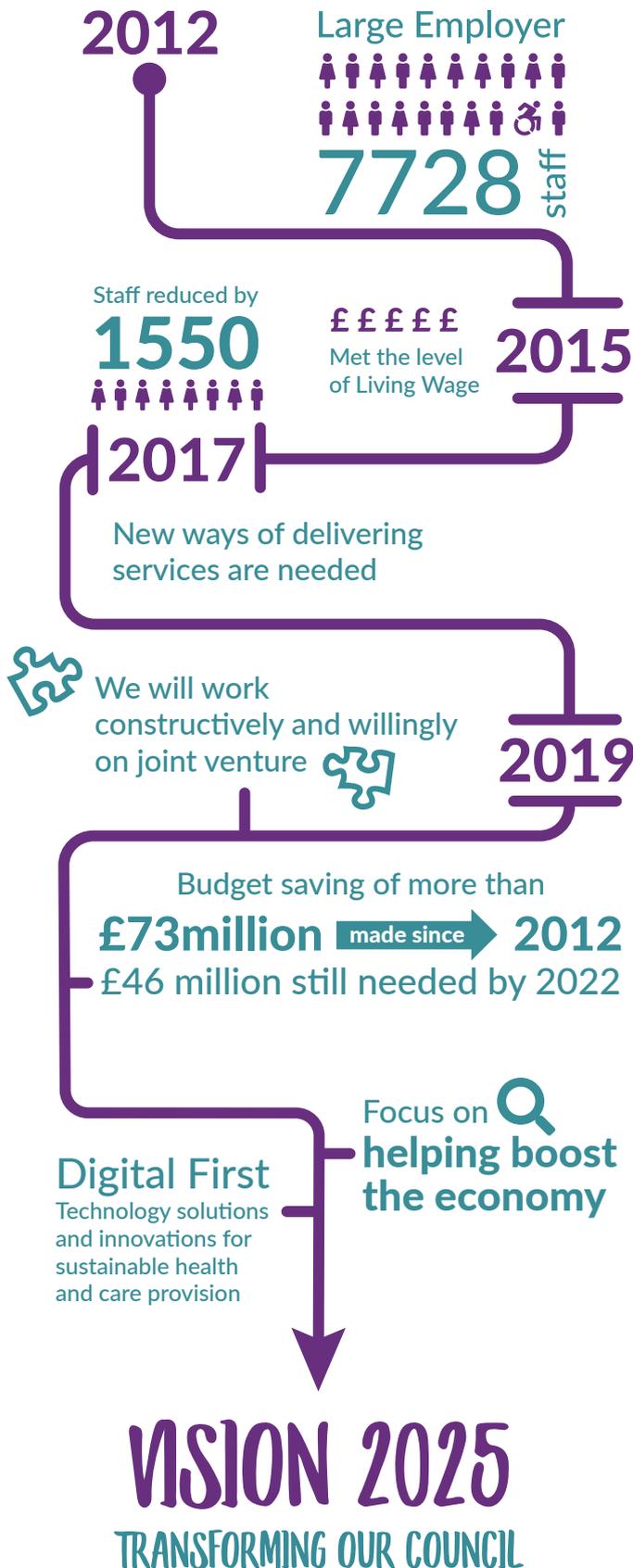


# Powys County Council Workforce Strategy 2019 – 2022



## Introduction & Context

The Council has set out an exciting vision for the future of Powys, which more than ever will call upon great partnership working and redefines our relationships and role, with the people, communities and partners of Powys. This Workforce Strategy has been developed to help deliver our vision and sets out how we will deliver our people priorities over the next 3 years, putting the foundations in place to ensure we have a confident, healthy and able workforce that can deliver the vision and thrive in work.

## Workforce Challenges

Vision 2025 has identified the strategic priorities and projects which, when successfully implemented, will make a transformational difference to the quality of life of the people of Powys. This responds to the needs and changing demands of the public and also positively addresses the opportunities identified in external reviews of our services, for instance in children's and adult services.

The Council is ambitious and has recently set out its plans for the next 3 years which will deliver the vision, whilst at the same time, doing so with significantly less money, which could see a reduction of up to £46m over this period.

All of this means that a significant improvement and transformation agenda has been developed for the future. The delivery of which will require strong and collective leadership, careful mobilisation of resources, effective partnership working and a determined focus on delivering the outcomes which matter most. In deciding how this agenda can be best delivered it is important that every employee, every one of you, has the opportunity to shape what this will look like in your service and team.

## What needs to be done?

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The scale of the challenge we are facing requires cultural and organisational change. We will need to reshape the workforce, retaining and nurturing the people who have the right behaviours and skills needed for the future, and to better align the workforce to our priorities. This strategy outlines the high-level activities that will develop the structure, capabilities and skills of the workforce, to ensure Vision 2025 is a great success. The Workforce Strategy will therefore sit alongside and integrate with a number of other key strategies, which together will shape a fit for purpose and strong organisation, delivering ever improving outcomes for local people.

Our workforce is our greatest resource and it is essential that it is confident, competent and skilled. This strategy outlines how we will invest in the workforce, in developing the right skills and focus, so that they are confident and successful in their roles and in delivering our priorities.

**This investment will focus on our organisational agility, leadership and management, culture and engagement, capability and capacity, improvement and transformation, and importantly our ongoing health and wellbeing.**

## Our workforce profile

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In moving the council forward, it's important that we begin by understanding the makeup of our current workforce.

**24%**  
reduction in staff  
since 2012

Currently **5887**

With a paybill of  
**c. £161 million**

**36%** aged over 50

**9%** staff turnover

**8%** of leavers due to  
**resignations &  
retirements**

**8%**

of sickness is a result of  
**stress, anxiety &  
depression**

There are up to  
**7 layers** in the council.

## What are our values and what do they mean?

Our values have been developed to underpin our progress in achieving our aims and objectives as a council:



### Professional

Whatever role we play in the council, we act with professionalism and integrity



### Positive

We take a positive attitude in all we do



### Progressive

We take a proactive and responsible approach to planning for the future



### Open

We keep each other informed, share knowledge and act with honesty and integrity



### Collaborative

We work constructively and willingly on joint initiatives

## Our Vision (Vision 2025)

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We will be an open and enterprising council



## Our People Strategy



In order to realise Vision 2025 we will develop a workforce that is agile and flexible, with the right skills, attitudes, behaviour and which demonstrates good practice. We will also grow our own staff and managers for the future, be an attractive employer and focus on outcomes for citizens and communities rather than activities. This strategy is one of our key enablers in helping us become the council of the future and is built around the 6 key themes summarised below:

Outcomes	Theme	Action
Employees have the autonomy, flexibility and accountability to make a positive difference in their day to day environment	Organisation agility	<ul style="list-style-type: none"> <li>• Develop and implement an annual workforce resourcing plan, encapsulating; fit for purpose operating model/ structures, recruitment and retention needs, talent management, succession planning and developing the ongoing and new skills needed in our workforce</li> <li>• Review and define agile working arrangements, in conjunction and alignment with a wider agile working programme</li> <li>• Develop our systems &amp; dashboard so that they better enable managers &amp; employees to access the information they need from all locations</li> <li>• Review and improve our redeployment arrangements so that they maximise the number of employees successfully redeployed and minimise the time involved in so doing</li> </ul>
Excellent management across the council supported by a leadership and management development programme	Leadership & Management	<ul style="list-style-type: none"> <li>• Define our leadership approach with SLT - e.g. collaborative &amp; compassionate</li> <li>• Develop a set of behavioural competencies that bring the collaborative and compassionate approach to life</li> <li>• Provide all new leaders with induction in our leadership approach and what is expected and provide training and induction in softer people management skills</li> <li>• Provide leaders with further opportunities to develop their knowledge and skills, for instance by participating in; best practice/informative events, interactive manager forums/networks and by working/engaging with coaching and mentoring</li> </ul>
Through a collaborative culture, employees empowered and encouraged to change and improve the organisation	Culture and Engagement	<ul style="list-style-type: none"> <li>• Develop the coaching conversation skills of all of our leaders, so we can support the work and performance of colleagues on a day to day and week to week basis, rather than twice a year during formal performance review meetings</li> <li>• Develop and embed a set of behavioural competencies for the workforce so that employees know what kind of behaviours they can expect from each other and are aware of what is expected from them</li> <li>• Build on how we recognise the good work of staff, for instance through immediate real time thanks, praise and recognition arrangements.</li> <li>• Actively listen to feedback from staff surveys, pulse surveys and the Engage for Change group using the findings to inform our next cultural steps and to assess the impact of our ongoing actions</li> </ul>

A high performing workforce with the right skills and behaviours	Capability and capacity	<ul style="list-style-type: none"> <li>• Promote induction standards to ensure comprehensive induction for all new starters, including staff managers and Members</li> <li>• Identify our future skills gaps and the newly emerging skills required through our organisational and service strategies and plans, to provide a programme of skills development to support colleagues across the Council</li> <li>• Offer needs led learning and development interventions to address significant training needs identified through the Appraisal process and explore any such need with each service (this can be referred to as bottom up training needs)</li> </ul>
A workforce that has improved and transformed service delivery	Improvement and transformation	<ul style="list-style-type: none"> <li>• Develop a small cadre of Change Champions around the Council, selected on the basis that they are change positive and want to contribute to transformation and improvement.</li> <li>• Deliver training to colleagues identified through our workforce resource planning, in the Council's chosen change and transformation methodology</li> <li>• Roll out and support Dragon's Den events across the Council</li> </ul>
Employees will have the best possible experience of the organisation	Health & Wellbeing	<ul style="list-style-type: none"> <li>• Develop a health &amp; Wellbeing Action Plan</li> <li>• Develop new initiatives to support the improvement of the health and well-being of the workforce</li> <li>• Procure a new occupational health contract, which is more flexible and able to offer timely appointments and counselling to staff</li> <li>• Procure and implement a 24/7 Employee Assistance Programme, which employees can access for advice and support at any time</li> </ul>

## Success Measures



Reduced Sickness Absence



Reduced operating expenditure per employee



Increased number of opportunities for Care Leavers, Apprentices and Graduates



Regular and effective induction programmes for staff and members



More applications from local people for council jobs



Improved positive feedback in the staff survey