
Workforce Strategy

2023-2032

One Council, Stronger Communities

We are One Council, public servants delivering over 400 services to a thriving county with a rich and diverse heritage. Our Business Plan sets out our priorities and how we will deliver them, working with residents and partners to build stronger communities and aspiring to be the highest performing council in the country.

We are a team of more than 4,600 public servants, who work in an agile and flexible way. Most work in a hybrid way, from home, and from hubs, depots, libraries, libraries, leisure centres and in the community.

Our Mission

- The people of Wiltshire are **empowered** to live full, healthy and enriched lives
- Our **communities** are beautiful and exciting places to live
- Our local economy thrives and is supported by a **skilled workforce**
- We lead the way in how councils mitigate the **climate** challenges ahead

Our guiding themes are Prevention and Early Intervention, Working Together, Understanding Communities, Improving Social Mobility and Tackling Inequality.

To shape our future, respond to challenges and deliver the business plan, we need to ensure that we have the right people, in the right place, at the right time, with the right skills and capabilities – Our Workforce Strategy outlines how we will attract, develop and engage our workforce to deliver the best services to our communities. The strategy is underpinned by Our Identity, which sets out who we are and how we work and supports an inclusive, agile work environment where we celebrate each others' successes in delivering for our residents.

The Workforce Strategy is supported by the Corporate Leadership Team and delivered together as One Council.



Terence Herbert

Terence Herbert
Chief Executive



Tamsin Kielb

Tamsin Kielb
Assistant Director,
HR and OD

Our Identity

Public servants building stronger communities



- We are public servants, innovating and collaborating with partners and residents to build stronger communities
- We are an agile, evidence based, high performing organisation. We reward achievement, recognise effort and are focused on making a difference and delivering the best outcomes for our residents
- We are One Council, and Our Identity defines what we stand for, creating an inclusive and agile environment where we celebrate each other's successes



Our workforce strategy

We have a skilled, adaptive and engaged workforce who collaborate with our partners to effectively and efficiently deliver our business plan priorities and our vision of building stronger communities.

Our workforce strategy has been developed to ensure we have the right people, in the right place, at the right time, with the right skills and capability now and in the future.

Each Directorate will identify and deliver actions and activities with a workforce action plan, to support the delivery of this strategy and measure the success and outcomes in their area. HR&OD will develop and measure the success of a corporate workforce action plan that will support and enable the wider organisation to deliver against this strategy. Set out below are our commitments and how they will be demonstrated and evidenced in the workplace.



Right people

Our culture and behaviour ensure this is a great place to work and supports high performance

- We are proud to work for the council and to be public servants making a difference for our communities
- We understand our roles and the behaviours expected of us in how we deliver
- We communicate and collaborate effectively with each other, our partners and our communities to make a difference
- We all take responsibility to make this a great place to work
- We have an engaged, inclusive and resilient workforce



Right place

We are able to quickly respond and adapt to the changing demands of our residents

- We have cost effective and efficient service delivery models
- We have structures and roles that support agility and flexibility
- We have workplaces and workspaces that meet the needs of our residents and staff
- We have an agile and adaptive workforce with a growth mindset that can be redeployed to meet changing system pressures



Right time

We are future focused, ensuring an effective pipeline of talent so we are ready to deliver services to our communities in a changing world

- We have clear, inclusive and flexible recruitment strategies
- We have structures which support career development, progression and talent management
- We horizon scan and forward plan so we are prepared for the future
- We support our workforce to expect and embrace change



Right skills and capabilities

We support effective performance of our workforce through the provision of the right tools, systems, insight and development

- We strive to deliver our best and enable each other to achieve high performance
- We use data, insight and evidence to understand and reflect upon our performance and shape our future using knowledge gained
- We identify future skills gaps and we provide opportunities for everyone to develop
- We have the right systems, technology and tools to empower our staff
- We ensure our leaders model behaviours and are supported to develop and be effective in their roles



We understand the wider context

We do not work in isolation, we look outwards and understand the part we play in the wider public sector partnership, commercial environment and within the wider local and national context

- We play an active part in Wiltshire wide partnerships
- We take opportunities to develop our commercial activity where this adds value to the council and communities

Delivering the strategy

2022-2025 activity

HR&OD have developed a corporate action plan, to support the delivery of the strategy, which will include the following priority actions:

- Embed Our Identity throughout the organisation to ensure we are a great place to work
- Ensure we have an effective and flexible recruitment strategy with clear USP and brand
- Deliver an integrated careers website and onboarding programme
- Develop effective performance and talent management tools
- Update our leadership & management skills and capability programme
- Embed strong apprenticeship pathways to build a sustainable pipeline of talent
- Review our reward strategy & pay model
- Create policies and practices that support organisational agility and performance
- Identify and implement opportunities to support employee engagement, wellbeing and inclusion
- Implement our new enterprise resource planning solution to give staff and managers increased self service and insight
- Provide and support delivery of impactful workforce insights
- Support large organisational transformation programmes

Alongside this, activity will be taking place in all services to effectively embed the workforce strategy, including:

- Service workforce action planning and identification of priority actions
- Bi-annual workforce insight meetings at Performance and Outcome Boards (POBs)
- Ensuring delivery of the management charter
- Staff workforce strategy engagement groups
- Developing and encouraging employee voice



How will we measure our impact?

We know we need to measure not just WHAT we do but also the value it brings and the impact it has.

Through Performance and Outcomes Boards we will review the actions that we are taking to deliver this strategy and the impact they are having and the outcomes we achieve.

HR&OD will use a range of quantitative measures including workforce data (e.g. absence, turnover, cases), recruitment data, engagement survey data, alongside qualitative feedback from service POBs and staff feedback to measure ourselves as a service, and the council as a whole against the aims of this strategy.



Linked documents

[Wiltshire Council Business Plan](#)

[Gender pay gap report](#)

[Equality monitoring report](#)

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Wiltshire Council

The logo for Wiltshire Council, featuring a stylized white wave or swoosh underneath the text.

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