

**WORKFORCE STRATEGY 2018-2021**

**FINANCE, MODERNISATION AND PERFORMANCE  
(COUNCILLOR CHRISTOPHER WEAVER)**

**AGENDA ITEM: 5**

---

**Reason for this Report**

1. To seek the approval from Cabinet for the Workforce Strategy for the period 2018-2021, attached as Appendix 1, in order to provide the links between business, financial and workforce planning, particularly during this period of financial challenge and organisational change.

**Background**

2. On 6 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.
3. The WAO Corporate Assessment Follow on Report identified gaps between the Council's business, financial and workforce planning processes. In order to improve on this, a Workforce Planning Toolkit has been developed to address the issues identified by WAO and join up the Council's business, financial and workforce planning processes
4. Having the right people, with the right skills, in the right place, at the right time and at the right cost is critical to enable the organisation to achieve the objectives as set out in the Capital Ambition. Furthermore, the organisation needs to ensure that employees want to work for the Council, feel that they are valued and supported as individuals, in accordance with the Council's values in order to retain its talented workforce.
5. The Council's approach to service development and innovation and its 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.

## Issues

6. 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.
7. 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.
8. Some of the emerging issues which have been identified in relation to the delivery of the Capital Ambition include:
  - i. The need for increased and relevant skills development
  - ii. The need to utilise, nurture and develop the talent we have across the organisation to support the requirements of the Capital Ambition
  - iii. The provision of support to the health and wellbeing of employees
  - iv. The need for a more diverse workforce reflecting the diversity of our communities
  - v. The need for partnership working with our trade unions will be as important as ever
  - vi. The need to remain engaged with our workforce in order to provide mechanisms that enable two-way communication channels.
9. The key priorities of the strategy include:
  - i. **Equalities and Diversity** – a recognition that significant actions need to be taken in order to ensure that the Council's workforce is more reflective of our 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 with our Trade Unions
  - v. **Health and Wellbeing** – embedding the health and wellbeing approach adopted by the Council and ensuring that it is maintained.
10. 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.
11. Through the development of the Workforce Strategy it has become clear that the Council has to take some immediate actions to improve the diversity of its workforce, but that any action should not be to the detriment of current employees whose roles may be at risk due to changes in service delivery or financial pressures. In order to increase the diversity of the workforce to be more representative of the community we serve we need to attract new employees external to the organisation. The mechanism for doing this would be to change the current process of advertising all vacancies internally only first, to advertising vacancies internally and externally concurrently. We will reinforce the message of welcoming applications from all our local communities, including those under 25 and not in employment, education or training. In order to protect current employees who may be displaced through a restructure process, the current process of ring fencing roles, and then advertising internally only, will still apply for any roles which are part of a restructure. The redeployment process will also remain to protect current employees.
12. There has been various consultation processes in order to develop the strategy. Feedback has been incorporated into the final document and includes:
  - (i) Policy Review and Performance (PRAP) Scrutiny Committee –The PRAP Scrutiny members provided input into the development of the Workforce Strategy at the PRAP Scrutiny Committee meeting of 16<sup>th</sup> May 2018 and provided written comments, attached in Appendix 2 to this Cabinet Report. The comments were welcomed and a response to the PRAP Scrutiny letter is attached as Appendix 3. A number of comments have been incorporated into the Strategy including:
    - The recommendations of the Customer Leadership inquiry carried out by PRAP Scrutiny have been considered in the development of the Workforce Strategy;
    - The Strategy identifies the broad areas of challenges facing the Council from a workforce point of view and identifies actions which will need to be undertaken either by continuing current good practice or identifying new initiatives to ensure that these challenges do not become significant problems;
    - The Strategy identifies that a review of resourcing strategies for posts which are hard to recruit to will take place and that these posts, where not already known, will be identified through the service area workforce planning process;

- The Strategy includes a number of actions to improve the Council's representation across all protected characteristics and an action to reassure employees of the confidentiality of this information;
  - There is a section in the Strategy on engagement with employees and that will consider benefits including such things as agile working and other benefits which could be offered to employees as part of specific actions arising from the Strategy.
- (ii) Trade Union consultation – The Trade Unions were originally consulted on the Workforce Strategy on 21<sup>st</sup> May at the Trade Union Partnership meeting. The Trade Unions feedback at the meeting was that they welcomed the strategy. The following initial feedback was also received after the May meeting. *'GMB welcomes this strategy and is supportive and, looks forward to being part of this going forward'*  
There was further Trade Union consultation on the 18<sup>th</sup> June at the Trade Union Partnership meeting.
- (iii) Equality Network consultation – Feedback was received from the various Council Employee Equality Networks and was very much welcomed and appreciated. The feedback was very supportive of the Strategy and the information and actions incorporated within it. Any specifics have been responded to and, where appropriate, included into the Strategy.

### **Reasons for Recommendations**

13. The Workforce Strategy 2018-2021 sets out a framework of priorities and commitments necessary to create a culture that supports a flexible, skilled, engaged and diverse workforce in order to support the objectives set out in the Capital Ambition.

### **Financial Implications**

14. Whilst there are no direct financial implications arising from this report, the Workforce Strategy will be an important element in the management of change and will support the Council in meeting the budget and other financial challenges over the medium term. Effective workforce planning in particular will be essential in managing changes to services and budgets over this period.

### **Legal Implications**

15. The Workforce Strategy is not a contractual document and will have no contractual force.
16. The Council has to satisfy its public sector duties under the Equality Act 2010. Pursuant to these legal duties Councils must in making decisions

have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics

Protected characteristics are:

- Age
- Gender reassignment
- Sex
- Race – including ethnic or national origin, colour or nationality
- Disability
- Pregnancy and maternity
- Marriage and civil partnership
- Sexual orientation
- Religion or belief – including lack of belief

The decision on whether to adopt the Strategy in accordance with the recommendation in this report has to be made in the context of the Council's Equality Act public sector duties. An Equality Impact Assessment has been undertaken to ensure that the Council has properly understood and assessed the potential impacts of the proposal in terms of equality so that it can ensure that it is making proportionate and rational decisions having due regard to its public sector equality duty.

### **HR Implications**

17. This Workforce Strategy (Appendix 1) is being recommended for agreement in order to respond to a range of challenges the Council is facing and to ensure that there is a skilled, engaged and diverse workforce in order to deliver the priorities set out in the Capital Ambition. The actions within the strategy have been developed in order to safeguard future service delivery models and to improve the contribution employees make to delivering the Council's priorities through effective management and engagement. The attached Strategy sets out how the Council will achieve the required change within the workforce in a structured, planned and fully consulted way.
18. An Equality Impact Assessment of the strategy has been completed and there are no adverse impacts on any specific groups.

### **RECOMMENDATIONS**

Cabinet is recommended to:

1. Agree the Workforce Strategy 2018-2021 as attached as Appendix 1
2. Agree the changes in recruitment process detailed in paragraph 11 of the report.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>CHRISTINE SALTER</b> CORPORATE DIRECTOR RESOURCES
	<b>29 June 2018</b>

*The following appendices are attached:*

Appendix 1: Workforce Strategy 2018-2021

Appendix 2: PRAP letter – 22<sup>nd</sup> May 2018

Appendix 3: Response to PRAP letter – 7<sup>th</sup> June 2018

*The following background papers have been taken into account:*

- Equality Impact Assessment
- Year 1 Workforce Strategy Action plan