

Cardiff Council

Workforce Strategy

2018 – 2021



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1. Introduction

Having the right people, with the right skills, in the right place, at the right time and at the right cost is critical to us achieving our objectives as set out in the Capital Ambition. Furthermore, we need to ensure that employees want to work for us, feel that they are valued and supported as individuals, in accordance with the Council's values in order to retain our talented workforce.

To do this we need an integrated and holistic Workforce Strategy that sets out our future activities of what we need to do to ensure we have a workforce to meet the key priorities set out by Cabinet in the Capital Ambition.

The Council's approach to service development and innovation and our ability to deliver such change has been well regarded by our citizens, communities and partners. The traditional public service models of service delivery are being challenged in the context of modernisation, austerity and demand and alternative ways of providing services are being explored. This change agenda will have significant implications for our workforce. The Council will need to support the development of different leadership qualities and skills across the workforce.

The Council recognises that to deliver our corporate objectives we will need to engage effectively with our employees to inspire and encourage them to generate ideas and participate in improving how we deliver our services. We also need to continue with our development programmes and respond proactively to the feedback we get through our employee engagement activity.

This strategy sets out the key priorities to create a culture that supports high performance and enables a flexible, skilled, engaged and diverse workforce. It builds on the previous workforce strategy by both taking some of the activities identified in that strategy to the next stage and identifying new activities. The Workforce Strategy has been shaped with the aims and priorities of the Capital Ambition in mind and sets out the commitment to strengthen the link between business, financial and workforce planning particularly through the current period of financial challenge and organisational change.

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:

- 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;
- 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,
- empowering and involving people through a culture of trust and ownership in the authority where people feel empowered to make decisions and act on them.

Our employees need to clearly understand what we need them to do, and why it is so important. As an employer, we need to understand the views and concerns of our workforce and more importantly how our workforce can help shape, and contribute towards the solutions that will help us meet our future challenges.

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

Councillor Chris Weaver

Cabinet Member for Finance, Modernisation and Consultation.

2. Capital Ambition

On 6th July 2017, the Cabinet approved the Capital Ambition as a statement of the new administration's vision and priorities for the Council. The programme is wide ranging with commitments covering all key council services. The Administration has emphasised the significance of this new agenda for the Council and its employees: *'Protecting the services that are most important to residents will mean challenging old ways of working and embracing change where we are convinced that it will deliver better services for the people of Cardiff'*.

The Capital Ambition reflects the challenges and uncertainty facing public services at present. The Council continues to experience severe financial pressures that require services to be challenged to deliver high levels of savings; demand pressures continue to increase, especially in the area of social services; and the Welsh Government continues to emphasise the development of 'systematic and mandated' collaboration among local authorities based in particular on a city-region footprint as part of its programme of public service reform.

Delivery of the Capital Ambition requires a reprioritisation of council priorities in the Council's policy and budgetary frameworks and the scale of the change envisaged by the Administration will require a significant refocusing of resources and capacity.

Capital Ambition sets out four priorities, each of which contain a series of 'commitments for Cardiff' covering a wide-range of Council Services:

- **Working for Cardiff** – Making sure that all our 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 our public services are delivered efficiently and sustainably in the face of rising demand and reducing budgets

Capital Ambition also set out a series of principles that will underpin the development of the Council in the coming years:

- **Getting the Basics Right** – Maintaining a relentless focus on the performance of key statutory services
- **Digital First** – Making the best use of new technologies to deliver our services, and providing digital access indistinguishable from that available to citizens in every other aspect of their lives
- **Putting Communities Front and Centre** – Aligning community services, making sure that developments and investments in local communities are well-planned and maximise the impact of public investment through an

approach to 'locality working', building on the success of the Community Hub programme

- **Joining-up of Frontline Services** – Staff from across the Council, and across public services, will work increasingly across departmental and organisational silos, with a focus on delivering the best for citizens, communities and the city.
- **Purposeful Partnerships** – We will build strong partnerships, at the local, city, regional and national level to deliver for Cardiff.
- **A New Deal for Citizens** – Keeping our streets clean, hitting our sustainable transport targets and looking after our most vulnerable people cannot be achieved by the Council alone. We need a new deal with citizens through which we can work together to tackle problems and realise our shared ambitions for Cardiff.

Delivering the scale and pace of change envisioned by the Administration requires a significant refocusing of the Council's change management capacity in order to support a transformation of how key council services are delivered. In November 2017, Cabinet approved the establishment of a four-year Capital Ambition Delivery Programme to lend impetus to the implementation of the Administration's agenda, with a focus on areas where fundamental change is required.

The Capital Ambition Delivery Programme is composed of two discrete components:

- **Modernisation** – Transformation of corporate systems and processes that support service delivery
- **Resilient Services** – Transformation of front-line services

Details of these components are provided in Appendix B

Capital Ambition – Workforce Development and Staff Engagement

In delivering the Capital Ambition the Council's workforce strategy will need to be closely integrated with financial and service planning. In November 2017 the Cabinet approved a proposal that in order to ensure that the Council is able to match people to skills in order to deliver its objectives, workforce planning will be a central component of the Council's corporate planning cycle, and a consistent approach to workforce planning will be used across all Council Directorates.

Changes to service models driven by increased digitisation and integration of services at the community level will require employees to be provided with training and support. The Cardiff Academy and Cardiff Manager Programme will be adapted accordingly.

Delivering the Capital Ambition will require the buy-in of all council employees. A wide-ranging employee engagement programme is currently in place as well as a regular employee survey. These platforms will need to be refreshed in light of the Capital Ambition. Also as part of the employee engagement agenda the participation of employees in shaping the ideas for future service delivery will become even more important. As part of working in a digital way, employees will need the autonomy to develop and test their ideas in a way that fosters innovation while respecting the restraints a Local Authority faces.

3. Profile of current Workforce

Our ability to address and meet the future workforce needs will be, in part based on an analysis of the current workforce and identification of significant underlying trends.

The Council's workforce is its most valuable asset. Our workforce of over 13,000 employees is highly diverse and complex, reflecting the range and types of services which the organisation delivers.

A full analysis of our current workforce profile can be found at Appendix A. This information is informed by the Council's HR systems (SAP and DigiGOV) and is based on 31st December 2017, unless otherwise stated.

A summary of key points arising from the analysis are as follows:

- The Council currently employs a total headcount of 13,263 employees, equating to a total full time equivalent of 11,159.
- Employees' salaries account for approximately 39% of the Council's gross budgeted expenditure
- There are a wide variety of employment types including full-time, part-time, job-share, permanent, temporary, fixed-term, and term-time. 47% of employees work less than full-time hours.
- 7.15% have more than one contract of employment with the Council. Combinations of roles typically include Teaching Assistant, Midday Supervisor, Breakfast Club Supervisor/Server and Cleaner.
- The corporate FTE workforce has decreased by 2.81% over the last three years compared with a 3.51% increase in the schools workforce. There has been an overall 0.39% increase in the total corporate/schools workforce.
- The number of employees on Chief Officer terms and conditions of service has reduced from 103 to 92 over the last three years.
- The number of employees on Head teacher terms and conditions in schools has decreased from 134 to 131 since 2014
- The age profile across the Council is of concern with 20% of the workforce aged 55 and over but only 4% of the workforce under 25.
- Of our full-time workforce, 55% are women and 45% are men. However, the part-time workforce is made up of 86% women and 14% men. The overall gender split across both full time and part time employees is 30% men and 70% women.
- The ratio of women to men earning up to £50,000 per annum broadly reflects the gender balance within the Council. At the salary ranges above £50,000

the proportion of women to men paid at this level decreases, with the percentage split being 43% men and 57% women.

- The Council has calculated its gender pay gap as a mean hourly pay of 3.21% in favour of males.
- The proportion of employees in the council who indicate that they have a disability was 1.2% in March 2015. This has reduced to 0.81% in December 2017.
- The proportion of Black, Asian and Minority Ethnic (BAME) employees has increased from 5.5% to 6.8% since 2015.
- Of the 21% of employees who have provided information regarding their sexual orientation, 4.4% have identified as LGBT.
- Overall, the Council has 2.87% Welsh speakers. Of the non-school based employees who have indicated their skills, 9.8% have stated they have a level of Welsh language skills.
- The average length of service with the Council is 11.47 years. 49.16% of staff have over 10 years' service with the Council.

4. Workforce Strategy Priorities

The Workforce Strategy is aligned to the Capital Ambition and is underpinned by the Council's values of Open, Fair and Together. The strategy sets out clearly the key priorities providing an explanation for each, along with the current position and what needs to be focused on over the next three years.

The strategy encompasses five key priority areas that will need to be addressed:

1. Equality and Diversity – strengthening our workforce to reflect the wider communities across Cardiff, and promoting the council as a potential employer for young people starting out on their careers.
2. Workforce Planning – a process for identifying and addressing the gaps between the workforce of today and the human resources needs of tomorrow
3. 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
4. Engagement of Employees and Trade Unions – creating a positive and enabling culture to ensure that the 'employee voice' whether that be views, information or suggestions is listened to or acted upon. Also recognition of the importance of maintaining positive relationships with trade unions
5. Health and wellbeing – embedding and further developing an approach which ensures the health and wellbeing of employees is maintained and improved

The Priorities

4.1 Equality & Diversity

A continuing challenge for the Council and a priority for the Capital Ambition is the need to ensure that its workforce reflects the wider communities across Cardiff. This will ensure the continuing accessibility and quality of our services. The Council also needs to progress the workforce actions set out in its Strategic Equality Plan and particularly in relation to the employment of BAME employees, those with a disability and other protected groups.

In addition, as the current workforce is an ageing workforce, we need to increase employment opportunities for young people by promoting the council as a potential employer for school and college and university leavers setting out on their careers.

The Workforce Strategy will play a pivotal role in the Council's commitment to ensure the Council has a workforce that is representative of its communities.

The elimination of discrimination, harassment and victimisation will continue to be achieved through the policies and procedures relating to employees that the council puts in place, ensuring that every employee is treated with dignity and respect.

Equality of opportunity is embedded through the recruitment and selection process. Also all training and promotional opportunities are advertised to all employees and a process is in place to support managers and employees to implement reasonable adjustments as and when required. The Single Status Collective Agreement has also ensured equal pay for equal work, closing the gender pay gap and encouraging a transparent system.

4.1.1 Position Statement:

The Council has developed and embedded five Employee Equality Networks: BAME; Carers; Disability; LGBT; and Women's. These are at a variety of stages in their development and self-management. These networks provide a vital and valuable resource to the Council. They have been established to further equality in the organisation. They support the Council to fulfil its duties in the Equality Act 2010 to promote equality, eliminate discrimination, harassment and victimisation and promote good relations between different groups.

The networks are for all Council employees, in all sections and at all levels of the organisation. Every employee is entitled and encouraged to become a member of one or more of the networks. The Council is committed to the recruitment and retention of disabled people and successfully transitioned from the **Positive about Disability 'Two Ticks'** scheme to the **Disability Confident** scheme in December 2016. The scheme is a free accreditation awarded by Job Centre Plus on behalf of the Department of Work and Pensions.

The Council has achieved **Disability Confident Employer - Level 2** accreditation up to 10th December 2019. In continuing our Disability Confident commitment, the Council is ensuring that disabled people and those with long-term health conditions have the opportunities to fulfil their potential and realise their aspirations

The Council has signed up to the TUC's 'Dying to Work' Charter which provides a good practice framework to ensure employees diagnosed with a terminal illness receive peace of mind and support with regards to the right to choose the best course of action for themselves and their families with dignity and respect.

The Council has been an active LGBT employer for a number of years and aims to ensure that the working environment is free from any discrimination. The Council is an open and inclusive employer that is committed towards LGBT equality by supporting a positive and welcoming workplace for all employees, regardless of their sexual orientation.

The Council is pleased to have achieved a mid-ranking position in Stonewall Cymru's UK wide Workplace Equality Index and look forward to working closely with Stonewall to improve further and build on the good platform achieved. The Council has an active LGBT Network, which supports events and organises awareness-raising activities throughout the year. The Network recently launched a very well received LGBT Ally initiative to encourage members of staff, regardless of sexuality or gender, to commit to be supportive of LGBT people.

The Council has become a Stonewall Diversity Champion, which is a leading employers' programme for ensuring all LGBT staff are accepted without exception and enables LGBT staff to reach their full potential in the workplace.

Cardiff Council Academy offers a range of equality related training. Equality training is provided both directly and via E-Learning

The Equality training provided through the Cardiff Council Academy includes:

- Equalities Awareness – includes Race and Religion
- Visual Impairment Awareness
- Deaf Impairment Awareness
- Disability Equality
- British Sign Language level 1
- Hate Crime
- Equality Impact Assessments

The Academy has recently partnered with one of the UK's leading deaf awareness training consultants, The Institute for British Sign Language and OFQUAL to deliver an interactive and highly dynamic training experience, whilst bringing employees closer to the Deaf Community.

The Academy, in partnership with RNIB Cymru, offers visual impairment awareness training to all Council staff for communicating with, and assisting, visually impaired customers and employees. The bespoke training sessions give insights into the

barriers faced by many visually impaired people and provides the skills to better assist and overcome these barriers.

The Council is working towards full compliance with the Welsh Language Standards with regards to its workforce to ensure that the Welsh language is treated no less favourably than the English language. The Council actively offer recorded language choice as well as extending linguistic rights to internal staff.

4.1.2 Actions Required:

- Promote the positive messages surrounding equality data with the objective of reducing the level of 'not recorded' data
- Continue to promote awareness of support available to employees with protected characteristics
- Monitor and promote training and development opportunities through Cardiff Academy
- Continue to have an on-going programme of policy reviews ensuring that all employee policies support those who may experience barriers to achieving their full potential
- Continue to develop and embed the five employee networks, working towards their self-management and the sharing of best practice. Also ensure that the networks have opportunities to provide updates to elected members and trade unions through Works Council
- Work with schools / colleges to promote the Council as an employer to young people
- Review the recruitment process to ensure that it remains a process which encourages all people to apply and does not provide any barriers for any particular groups
- To create a bilingual organisation that promotes the Welsh language and sets an example to other employers in the city.

4.2 Workforce Planning

Workforce planning is a process for identifying and addressing gaps between the workforce of today and the human resource needs of tomorrow.

Workforce planning is a continual process used to align the needs and the priorities of the organisation with those of its workforce to ensure it can meet its legislative, regulatory and service requirement as well as the organisational objectives. It ensures that the right people with the right skills are in the right place at the right time and at the right cost. In order for Directorates to identify their workforce needs, the council has introduced a mandatory workforce planning process as part of the corporate planning cycle. In order to develop this process further and to deal with a number of issues already identified a number of actions are required.

4.2.1 Position statement

The Council has been piloting a workforce planning process that aligns the council's business, financial and workforce plans. This has developed into an agreed process that allows service areas to evaluate their current workforce, to ascertain their future requirements and assess the availability of resources, and finally to develop an action plan to bring these together and manage the gap.

The Cabinet signed the Cardiff Commitment Pledge in November 2017 that committed to providing opportunities for young people across the Council through paid employment and work experience, as well as activities in schools and attendance at career fairs.

The Council has an established process for the recruitment of apprentices and trainees and has exceeded its target to recruit into these roles across the Council in 2017/18.

Work has been carried out to develop links with schools and colleges through school visits, careers fairs and work experience opportunities.

The Council has a well-established and successful volunteering programme run through Into Work Services that provides volunteering opportunities per annum across the Council.

The Council's internal admin/clerical resource CardiffWorks affords a wide range of candidates a variety of paid work opportunities in the Council. CardiffWorks provides opportunities to individuals who are unemployed, made redundant, not in education employment or training and has social inclusion at its core. Working closely with the Into Work Services, CardiffWorks attracts a diverse range of applicants representing the citizens of Cardiff.

The Council operates an Agency Managed Service through a neutral vendor under the National Procurement Framework for all agency workers. Matrix is the current AMS provider working with the Council in line with the Agency Workers Regulations.

This service enables the Council to manage the agency worker requirements and proactively respond to the needs of service areas.

4.2.2 Actions Required

4.2.2.1 Workforce planning process

- Embed the agreed workforce planning process across the Council
- Implement, as appropriate, a technology solution to enable scenario planning tools
- Identify corporately agreed skills required for the workforce and undertake a skills audit and gap analysis
- Identify initiatives for succession planning
- Design and implement a Talent Management Programme

4.2.2.2 Resourcing Strategies

- Identify areas where increased or different resources are required in the future due to posts being 'hard to recruit' e.g. Social Workers.
- Establish links with universities, colleges and schools as well as professional organisations to ensure that the skills required for the future workforce are being developed and to promote future employment opportunities with the Council
- Ensure the Council's recruitment process is attractive for future applicants including a review of the Council's recruitment portal and the Behavioural Competency Framework

4.2.2.3 Opportunities for young people

- Promote the Council as an employer to schools and colleges
- Ensure that the recruitment process and portal is not a barrier to gaining applications from young people
- Increase range of opportunities for apprentice and trainee roles

4.2.2.4 Work experience and Volunteering

- Continue and enhance work experience opportunities for young people across the council engaging with schools, further and higher education and community groups
- Continue to provide volunteering opportunities through the Council's Into Work Service

4.2.2.5 Agency Workers and Cardiff Works

- Develop and agree an Agency Worker Charter and review the number of agency workers used by Directorates, especially where agency workers have been used for a considerable period of time
- Ensure that agency workers are aware of vacancies for which they can apply
- Enhance the marketing of Cardiff Works opportunities as an entry channel into the council
- Ensure that the assessment process for applicants into Cardiff Works meets the skills requirement of the services engaging the employees.

4.3 Learning and Development

The best organisations are always looking for opportunities to improve. They know that every small change adds together to enable them to constantly outperform. It is essential that people's capabilities are actively managed and developed. This allows people to realise their full potential and ensures that the Council has the right people at the right time for the right roles.

There is a need to improve and develop the skills of our workforce so that they meet the needs and expectations of our customers and changing requirements of the council. The need to identify and maximise the skills, abilities and potential of our employees will be increasingly important as resources continue to tighten. Innovative approaches to training and development are needed as we seek to keep pace with the change agenda whilst maintaining the quality of day-to-day services.

There is also a moral and corporate social responsibility for us to develop the essential skills of employees in order to support them to overcome this barrier to reaching their full potential. This is achieved in a variety of ways including increasing access to essential skills training and support.

There is a focus on continuous improvement. Employees need to be encouraged and developed to use internal and external sources to come up with new ideas and approaches, supported by a culture that encourages innovation.

The methodology for defining development needs will need to be sharper as will the need to exploit skills and talents that are there within the workforce but not known or understood.

4.3.1 Position Statement

Cardiff Council Academy updated its training facilities in City Hall in 2016/17 and now has eight good quality training rooms including two IT Suites. With the exception of Health & Safety courses, the training delivered through the Academy is provided at no cost to Cardiff Council Staff.

The upgrade of facilities coincided with the Council entering into a Service Level Agreement with Caerphilly Borough Council for the delivery of a wide range of Health & Safety Courses. While the Service Level Agreement is no longer in operation the Trainer transferred to Cardiff Council and continues to deliver an average of twelve Health & Safety Courses a month.

The Academy is also responsible for the delivery and development of the Cardiff Manager Programme that offers participants the opportunity to gain an ILM L3 qualification, the benchmark standard for Cardiff Managers. 74% of all line managers have completed the Cardiff Manager Programme since it was introduced in late 2014 and course modules are currently being adapted to reflect the Capital Ambition of the Council.

With new facilities, dedicated Health & Safety training, and a refocused training programme driven by Corporate priorities, the Academy now delivers classroom-based training to approximately 2,500 participants per year and records over 1,500 e-learning completions annually.

4.3.2 Actions Required

4.3.2.1 Skills Training

- Opportunities will be available for staff to develop Entrepreneurial Skills in line with the requirements of Capital Ambition.
- As a Digital First/Digital by Default Council, staff will have the opportunity to develop digital skills using PC's, Tablets and Mobile Phones.
- Completion of the Attendance and Wellbeing e-learning module will be mandatory and this will be supported by monthly classroom based training sessions to support the implementation of the revised Attendance and Wellbeing Policy.

4.3.2.2. Development Programmes

- Ensure that training is available to develop the skills and culture required to deliver the Customer Leadership requirements of the organisation
- Continue and further develop the Essential skills programme across the council
- Promote the use of WG Funded apprenticeship qualifications as these embed essential skills and NVQ development to managers and employees across the Council
- Further develop NVQs where an apprenticeship qualification is not available or suitable
- The Capital Ambition Development Programme, including An Introduction to Entrepreneurship, Cardiff Manager Programme (ILM L3) and Cardiff Manager Programme 2 (ILM L5) will provide a development journey for employees, enabling them and their managers to map their development and link it to their job roles and ambitions within Cardiff Council.
- Cardiff Manager Programme will remain benchmark management development programme for all current managers/supervisors and as a development opportunity to prospective managers. The programme will be delivered in line with the ILM Level 3 in Leadership and Management. ILM L3 in Service Improvement and Coaching and Mentoring can be offered as 'add ons' to the main 'Capital Ambition' focused Cardiff Manager Programme.

- Continue Mentoring Young People training to support managers and mentors working with young people, apprentices, trainees or those on work experience

4.3.2.3 Apprenticeships and Higher Apprenticeships for existing employees

- Promote and enhance apprenticeship qualification opportunities for existing employees in order to promote vocational training ensuring the council maximises its return on investment of the Apprenticeship Levy

4.3.2.4 Learning and development methodologies

- The Academy will lead on the development of a Corporate L & D Strategy.
- Further work is required to identify and streamline the processes that enable the capture of L & D needs across the Council. This can be expected to include DigiGOV, Personal Reviews, Surveys and feedback from Ambassadors and the full range of Network groups.

4.4 Engagement of Employees and Trade Unions

The Council's employees are at the heart of the organisation and are its most valuable asset. Their wealth of experience on the job makes their views and suggestions key to informing the future of council services. Creating a positive and enabling culture will be the council's primary goal. Communicating clearly and regularly with employees and trade unions and ensuring that the 'employee voice' is listened to over this period of change is vital to improving employee morale and engagement.

There has been a wide-ranging employee engagement programme in recent years, including Chief Executive roadshows, communication campaigns, and tools including a new staff app, and an engagement programme including bi-annual Employee Voice staff conferences, regular senior management, middle management and Ambassador forums. The impact of these improved arrangements have been evidenced by the responses to the annual Employee Survey which showed improvement from the previous survey in relation to all ten questions asked, with all red outcomes from the previous survey mitigated to amber. However, there is a need for these processes to be refreshed in light of the Capital Ambition.

As part of its engagement and partnership activities, the Council recognises the importance of maintaining good relationships with Employees and the Trade Unions and, as such, is committed to working in partnership with the Trade Unions. This partnership is built on principles and practices of shared commitment between the organisation and the people who work here.

4.4.1 Position Statement

Employees

Cardiff Council is committed to employee engagement and this was recognised by the Council being awarded the CIPD Wales award for Employee Engagement in 2017 against competition from Wales & west Utilities and Welsh Water. The maintenance of such engagement will be required over the life of this strategy.

The Council has developed a number of forums for engagement such as Senior Management Forum, Cardiff Manager Forum and Ambassadors. It is envisaged that these forums will continue during the life of this strategy.

The Council has set out a clear framework for employee engagement over the coming years, aligned to the Capital Ambition priorities, helping to articulate the implications for employees and the clear need for their involvement and contribution as set out in the Employee Charter.

It is essential, during the life of this strategy, that the focus on employee engagement be maintained with a move towards both more Directorate led engagement and a

development in the methodologies of engagement to ensure that all employees are reached, with a focus on frontline employees.

Over the last few years, the Council has been committed to receiving and acting upon employee feedback through the Employee surveys and the resulting action plans. This commitment remains within this strategy, however a review needs to take place firstly to ensure that the methodology for surveying is the most appropriate for ensuring the highest levels of responses and secondly to ascertain whether there is a desire to continue with previous questions or whether there are new items to measure.

Trade Unions

Significant work has taken place to ensure that there is a positive partnership relationship between the organisation and the trade unions through the establishment of a culture of engagement, and it will be essential to the development of the Council and its services for this to continue during the lifetime of this strategy.

It will be vital, in order to meet the aims of the Capital Ambition, that there is a working environment where the ideas, views, knowledge and experience of all are listened to, considered and valued.

A number of forums have been established to support this partnership:

- Works Council
- Service Area Joint Committees
- Local trade union consultation forums
- Trade Union Partnership meetings for consultation on the new change programme and corporate and HR policies
- Ad hoc consultation processes as and when required
- Employee Equality Networks

Over the last couple of years, there has been closer working relations with the Trade Unions particularly in the development of future strategies for the delivery of services, such as Commercial Services. This process for making sure there is early and timely involvement to enable the unions to contribute to the development and implementation of future strategies will continue for the lifetime of this strategy and beyond.

A number of trade union initiatives have been promoted and/or endorsed within recent times including:

- Stress Control programmes
- TUC Dying to Work Charter
- Time to Change
- Sports therapy massage preventative support

4.4.2 Actions Required

- Defined employee engagement programme to be developed with a focus on Directorate delivery.
- At least annually, there will be an engagement event with the broadest group of employees led by the Cabinet and the Chief Executive.
- The Chief Executive's office together with Member Services will arrange a number of visits to frontline services for both Cabinet and the Chief Executive
- Directors will ensure that they have a programme of two-way engagement for their employees that will include larger as well as smaller events. Portfolio members will also attend these.
- Surveying of employees in order to gather feedback will continue however the format and questions will be developed in consultation with Cabinet and senior management team.
- Review current and develop mentoring programmes across the Council
- Develop the next level of Trade Union Partnership workshops facilitated by ACAS
- Development of an Agency Worker Charter
- Continue to promote trade union initiatives

4.5 Health and Wellbeing

The health and wellbeing of employees is important as it produces positive attitudes, motivation and innovative thinking and is therefore an important factor in building employee engagement.

It is important for the Council that it manages its attendance levels in order to ensure that there are sufficient resources to provide services to our communities and to manage the cost of absence that has to be paid from the public purse. The Council is striving to increase attendance levels and has undertaken a number of actions to work towards this. The good health and wellbeing of our employees is an important aspect of this.

Proactive approaches are available in the form of CareFirst and mindfulness sessions, which supports employees with self-help measures for mental health conditions. The Occupational Health site offers a raft of information to help employees and managers understand and manage health, also providing self-help advice from reputable agencies.

4.5.1 Position statement

The Council developed and implemented a Health and Wellbeing strategy in June 2016 and has implemented a variety of interventions to improve the health and wellbeing of our employees. These have included:

- Set up of employee Health and Well-being Group made up from all levels of the organisation

Awareness talks on a range of topics held at a number of core buildings

- Health and Well-being fayres held at County Hall, Willcox House, City Hall and Lamby Way
- Set up of 2 employee choirs
- Dedicated intranet page and monthly newsletter
- Mental health awareness events
- Promotion of national awareness days

In November 2016 the Council achieved the Bronze Corporate Health Standard Accreditation and shortly afterwards, in March 2018 achieved Silver standard.

4.5.2 Actions Required

- Complete the actions as set out in the APSE Absence report recommendations in contribute to the improvement in absence levels
- Assess whether the next levels of the Corporate Health Standard Accreditation are achievable over the lifetime of this strategy and if appropriate work towards these.

- Embed agile working within the Council ensuring that not only the mechanisms are in place to support agile working but also the culture.
- Increase participation in Health and Wellbeing initiatives.

Appendix A

Employee Data As at 31st December 2017

Age profile

Age Group	Council (less schools)		School Employees		Total	
	No	%	No	%	No	%
16-24	200	34.54%	379	65.46%	579	4.37%
25-34	1077	38.56%	1716	61.44%	2793	21.06%
35-44	1400	41.98%	1935	58.02%	3335	25.15%
45-54	1872	47.80%	2044	52.20%	3916	29.53%
55-64	1385	59.60%	939	40.40%	2324	17.52%
65+	184	58.23%	132	41.77%	316	2.38%

Gender profile across full time and part time workforce

FTE Range	Number of employees	% of overall workforce	Female		Male	
			No	%	No	%
100%	6994	52.73%	3868	55.30%	3126	44.70%
90 - 99.99%	533	4.02%	455	85.37%	78	14.63%
80 - 89.99%	1814	13.68%	1551	85.50%	263	14.50%
70 - 79.99%	464	3.50%	391	84.27%	73	15.73%
60 - 69.99%	830	6.26%	716	86.27%	114	13.73%
50 - 59.99%	827	6.24%	745	90.08%	82	9.92%
40 - 49.99%	648	4.89%	579	89.35%	69	10.65%
30 - 39.99%	271	2.04%	237	87.45%	34	12.55%
20 - 29.99%	436	3.29%	373	85.55%	63	14.45%
10 - 19.99%	384	2.90%	361	94.01%	23	5.99%
0 - 9.99%	62	0.47%	44	70.97%	18	29.03%

BAME profile of workforce

Racial Group	Employees		2011 Census %	
	%	No.	Cardiff	Wales
Asian	2.73%	330	8.00%	2.20%
Black	1.77%	214	2.40%	0.60%
Chinese / Far East	0.37%	45	1.20%	0.40%
Mixed Ethnicity	1.93%	233	2.90%	1.00%
Other	0.27%	33	2.00%	0.50%
White Gypsy / Traveller	0.01%	1	0.20%	0.10%
White Irish	0.57%	69	0.70%	0.50%
White Other	0.69%	83	3.50%	1.80%
White European	1.42%	171		
White British *	90.24%	10905	80.00%	93.20%

* Includes White English, White Scottish and White Welsh

Sexual Orientation of the workforce

Sexual Orientation	Total	
	No	%
Bisexual	19	0.14%
Gay	64	0.48%
Heterosexual	2643	19.93%
Lesbian	18	0.14%
Other	20	0.15%
Prefer not to say	109	0.82%
Not Recorded	10390	78.34%

The Capital Ambition Delivery Programme components

Capital Ambition Delivery Programme – Modernisation

Delivering Capital Ambition will require an interlocking programme of work to modernise the Council's corporate systems and processes that support service delivery, streamlining and simplifying the Council's internal processes and systems; making better use of the Council's (and partners) asset base, and finding new and better ways of working to take advantage of new technology. Specific programmes will include:

- Digital First – A digital approach will be applied throughout the organisation, in order to digitise both processes that affect the whole council and those that are service-specific. A key focus will be on business processes, ensuring that technology is applied to a system that is as effective as it can be.
- Reshaping the Council's Property Estate – Property represents one of the Council's most significant assets and areas of spend, acting as the second largest call on the Council's budget. A number of commitments have been made to improve the strategic management and planning of the Council's operational estate including
 - Continued investment in improving the schools estate
 - Acceleration of the modernisation and rationalisation of the Council's operational estate
 - Co-location of community services at the 'locality' level
 - Reviewing the Council's core office estate to ensure that the Council is operating from modern, cost effective and fit for purpose premises
 - Reviewing delivery arrangements across the Council's commercial venues
- Regional collaboration on shared services – The Council will explore proposals and related business cases for transactional or specialist services to be delivered on a regional basis. Also as part of the Cardiff Capital Region City Deal Heads of Terms, the Council is committed to collaboration in the delivery of strategic economic development, skills and training, regeneration, transport, planning and housing functions on a regional basis. However even with this commitment, it will be essential that local capacity and responsibility for key strategic economic development, housing, planning and transport be maintained, as well as local discretion and flexibility to undertake certain activities locally.
- Fundamental Service Reviews – Given the scale of the long-term financial challenges facing the Council all services will need to be subjected to detailed and challenging review. Therefore, a rolling programme of Fundamental Service Reviews will be undertaken, with external input, and the involvement

of Cabinet. These reviews form a core component of the Capital Ambition Delivery Programme.

Capital Ambition Delivery Programme – Resilient Services

The Capital Ambition states that there is a need for the Council to work ‘*across the public services in order to deliver lasting solutions to complex problems*’. To do so will require that traditional organisational and service boundaries are broken down, and that services, stakeholders, assets and resources are brought together around the particular needs of people and local communities. Specific projects in this programme will include:

- Service Integration in Social Care, Health and Housing – The demand pressures and costs associated with an ageing population are significant, and are projected to increase. Building on initiatives such as the Independent Living Service, there will be a need to find solutions to these long-term challenges that will mean adopting a whole-system approach across social care, health and housing to help older people stay safe, as healthy and independent as possible, and to lead lives that have value, meaning and purpose in their own homes, and in their communities.
- Service Integration in Support of Vulnerable Children – Despite the implementation of a number of successful preventative measures, the Council continues to experience growing pressures in the area of Children’s Services. Outcomes for children are best when they are supported to grow and achieve within their own families. The Council, working with partners, will adopt a ‘Think Family’ approach that looks at the family as a whole and co-ordinates support across the public services, tailored to each families’ needs and strengths.
- Total Street – Keeping Cardiff’s streets and neighbourhoods clean and well maintained is identified as a priority in the Capital Ambition. This will require a shift from managing Council services in silos to integrating Council services at a neighbourhood level as part of a ‘Total Street’ approach.
- Inclusive Growth – Alongside supporting the city economy, the Capital Ambition places a strategic focus on removing the barriers to employment and helping people, particularly those furthest from the labour market, into good work. Cabinet approved a proposal in November 2017 to reform employability services across the city in order to eliminate duplication of provision in some areas. Allied to the reform of employability services is the Cabinet’s commitment that every school leaver should be able to move into further education, employment or training through the delivery of the ‘Cardiff Commitment’. In particular, the Capital Ambition makes clear that the Council needs to do more to leverage its scale and diversity to supporting people into the labour market.