketplace.
- Increased retention rate during the first year of employment.
- Our people profile is reflective of the people of Staffordshire.
- Increase in the uptake of our reward and benefits offer.

Promoting a positive work environment

We want our people to enjoy coming to work. We want them to feel challenged and appreciated for what they do and make a positive difference. This will include living our values, enabling wellbeing and challenging others to do the same. Creating diverse, dynamic teams and embracing smart working will foster a culture of innovation.

Our environment will encourage people to perform at their best, to come up with new ideas and support each other as we evolve. We will create opportunities for people to connect and make sure their voices are heard, to create an environment of trust, inclusivity and transparency.



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.

What success will look like, high level impact:

- Welcoming and positive organisational culture.
- High performing teams.
- Well managed absence supported by wellbeing services.
- Strong people management skills to seek early resolution.

Developing skills for now and the future

We have highly skilled and committed people, but our role is changing and many of us will need new skills in the future. We will support our people to take accountability for their own personal development, so they can improve their skills for now and the future.

This will mean better opportunities for our people, so they can perform well in their roles and pursue exciting careers in the public sector. We will create an environment where our people embrace learning as part of their everyday activity.

We will:

1. **Motivate our people to identify and develop their future skill needs and 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. **Make sure that our people have mandatory training that is essential for safe and effective delivery of services.**

What success will look like, high level impact:

- **A learning 'buzz' around the organisation.**
- **Our people have the training needed to do their jobs well.**
- **High performing teams that deliver outcomes for the people of Staffordshire.**



Developing leaders for now and the future

Our leaders are not just people in senior positions, they are at all levels across the council. Leaders have a significant part to play in our success and in championing our vision and values.

Our challenge is to lead in an increasingly complex and challenging environment. To succeed, we need to help our leaders to be engaged, optimistic and resilient, so they can navigate the future. Our leaders will have a clear sense of purpose and possess the skills to lead transformational change whilst keeping their teams happy, healthy and productive.



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.

What success will look like, high level impact:

- Leadership is appreciated and valued.
- Our leaders are confident to lead the organisation in a complex environment.
- Leaders achieve high performance and effective outcomes.
- Our future leaders are identified, developed and ready to move us forward.
- Our people are skilfully led, and change is managed well.

People Strategy Year 1–2 Plan

Attracting and keeping talented people

- Compete in complex recruitment market by raising our profile and promoting our employment offer.*
- Improve our first time fill and time to hire rates.*
- Further develop our early careers offer.
- Develop and learn from exit and stay interviews.
- Use our applicant tracking system to build a great candidate and onboarding experience.
- Develop our pay and benefits offer to compete with market conditions.
- Develop 'grow our own' opportunities for critical skill gaps.
- Refresh our recognition arrangements.

Promoting a positive working environment

- Develop and launch 'how we lead and work around here' guides.*
- Give managers the skills and capability to prevent and manage absence and support wellbeing.*
- Enhance our wellbeing services further to improve our people resilience and reduce cost of living impacts.
- Review and revise our health, safety and wellbeing audit process.
- Introduce new MYH&S System modules to improve performance and simplify processes.
- Build on and develop WeResolve to reduce formal case management.
- Refresh more people policies to support our ambitions.
- Embrace and evolve our smart working culture.
- Improve the speed of response to issues raised by our people.

Developing skills for now and the future

- Embed a personal responsibility approach to learning and development.*
- Support development of innovation toolkits and idea submission process.*
- Set up talent and skill exchange processes.
- Build on and embed WeTalk.
- Improve mandatory training.
- Embed WeWelcome – our new approach to induction.
- Evolve the Learning Hub offer and share insights.

Developing leaders for now and the future

- Design and introduce a core leadership and management development offer.*
- Support leaders to workforce plan and identify opportunities for talent/key skill collaboration within and outside the organisation.*
- Provide the tools and development for leaders to create effective teams and manage change well.
- Identify future leaders and invest in their development.
- Give managers and leaders the tools to support progression of our talented people and ensure effective knowledge transfer.
- Implement learning from our employer Net Promoter Score (eNPS) surveys.

*Year 1 priorities

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