

Our Workforce Strategy

Worcestershire
County Council

2021 - 2024



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Our current workforce

39% of employees feel valued for their contribution to the council

There are 1646 full time equivalent employees and a headcount of 2753, reflecting a high number of part time workers

93% of mid-year performance reviews were rated successful or above

59% of our workforce are front line staff

5% of our workforce are from black and minority ethnic backgrounds

7% of our workforce have a disability

Average employee salary is £22,604

Employees took an average of 7.44 sickness days

71% of our workforce is female

58% of our workforce are over 46

Employee turnover is 10%

63% of our workforce have worked for WCC for over 5 years

31% of our workforce attended management and leadership courses in the last year

Top 2 absence reasons were musculoskeletal and stress.



What do we need to look like in the future?

Our workforce vision is that we will be an employer of choice and will have:

- A culture where our employees live and breathe our vision and values through everything they do and they want to contribute to our success.
- An environment where our employees perform at their best and demonstrate our behaviours on a daily basis.
- A workforce which has personal and collective resilience by putting employee wellbeing at the heart of everything we do.
- Visible leadership at all levels from leaders who have the freedom to act; making us a high performing organisation.
- The right people, with the right skills, in the right roles who are empowered and supported to succeed.
- A flexible workforce which is responsive to the needs of the people of Worcestershire both now and in the future.



Our values

Our values make us who we are, and we want our employees to live and breathe them in everything they do.

We plan to review our values and behaviours as part of our workforce strategy to ensure they show who we want to be, and they are integrated into the way we work.



Freedom within boundaries

“Courage to make constructive change”

Customer focus

“Putting customer need at the heart of everything we do”

Can do culture

“Being proactive to achieve excellence”

Pillars of success

The three-year workforce strategy is the blueprint for HR, OD and Engagement and will be used to drive forward our aspiration of a WCC family. Each service area will use this strategy to develop their annual workforce plans, supported by their HR Operations Partners. This will then be cascaded into team and individual's objectives as part of the performance review process, creating a golden thread throughout the organisation.

Our pillars of success, underpinned by the employee promise, reflect our organisational workforce goals. We believe focusing on our pillars of success will ensure we are an employer of choice. Enabling us to build a high performing and flexible workforce, which is responsive to the needs of the people of Worcestershire both now and in the future.



Culture

Wellbeing

Leadership

Recruitment and retention

Workforce transformation



Employee Promise

Culture

Develop a WCC family culture where our employees live and breathe our vision and values through everything they do.

We will build our performance culture through:

Development of our values and behaviours:

- Review and refresh our vision, values and behaviours.
- Encourage our workforce to live and breathe our values in everything they do.
- Continue to embed our vision and values through all workforce processes including recruitment, onboarding and performance management.
- Develop a compelling and competitive employee offer which underpins our WCC family culture.

Culture development:

- Promote collaboration across teams, innovative thinking and proactive feedback.
- Enable our employees to make decisions and have freedom within boundaries.
- Develop and promote leadership qualities across all roles including technical leadership as well as those in more traditional leadership roles.
- Manage performance effectively and recognise and reward high achievers.
- Celebrate diversity and encourage equality and inclusivity amongst all of our workforce.
- One clear message for all staff which is communicated from the top down.
- Encourage a reflective approach so we are responsive to workforce needs and can adapt to change.
- Build a safe environment where we can all talk openly about any issues or wellbeing needs.



Wellbeing

Build a workforce which has personal and collective resilience with mental, social and physical wellbeing at the centre of everything we do.

Our wellbeing strategy includes mental, social and physical wellbeing and will be delivered by the following activities:

A competitive wellbeing offer:

- Wellbeing days, wellbeing champions and mental health first aiders in place in all areas of the Council.
- Physical and virtual safe zones for people to talk and ask for support for their mental, social and physical wellbeing.
- A flexible benefit offering with a range of wellbeing support included such as physiotherapy, mental health support, gym membership and annual flu vaccinations.
- A comprehensive employee assistance programme (EAP).

A safe working environment that meets individual's wellbeing needs:

- Speaking to employees about what they need from their work environment and being flexible to support changing circumstances.
- Establish forums for staff to speak openly about wellbeing and inclusivity.
- Flexible and agile working approaches with the right equipment to work safely.

Modernise our ways of working to support our employee's wellbeing:

- Listen to our employees and provide clear information about their role, our goals and what we expect.
- Review our policies to ensure they are clear and support best practise.
- Launch and embed a workplace adjustment passport so we understand what support or adjustments our employees need to thrive in their role.
- Empower employees to make decisions and to learn new skills to develop in their roles.



Leadership

Visible leadership and compelling engagement at all levels from leaders who have the freedom to act; making us high performing.

Our leadership will help make us a high performing organisation through:

Development of leaders at all levels who take responsibility and have the freedom to act:

- Set and maintain expectations of what good leaders are and the competencies and behaviours we expect.
- Enable and empower leaders to make decisions and have freedom within boundaries to achieve our goals and improve performance.
- A new Management and Leadership Development Programme alongside best practice learning materials.
- Performance coaching and mentoring scheme which enables leaders to provide support to grow and develop their teams.
- A focus on inclusivity to ensure we are supporting all of our workforce.

Development of future leaders:

- Apprenticeship programmes which develop our pipeline of future leaders and provide management qualifications at all levels.
- Clear career pathways for our aspiring leaders.
- Recognise that leadership in the future will be different and support technical leadership as well as the traditional team management leadership.

Great leadership is celebrated and recognised:

- Our Celebrating You recognition scheme.
- Seek opportunities to showcase our employees externally at a national level.
- Case studies and clear communication across functions which highlight the competencies and behaviours of our great leaders.



Recruitment and retention

We will have the right people, with the right skills, in the right roles and we will empower and support them to exceed expectations.

We will ensure we are an employer of choice through the following activities:

Recruiting the right people, in the right way:

- Finding creative ways to attract new employees who share our values whilst focusing on inclusion, equality and diversity.
- Providing a great candidate experience through an improved recruitment process, including digital recruitment and onboarding.
- An inspiring induction for all new employees which is tailored to their role.
- Values and behaviours recognised alongside professional accreditations.

Retaining talented and high performing employees:

- Flexible total reward packages which recognise the skills, capabilities and achievements of our employees and can be personalised to their needs.
- Employee benefits portal which is linked to performance and is flexible to adapt through employee life changes.
- Tailored total reward statements which support the growth and retention of talent.
- Clear and flexible generic job descriptions.
- Recognition and celebration of the achievements of our amazing employees.

Development of our compelling employee value proposition:

- Identify how our WCC family is unique and what we stand for.
- Showcase the key reasons why our employees are proud and motivated to be part of the WCC family; such as our inspiring vision, our distinctive culture and flexible working.



Workforce transformation

We will build a flexible workforce which is responsive to the needs of the people of Worcestershire both now and in the future as demand and complexity increase.

We will build our future workforce by:

- Creating a WCC family through a focus on removing barriers and working together to achieve one common goal.
- Developing new and improved ways of working and digital innovation across all service areas.
- Embedding inclusion in all of our business processes and policies.
- Supporting the development of the skills that we need to work in new ways.
- Personalisation for our employees which leads to a feeling of belonging.
- Enabling the development of workforce and succession plans which are underpinned by individual directorate plans to ensure future needs are anticipated and met.
- Building a flexible working environment where we can be responsive to the needs of the people of Worcestershire both now and in the future.
- Investing in new people technology which enhances the employee experience. This includes, performance management, learning management and recruitment.
- Developing of a data culture where insight about our workforce is used consistently to create a high performance and productivity focused environment.



Employee Promise

Our employees are essential for the successful delivery of our workforce strategy and together we will achieve our goals. All of our employees take personal responsibility for what they need to do to support our workforce strategy.

As an employee, I am committed to:

- Taking part in a performance related conversation with my line manager at least twice a year.
- Adhering to the Council's Code of Conduct and all standards, policies and procedures relevant to my role.
- Supporting and taking part in the embedding of an organisational performance and productivity culture.
- Asking for help when I need it, using my annual leave entitlement and taking regular breaks to support my wellbeing. I choose what is right for me from our flexible benefits offer.
- Working to the best of my ability every day to perform my job to the required standard. I take ownership of my own performance and I do everything I can to make sure my objectives are met. I always listen to feedback and use it to improve how I do things.
- Taking time to support my team and offer help as needed.
- Always being inclusive of others, encouraging equality and celebrating diversity.
- Participating fully in all training identified for me and making sure I then use what I have learnt in my role.
- Engaging in a career pathway conversation with my line manager, that meets my individual continuing professional development needs.
- Taking accountability and ownership for my actions. I positively challenge and make suggestions about how we can improve.
- Adapting to new ways of working and I am open to change. I seek solutions to problems, and look for better ways of doing things.
- Representing our Council positively in everything I do, by supporting our values on a daily basis.
- Understanding and contributing to the aims and values of my service and the Council.



How will we know we have made progress?

It is really important that we monitor and publish our progress so we that we are confident that we are making our strategy a reality.

There will be regular reports to the Chief Officer Group and the Strategic Leadership Team as well as frequent updates for employees.

The progress of our Workforce Strategy cannot be measured in numbers alone, so we will use a combination of methods which include how people feel and what they see that is different as well as data.

Against our pillars of success we will:

- identify success criteria including key performance indicators
- establish a baseline position
- measure, monitor and regularly assess progress made from the baseline position using changes in key performance indicators and qualitative assessment

We will also invite internal and external audit including peer review.

Pillar	Example measurement methods
Employee Promise	<ul style="list-style-type: none"> ■ Employee engagement levels ■ Performance reviews ■ Staff Surveys
Culture	<ul style="list-style-type: none"> ■ Staff surveys ■ Employee engagement levels ■ Performance reviews
Wellbeing	<ul style="list-style-type: none"> ■ Staff Surveys ■ Sickness average per employee ■ Return to work conversations
Leadership	<ul style="list-style-type: none"> ■ Performance reviews ■ Career pathways and succession plans ■ Employee engagement levels
Recruitment and Retention	<ul style="list-style-type: none"> ■ Quarterly HR, OD and engagement workforce data ■ Staff Surveys ■ Levels of staff turnover
Workforce Transformation	<ul style="list-style-type: none"> ■ Staff surveys ■ Performance reviews ■ Workforce Plans

Our future family

By delivering this strategy we will have:

- A workforce which has personal and collective resilience with wellbeing centred in everything we do.
- A culture where our employees live and breathe our vision and values and want to contribute to our success.
- Visible leadership at all levels from leaders who have the freedom to act; making us high performing.
- The right people, with the right skills, in the right roles and we will empower and support them to exceed expectations.
- A flexible workforce which is responsive to the needs of the people of Worcestershire both now and in the future as demand and complexity increase.



