

**CITY AND COUNTY OF CARDIFF
DINAS A SIR CAERDYDD**

Employment Conditions Committee: 23 April 2007

Report of the Chief Executive

PEOPLE STRATEGY

Background

1. Whilst there are a number of employee orientated policies and procedures in place, there is no overarching framework within which the Council can engage, enthuse and value the unique contribution of all employees. Consequently, a proposed People Strategy is attached as Appendix A which provides a clear statement about how the Council will achieve its objectives through its people.

Issues

2. A People Strategy needs to be closely aligned to organisational objectives in order to ensure that the right people are achieving the right things at the right time. The proposed Strategy supports the Proud Vision for Cardiff via Cardiff Connections (Serving the City) and the need to inspire employees to meet the challenges ahead. It also has direct clear links with the Corporate Plan and the Council's Strategic values of accountability flexibility, openness, integrity, diversity, respect and working with others.
3. The People Strategy is itself underpinned by a 3 year People and Leadership Programme which is being managed via the Council's Project Quality Assurance approach which delivers on 4 key organisational themes of Organisational Development , Employer of Choice, Employee Engagement and Employee Development and the related strategies, policies and organisational change required to action them.
4. The proposed Strategy is based on best practise arrangements elsewhere, including a number of high performing CPA authorities and is designed to explain in user friendly terms to existing and prospective employees the Council's commitment to its people activities.
5. The Strategy includes:-
 - endorsement from the Chief Executive and the Chief Human Resources Officer
 - a clear definition of what the document is intended to be
 - clarity about what employees can expect from the Council and vice versa

- an explanation as to how the Strategy will be taken forward
- how the Council will achieve the outcomes outlined in the 4 themes.

6. Progress already made in these areas include :

- **Organisational Development**
 - Further embedding of Personal Performance and Development scheme
- **Employer of Choice**
 - Implementation of Work-Life Balance Strategy
 - Embedding of Equality Legislation.
- **Employee Engagement**
 - Proud - Our People Awards – 1st Recognition Event in 2006
 - Development of Partnership approach to working with Trade Unions
 - Sickness Absence
- **Employee Development**
 - Skills training for managers
 - Sustainable Leaders Programme

7. Future projects are either underway or are planned over the 3 year life of the Programme and examples include:

- **Organisational Development**
 - Talent Management
 - Delivery of Single Status/Job Evaluation
 - Embedding of Workforce Planning
- **Employer of Choice**
 - Flexible Working Practices
 - On-Line recruitment
 - Accreditation of IiP
 - Equalities and Diversity
 - Positive Health, Safety and Wellbeing
- **Employee Engagement**
 - Employee Survey
 - Reward and Recognition
- **Employee Development**
 - Learning and Development Strategy
 - Customer Focussed skills

8. For the strategy to be meaningful to employees , there needs to be a commitment to translate the words into actions and tangible outcomes. Consequently there has been extensive consultation to ensure that it meets Cardiff's requirements, is fit for purpose and is owned by the organisation. Groups provided with the opportunity to comment on and inform the document have included:

- Human Resources Development Group

- Corporate Directors and Chief Officers
- Trade Unions
- Scrutiny Committee
- Other Stakeholders e.g. front line staff

The feedback received has been very positive and amendments incorporated where appropriate.

Investment for Reform/Benefit to Service User

9. Key to the success of the Proud Capital Vision is ensuring that services are delivered to citizens and communities in a seamless and efficient manner. The implementation of the People Strategy will ensure that our employees are able to respond to this challenge.

Council Policies Supported

10. The People Strategy supports the Corporate Plan (Cardiff Connections-Serving the City) , the Community Plan and Drivers For Change. It also supports all Council policies that require a skilled and motivated workforce to deliver their aims and objectives.

Advice

11. This report has been prepared in consultation with relevant Corporate Directors and reflects their advice. It contains all the information necessary to allow Members to arrive at a reasonable view, taking into account the following advice.

Legal Implications

12. The Local Authorities (Executive Arrangements) (Functions and Responsibilities)(Wales) Order 2007 provides that “Appointment and Dismissal of Staff” shall not be an Executive function. This is a narrowing of the provisions of the 2001 Order as amended. On the face of it this impacts on the terms of reference of this Committee in that it is arguable that these should now only cover the responsibilities within the quotation marks. The issue will be clarified with WAG and a report put to a forthcoming Constitution Committee with advice. In the interim the recommendations in this report may be considered by this Committee but should also be agreed by the Executive.

Financial Implications

13. There are no financial implications arising directly from this report. Any initiatives undertaken as part of the Strategy will be funded from within existing resources.

Human Resource Implications

14. The Strategy described the People Plan for the Council and whilst it outlines our commitment to maximise our staff, the responsibility for implementation, the strategy is an organisational one. Although HR has a role, all have a responsibility to translate it into action.

Trade Union Comments

15. The Trade Unions welcomed the principle of the Strategy document. They felt that the section outlining what staff can expect from the Council was key and that the degree of management support for this would be evidenced by the level these deliverables achieved e g how many staff have core briefing/PP&D reviews , etc.

RECOMMENDATIONS

16. It is recommended that the following be agreed and recommended to the Executive for approval:-
- (i) the People Strategy , attached as Appendix A, be noted
 - (ii) an update report be submitted to a future meeting of this Committee.

BYRON DAVIES
CHIEF EXECUTIVE

Attached Appendices:
Appendix A-People Strategy

Cardiff People Strategy

Accountability, flexibility, openness, integrity,
diversity, respect and working with others

A Proud Capital





Proud Capital vision

Quality of life city

Vibrant & sustainable
communities

Responding to the diverse
needs and challenges of
its citizens

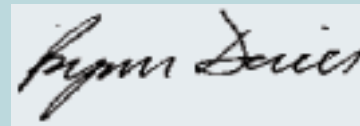
Foreword

The Proud Capital vision for Cardiff is to create a world class quality of life city enabling the development of vibrant and sustainable communities and responding to the diverse needs and challenges of its citizens. This positioning of Cardiff relies on delivery of quality and innovative services that will contribute to the needs of the city, and will be reliant on the need to work collaboratively with other public agencies and partners within and beyond the city region.

To enable us to achieve the next step change, we need to inspire all our employees to help us meet this challenge. We need to establish Cardiff Council as an 'employer of choice' where the diversity and contribution of every employee is valued which in turn benefits the services provided to the customers, citizens and visitors to Cardiff.

Human Resources have consulted with many stakeholders across the Council to develop the People and Leadership Strategy which has been shaped by the Council's strategic priorities and values of **accountability, flexibility, openness, integrity, diversity, respect and working with others.**

The responsibility for delivery of the Strategy rests with every employee of the Council



Byron Davies - Chief Executive



What is the People Strategy?

The Strategy is a way of describing the Council's vision for its current and future employees. It is our 'People Plan' and recognises the value of our employees in delivering our services. There is a direct link between an organisation's investment in its people and how well the organisation performs.

In a changing environment our People Strategy needs to consider all of the ways in which our employees are supported. It requires a clear understanding of current leadership and people management and the influences on them from both inside and outside of the organisation. This understanding enables us to develop practical solutions for the Council in order to meet the challenge of our service provision to the communities we serve.



Philip Lenz - Chief Human Resources Officer



Introduction to the Strategy

This Strategy will be used to attract talented individuals to Cardiff and to retain, develop and recognise the thousands of hardworking and dedicated employees who are already raising standards within the Council.

The Strategy has people and leadership at its core supported by four key themes:

- **Organisational Development**
- **Employer of Choice**
- **Employee Engagement**
- **Employee Development**



Our People Vision

The vision is to develop the Council into an organisation where employees are proud, capable, engaged, well led and work together to deliver high quality services to its customers.

Our success depends on developing a more people focused approach and critical to this is leadership at all levels.



Each of these four themes has been allocated its own section in the Strategy and includes the broad aims of how each theme will be achieved.

Supporting this Strategy and within the work of Human Resources, there is a comprehensive People and Leadership Programme where projects are managed using Project Management Techniques to deliver the people priorities of the Council.



This is what Cardiff Council will do for you

As your employer, Cardiff Council aims to deliver on the following as a demonstration of the commitment to you during your employment with this organisation:-

You can expect :

- to be treated fairly and with respect regardless of your employment status with the Council
- Corporate and Service Area Induction
- a Personal Performance and Development Review
- a personal development plan
- to be team briefed on a monthly basis regarding information that is important to the Council as a whole.
- regular meetings with your line manager
- a safe place of work where your health and well being is important
- regular employee opinion surveys to gather your feedback on key areas
- to be offered flexibility in carrying out your role to achieve an effective work/life balance
- to have access to targeted learning and development opportunities.
- to be recognised for exceptional contribution through events such as “Proud Our People” awards
- to be offered the opportunity to join a Trade Union in support of the Council’s commitment to collective bargaining

What Cardiff Council expects from you

As an employee you should demonstrate our employee competencies 'What We Stand 4' in the way in which you operate whilst in work.

What We Stand 4

Putting Our Customers First

- Identifies and understands who their real customers are. Takes time to listen to customers
- Proactively engages with customers to find out how to improve things
- Polite, helpful and considerate and does what they say they will

Taking Personal Responsibility

- Reliable and fair in dealings with colleagues, customers, members and partners
- Admit mistakes and seeks appropriate guidance to put them 'right'

Getting Things Done

- Determined to do the job well
- Focuses on the tasks at hand and sees them through to completion
- Positively challenges ways of working that are wasteful or inefficient
- Sets stretching standards for oneself and checks own progress
- Constantly drives towards better results by improving methods, approaches or ways of working in team, or for oneself

Understanding Others

- Asks about others' feelings and listen to them
- Treats people with respect
- Identifies positive and negative characteristics in others
- Respects different views and ideas
- Deals positively with disagreements and is prepared to reach a consensus or find "common ground"

How will the People Strategy be taken forward?

The remainder of this document describes the activities which will make a difference and improve performance. Many of the actions identified will ensure the development of the Strategies and plans needed to achieve the People and Leadership Programme vision and these will be subject to regular evaluation and revision to ensure the Council achieves its long term goals.

The People Strategy will be subject to an annual review and any feedback you may have on its content would be welcome. Please send your comments to HRFeedback@Cardiff.gov.uk. If you do not have access to email, please forward your views in writing to the Chief Human Resources Officer.

Organisational Development

We need to be seen as an organisation that takes a long term view by planning for and responding to change. We will achieve this by:

- Adapting the workforce using the results of workforce planning which will enable us to have the right people with the right skills in the right place, at the right time.
- Implementing our approach to talent management which will ensure the talent of the organisation is identified, developed, recognised and retained
- Ensuring the Learning and Development Strategy and Plan will deliver a workforce which is able to respond to the challenges identified
- Ensuring every employee has access to a performance and development review and can develop to meet the needs of the organisation
- Continuing to develop and improve fair and equitable conditions of employment for all employees

Employer of Choice

We need to attract and retain the very best employees who are representative of the communities we serve. We will achieve this by:

- Modernising the recruitment service to include on-line capability and ensuring transparency and fairness at all levels
- Promoting work/life balance policy and practice
- Developing flexible working practices that support and retain staff
- Positively redressing the imbalance in the workforce profile to better reflect our diverse communities through activities including the development and implementation of a Agency Strategy
- Creating development opportunities for employees at all levels offering a diverse range of career paths
- Developing clear systems for rewarding employees for their innovative and dedicated work
- Developing a positive health, safety and well being culture
- Raising the profile of Cardiff as an Employer of Choice through attendance at job fairs and careers events
- Challenging discrimination and prejudice in all its forms so that all employees are treated with fairness and respect

Employee Engagement

We need our employees to be engaged and enthusiastic “ambassadors” for the Council. We will achieve this by:

- Recognising teams and individuals for their exceptional contributions to the success of the Council
- Regularly seeking feedback via employee surveys on the areas that matter to our employees
- Ensuring sickness absence is proactively managed
- Developing a partnership with the Trade Unions which recognises the mutual benefits of working together
- Developing a range of work /life balance initiatives which demonstrate the value the Council places on its employees
- Undertaking periodic reviews of current employment policies to ensure we are offering the best conditions possible for our employees

Employee Development

We are an organisation that values its employees by providing opportunities to develop as individuals and to receive the development they need to be effective. We will achieve this by:

- Developing an approach to leadership to enable managers to fulfil their leadership potential
- Building the skills required to become a more customer focussed organisation
- Ensuring equal access to a diverse range of learning opportunities to enable individuals to develop career paths within the Council
- Ensuring all managers have equal access to the skills development needed to manage others and to effectively manage business priorities
- Developing in partnership Trade Union Learning Representatives to help reinforce employee development

Conclusion

The Council , by building on successful achievements in recent years and through improved partnership working , will continue to play a crucial role in modernising public services. This will benefit all those who visit, live and work in Cardiff and help to deliver our vision of a world class quality of life city.

Key to the success of the Proud Capital vision is ensuring that services are delivered to customers, citizens and communities in a seamless and efficient manner. The implementation of the People Strategy will ensure that our employees are able to respond positively to this challenge .