

**WORKFORCE STRATEGY 2018-21**

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**Reason for the Report**

1. To provide the Committee with an opportunity for policy development scrutiny of the Council's Workforce Strategy 2018-21.

**Background**

2. The Committee's Terms of Reference include responsibility for scrutiny of the implementation of the Council's human resources policies.
3. The draft Workforce Strategy will be an overarching 3-year strategy, which will then have annual action plans developed from it. The Strategy is programmed for consideration by the Cabinet in June 2018, and is currently in the planning and consultation stage, under development.
4. In July 2017, the Cabinet agreed 'Capital Ambition' – a wide-ranging programme of commitments for Cardiff covering the spectrum of Council services, which includes a number of proposals that involve changing and/or improving the way in which the Council delivers services to citizens and communities. The programme outlined a programme of action to continue to drive the city economy forward, whilst ensuring that all residents feel the benefits of success. It focusses on four main areas:
  - Working for Cardiff: *Making sure all citizens can contribute to, and benefit from, the city's success.*

- *Working for Wales: A successful Wales needs a successful capital city.*
  - *Working for the Future: Managing the city's growth in a sustainable way.*
  - *Working for Public Services: Making sure public services are delivered efficiently, effectively and sustainably in the face of rising demand and reducing budgets.*
5. To support the aims and deliver the objectives of the Capital Ambition programme requires the Council to have the right people, with the right skills, in the right place, at the right time and at the right cost.
  6. Furthermore, in order to retain a talented workforce it is important that employees want to work for the Council, and feel that they are valued and supported as individuals, in accordance with the Council's values.

## **Issues**

7. Traditional models of public service delivery are being challenged in the context of modernisation, austerity and increasing demand for services. Therefore, the Council has been required to explore alternative ways of providing services. This change agenda will have significant implications for the workforce, and the Council will consequently need to support the development of different leadership qualities and skills across the workforce.
8. Developing a Workforce Strategy is the appropriate way for the Council to forward plan for new skills and leadership qualities.
9. The Workforce Strategy will set out the key priorities to create a culture that supports high performance and enables a flexible, skilled, engaged and diverse workforce. It will need to build upon the previous workforce strategy by both taking some of the activities identified in that strategy to the next stage and identifying new activities.
10. The Workforce Strategy will need to be shaped with the aims and priorities of the Capital Ambition in mind and set out the commitment to strengthen the link between business, financial and workforce planning, particularly through the current period of financial challenge and organisational change.

11. Creating purpose in a fast changing environment whilst motivating employees through change has become essential for many roles. Outperforming organisations foster leadership skills at every level of the organisation to deliver outstanding results. These leadership skills include:

- a. Providing a line of sight by making the Council's objectives clear at all levels, and inspiring and motivating people to deliver against those objectives;
- b. Being trusted by people and acting in line with the Council's values and Employee Charter at all times, including having the courage and support to challenge inconsistent behaviours; and,
- c. Empowering and involving people through a culture of trust and ownership where people feel empowered to make decisions and act on them.

12. Some of the emerging issues which have been identified in relation to delivery of the Capital Ambition include:

- a. The need for increased and relevant skills development.
- b. The need to utilise, nurture and develop talent across the organization, to support the requirements of the Capital Ambition.
- c. The provision of support for the health and wellbeing of employees.
- d. The need for a more diverse workforce reflecting the diversity of the community the Council serves.
- e. The importance of partnership working with the trade unions.
- f. The need to remain engaged with our workforce in order to provide mechanisms that enable two-way communication channels.

13. The key priorities on which the strategy will focus are:

- i. **Equalities and Diversity** – a recognition that significant action needs to be taken in order to ensure that the Council's workforce is more reflective of its communities and that no groups are restricted from applying to or working for the Council

- ii. **Workforce Planning** – a process for identifying and addressing the gaps between the workforce of today and the human resources needs of tomorrow
- iii. **Learning and Development** – improving the skills of our workforce in order to meet the needs and expectations of our customers and the changing requirements of the Council
- iv. **Engagement of Employees and Trade Unions** – creating a positive and enabling culture to ensure that employees are listened to and that positive relationships are maintained through partnership working with the Trade Unions
- v. **Health and Wellbeing** – embedding the health and wellbeing approach adopted by the Council and ensuring that it is maintained.

14. The Workforce Strategy 2018-21 will set out the corporate and cross cutting actions to ensure that the Council meets future workforce needs. The implementation of the Workforce Strategy will ensure the Council can unlock the full potential of its current and future workforce.

15. Attached at **Appendix A** is the Workforce Planning Toolkit, issued to support directorates in addressing workforce planning. It suggests that directorates hold a workshop to analyse existing workforce knowledge skills and abilities, identify requirements in the short and medium term, then identify the gaps, potential risks, training needs and resourcing issues. At the end of the toolkit is an example of a completed action plan (p14-16)

### **Scope of the Scrutiny**

15. The Human Resources/People Services directorate is in the process of preparing and consulting on the Workforce Strategy. As indicated above the plan is to take the final draft proposals to Cabinet in June 2018.

16. At this point in time, the Strategy is under development and the Committee is therefore being offered an early policy development scrutiny opportunity, to

consider and discuss the strategy, and the key priorities on which it will be founded.

17. Members are invited to offer their comments and observations to inform the workforce strategy. Any comments and observations Members agree to capture in a letter during the Committees discussion of this item at the Way Forward, will be appended to the Cabinet report.

### **Way Forward**

18. To support this policy development scrutiny, in attendance will be Councillor Chris Weaver, Cabinet Member Finance, Modernisation and Performance; Philip Lenz, Chief Human Resources Officer, and Tracey Thomas, HR People Partner. Members will receive a full presentation of the workforce strategy proposals at the meeting.

### **Legal Implications**

19. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

## **Financial Implications**

20. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

## **Recommendation**

21. The Committee is recommended to:

- i) Consider the proposals and presentation developed to date; and
- ii) Consider whether it wishes to offer comments, observations, or recommendations to inform the consultation on the Workforce Strategy 2018-21, prior to the final draft planned for Cabinet consideration in June 2018.

**DAVINA FIORE**

**Director of Governance and Legal Services**

**10 May 2018**