

Our People Strategy



Maintaining our momentum

Our Council Plan 2020 - 2025 plan sets out our vision, which is supported by two outcomes:



We are clear that because of increasing demand we need to continuously improve the way in which we do things. Central to our success is the development of our leadership capability and empowerment of our management to enable all of our people to be of their best and deliver service excellence.

To ensure that we embed the changes that we have made, we need to continue to drive our culture change.

Our People Strategy focuses on our people and our culture. By culture we mean our vision, values and behaviour. The Strategy sets out a clear vision for our people and identifies **five values**, underpinning our existing **six behaviours**. Importantly it states six key building blocks to achieve our vision.

We have begun to transform our organisation through service redesigns and increased managerial spans of control.

Our response to the global pandemic has demonstrated the very best of Warwickshire and we will continue to build from this. Moving forward we aim to develop an organisation and workforce that is sustainable, resilient and effective. Equipping our people, supporting their wellbeing and empowering them to deliver will be essential in developing the agile and diverse workforce and trust based culture that we need.

Each activity within Our People Strategy will be designed to meet specific outcomes and enable the delivery of Our Council Plan.

**Endorsed by our
Change
Portfolio Board
in September
2020.**

Our culture

The culture we adopt and embed is critical to the successful delivery of our new operating model. It ensures we are all pulling in the same direction to support the delivery of our strategic vision and outcomes.

Our people vision

Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best.

Our people vision is all about what we are striving to be. It is a personal and relevant statement about our workforce and how we want to be seen, internally and externally.

Our values - the Warwickshire DNA

To support the achievement of our vision, five key organisational values have been identified:



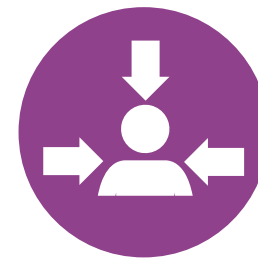
High performing



Collaborative



Customer focused



Accountable



Trustworthy

Our values are our fundamental, distinctive, characteristics and qualities. Our ambition is for everyone working for Warwickshire County Council to hold these values in their hearts and minds so that they drive behaviour at work and help us to achieve our strategic outcomes - this is why we are calling our values the Warwickshire DNA.

Our behaviours

Our behaviours were first introduced in 2016 and these haven't changed. Our behaviours frame how we should behave at work. They help us to understand how we should go about our work and the way we should interact with each other and our customers.



do what we say.



move with purpose and energy.



focus on solutions.



help people and communities to find their own solutions.



build strong working relationships.



be the best we can be.

What is our strategy to achieve our vision?

New structure

Embedding the structure, maintaining the principles, we've done physical change now need to make the culture change to support the new way of working. Realising the benefits, and equipping people to work in the new Commissioning and Delivery Model. Continuous improvement, personal responsibility, empowerment and accountability will all be central to our success.

We have retained our three directorate structure: Resources, People and Communities but as part of our restructure some of our activities will be grouped differently within and between our current directorates.

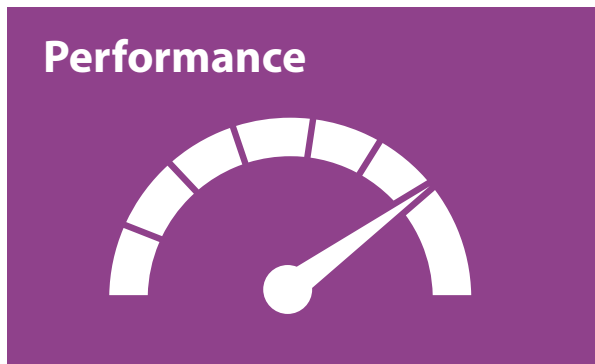
Resources

People

Communities

Our People Strategy building blocks

The building blocks provide the foundations for the delivery of Our People Strategy vision. We have identified six key building blocks:



For each building block we have a clear set of outcomes we need to achieve so that we can fulfill our vision and transform as an organisation in a way which is sustainable.

What outcomes will be achieved

Culture, values and behaviour



Strategic Outcomes

Our people embody and embrace the culture, our values and behaviours and are positive ambassadors of Warwickshire.

Our people are diverse, feel that they belong and can bring their whole self to work.

Our people work with passion and purpose and are engaged to serve and aligned in the delivery of great work.

Building block 1

Enablers

We will embrace an adult to adult working relationship.

We will ensure that the voice and tone of our communications reflect our values and empowered culture and will lead by example.

We will listen, learn and act to create an inclusive organisation with a sustainable and resilient workforce.

Measures

Attendance

Retention

Performance

Engagement

EDI Metrics

Leadership



Strategic Outcomes

Our people take personal responsibility and see leadership as an act rather than a status.

Our leaders are equipped to provide agile and situationally responsive leadership.

Our leaders take personal accountability and act in the interests of one Warwickshire.

Building block 2

Enablers

We will create the environment to enable and drive high performance and accountability.

We will equip our managers with the capabilities and empower them to lead.

We will agree parameters and trust our leaders to act within them.

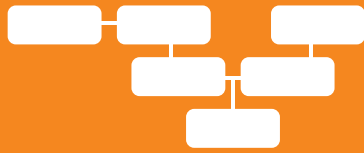
Measures

Engagement

Progression of our people into and through leadership roles

Percentage of leaders meeting or exceeding their performance objectives

Organisational Development and Design



Strategic Outcomes

Our people are innovative and empowered to take ownership, make evidence based decisions and are responsible for our continued organisational success.

Our structures and resourcing models are flexible and agile in achieving our outcomes.

Our People understand the need to change and embrace it for the future good of Warwickshire.

Building block 3

Enablers

We will maintain the integrity of our organisational design principles, whilst continually reviewing and keeping them fit for purpose.

We enable effective decision making by clear and appropriate governance arrangements.

We will break down barriers to enable a collaborative, innovative and accountable environment.

Measures

Engagement

Retention

Organisational Performance Measures (to be defined)

Management performance against objectives

Performance



Strategic Outcomes

Our people have a clear line of sight from their individual contribution to our business outcomes.

Our people embrace a high performance culture that is measured by organisational and individual outcomes.

Our people are accountable for their behaviours and performance and take every opportunity to improve.

Building block 4

Enablers

We clearly define roles, parameters and expectations.

We will all have regular evidence based performance and development reviews, driven by open and honest conversations.

We recognise high performance and address under performance.

Measures

Individual Performance against objectives

Organisational performance against plan

Engagement

Reward and recognition



Strategic Outcomes

Our people regard our reward and recognition arrangements as fair and equitable.

Our people are recognised for their high performance and personal contribution.

Our offer enables us to attract, retain, engage and motivate a diverse and talented workforce.

Building block 5

Enablers

We have an employer value proposition and reward strategy that reflects what we stand for and what we aspire to be.

We retain and motivate our best talent by recognising performance and personal contribution.

We have recognition arrangements that are accessible to and for all.

Measures

Retention

Engagement

Recruitment metrics

Reward Market Benchmarking

Talent development and career opportunities



Strategic Outcomes

Our people are celebrated for their diversity and bring the capabilities and behaviours to drive a high performance culture.

Our people develop and grow through career pathways that enable them to demonstrate their potential, fulfil their aspirations and be their best selves.

Our people are our primary talent pipeline, enabling delivery of exceptional services today and tomorrow.

Building block 6

Enablers

We will have an effective and timely approach to workforce planning, talent management and succession planning in place.

We continually create the learning and development opportunities to suit the current and future needs of the organisation and encourage our people to explore and further their career

We have flexible resourcing solutions to maximise talent, attraction and retention.

Measures

Engagement

Learning and Development metrics

Staffing mix and profile indicators

Monitoring and measuring our success

Key business measures will be developed so that we can measure our success in achieving our people strategy outcomes and fulfilling our people vision.

Our How We Work Board will help to ensure that Our People Strategy continues to enable of organisational plans. It is the forum for agreeing our people priorities, success measures and monitoring both progress and delivery of outcomes.

