



Fy Nghyf / My Ref: CM39700

Dyddiad / Date: 7th June 2018

Councillor David Walker
County Hall
Atlantic Wharf
Cardiff
CF10 4UW

Annwyl/Dear Councillor Walker

PRAP Scrutiny Committee - Workforce Strategy

Thank you for your letter of 22nd May 2018 and the opportunity to present to committee on 16th May 2018. Your comments both on the day and in your letter are welcomed and have been incorporated into the Workforce Strategy that will be presented to Cabinet on 5th July 2018.

Your suggestion for a focus on Customer Leadership has been included in the actions within the Learning and Development section of the Workforce Strategy, including a development programme developed in conjunction with Customer Service colleagues to support the requirements as set out in your paper.

Concerning the setting out of workforce issues the Council is facing, the Strategy sets out in the introductory sections the challenges being faced by the Council and therefore its workforce. However it does also recognise the good work which has been done to date across the organisation and identifies that unless we continue with this and in many instances develop new initiatives, then these challenges could become issues in the future.

As for visible gaps in the organisation where it is difficult to recruit and retain staff, some of these issues are already known and actions have been taken for some roles such as social workers. In other cases, these challenges will be identified through the service area workforce planning process and therefore actions included in those service area action plans to mitigate, where possible, against this.

ATEBWCH I / PLEASE REPLY TO :

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The Committee's concerns regarding the resources required to support the workforce planning process are noted and will be monitored.

Your comments regarding employee surveys forming part of the framework for employee engagement are noted. The intention is that employee engagement would be far wider than a survey and consideration is currently taking place regarding what any employee survey would consist of, and, in agreement with yourselves, we do not think that any survey necessarily needs to be paper based.

As part of that engagement agenda, the role of agile working in our workforce and the use of softer benefits as described in your letter will be considered.

The need to review our recruitment processes and 'advertise' some of our equality commitments including the use of branding have been included in the Strategy through the action of reviewing our recruitment processes to ensure they do not create any barriers.

With reference to monitoring of the Workforce Strategy, I would like to suggest that I meet the Chair of PRAP in January 2019 to show the Chair an example of a completed Workforce Plan in practice. I believe going through an example of it in practice - which the Chair can share with the Committee - would give the Chair and Committee the best information to decide how the Committee practically want to scrutinise the directorate workforce plans.

I hope the above is of assistance.

Yn gywir
Yours sincerely



Cynghorydd / Councillor Chris Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad
Cabinet Member for Finance, Modernisation & Performance