




Presentation to PRAP Scrutiny Committee

Workforce Strategy Update

12th June 2019



Gweithio dros Gaerdydd, gweithio gyda'n gilydd
Working for Cardiff, working together

Workforce Strategy Update

- Last visit to PRAP on 16th May 2018
- Workforce Strategy approved by Cabinet July 2018
- Less than one year into the Strategy
- Progress has been made against each of the key priorities



Workforce Strategy Priorities

1. Equality and Diversity
2. Workforce Planning
3. Learning and Development
4. Engagement of Employees and Trade Unions
5. Health and Wellbeing



1. Equality & Diversity

- **Update position statement**

- The Council has signed up to the Race at Work Charter
- Council improved by 111 places in the Stonewall index
 - Recognition of a number of innovate projects including the work of the LGBT Employee Network's Allies Programme
 - Comments made regarding the Council's achievement and the hard work of officers from the LGBT Network, Human Resources, the Equality Team and Directorates
- A dedicated Welsh Language Trainer was appointed in September 2018 and has delivered over 900 hours of Welsh Language training in Q3 & Q4
- Significant increase in number of opportunities available for young people within the organisation as apprentices/trainees and/or work experience placements
- Over 104 corporate work experience placements offered from 253 requests received in 2018/19
- Exercise to move to one format for job descriptions and person specifications completed
- Employees updating Personal Details and Equalities Data in DigiGOV. Initial Pilot within HR and Resources Directorate conducted in December 2018
- 51% increase in the number of people applying for Jobs in the Council
- 181 Apprentices and Trainees in paid employment in 2018/19



1. Equality & Diversity

- **Actions required for 2019/20**
 - Race at Work Charter, Council to work closely with the BME Network to deliver the required actions in the new action plan that is in place for 2019/20
 - Complete Stonewall submission for 2020. Action Plan already developed
 - Implementation of new Recruitment portal to provide a user friendly process for applicants and managers
 - Continue work to develop a bilingual organisation and to sustain position of designated Welsh Language Trainer
 - Plan for roll out of Data gathering and recording of employee Equalities Data across the Council in 3 phases endorsed by Trade Unions and Employee Networks



2. Workforce Planning

- **Update position statement**

- All Directorate plans completed by end of December 2018
- All plans shared with the Cabinet Member for Finance, Modernisation and Performance
- Review of plans taken place within HR in order to identify common themes and ensure that these are part of the overall workforce strategy
 - The need to promote the Council and benefits of working for the organisation – e.g. Pension/ flexibility/ serving the community
 - The need to ensure that organisational and service area induction are still relevant
 - The need to create career paths across the Council as well as within Directorates
 - The need to work closely with Schools to attract younger applicants into the organisation
 - The need to work with partners and community groups and specific schools to attract more applicants from minority groups and welsh speakers



2. Workforce Planning

- **Actions required for 2019/20**

- Information from the Directorate and Council wide plans will inform the corporate L&D strategy, Policy development, resourcing strategies, engagement activity and continue to inform Health & Wellbeing campaigns
- Cross Directorate working initiatives to be discussed, agreed and scoped
- All Action plans for 2019/20 to be completed by end of June
- Development of Corporate Skills Framework
- A focus on Succession Planning
- A focus on developing a more agile workforce to achieve greater flexibility



3. Learning & Development

- **Update position statement**

- Promotion of the Council as an employer to young people and 22 school events and careers fayres held with a reach of over 17,000 attendees
- Increased numbers of Apprentices and trainees, exceeding target of 100 by Q2 18/19 outturn 181 opportunities provided
- Over 50 WG approved Apprenticeship Framework Qualifications on offer to staff
- Entrepreneurial skills, Learning with Technology week, Welsh language training, Project Management and Service Improvement training all in place
- From September 2018 to March 2019, over 50 members of staff have undertaken 944 hours of Welsh language training with Cardiff Academy
- Customer Service Training being rolled out
- Attendance & Wellbeing - 98% completion of e-learning Module at end of Q4
- On going Cardiff Manager Programme being rolled out ILM levels 3&5
- 20,755 e-Learning online modules completed in 18/19; new mandatory modules being launched 19/20



3. Learning & Development

- **Actions required for 2019/20**

- OM development Pilot Cohort group to be progressed in Q1 19/20 along with the timetable for remaining centres (Q2-Q3) OM Development programme during 2019
- Refresh of organisation induction and on-boarding
- Revision of Entrepreneurial Skills training course to make it accessible to staff at all levels
- Review of Corporate and Directorate workforce plans action plans to inform L&D Strategy
- Delivery of Attendance & Wellbeing courses by Academy as per adjusted policy, mandatory to all new managers, including case conferences for long term sickness cases and revised arrangements for Formal Stages
- Customer Services training being rolled out by the Academy
- Academy working with Capital Ambition Team to review Project and Programme Management corporate training structure and content
- Academy to work closer with schools to promote e-Learning module uptake and offer both corporate and bespoke courses where required, as per SLA arrangements



4.Engagement Of Employees & Trade Unions

- **Update position statement**

- Engagement between Leader and Cabinet members, senior management and frontline staff
- Directorate engagement programmes, ongoing
- Employee survey framework agreed which will allow for trends and benchmarking to be carried out
- ‘Staff Discount Offers’ regularly communicated to all employees and featured on the Intranet page and Staff App
- Agreement for facilitated partnership workshops to take place with PTE in Q1 19/20
- Regular updates provided to Works Council on joint Council and Trade Union initiatives – Schools Health & Wellbeing Policy launched in November 2018
- Engagement and communication plan developed
- Agency Worker charter developed and agreed with trade unions
- Carers Network held an event to mark Carers Rights Day supported by the Council, an umbrella member of Employers for Carers



4. Engagement of Employees and Trade Unions

- **Actions required for 2019/20**

- Corporate employee survey to be carried out during 2019 with trend and benchmarking data available
- Review of Schools employee survey process to take place
- Internal communications and engagement strategy to be reviewed and agreed
- Refreshed Ambassador Programme to be rolled out
- Continue to promote 'Staff Discount Offers' through appropriate communication channels
- Continue to forge closer links with all the Employee Networks
- Disability network will hold an event during Disability week supported by the Council and Trade Unions



5. Health & Wellbeing

- **Update position statement**

- Increase in number of volunteers involved in Health and Wellbeing initiatives
- On-site massage service expanded due to successful pilot
- Regular Health & Wellbeing Fayres held in Council buildings
- Health & Wellbeing Newsletters regularly developed and circulated via Staff Information
- Health & Wellbeing page on the intranet for staff to access
- Mental Health Training for managers rolled out
- Health talks held on various topics e.g. Prostate Cancer, Ovarian Cancer, Diabetes
- Introduction of Care First interactive website ZEST that all council employees can access
- Creation and commendation of Schools Health and Wellbeing Policy and Charter
- Health and Wellbeing Directory on the intranet for staff to access
- Promotion of the Community Wellbeing service
- Promotion of our in-house Occupational Health service with all GP surgeries across Cardiff



5. Health & Wellbeing

- **Actions required for 2019/20**

- Continue Working towards Gold Corporate Health standard by 2021
- Focus on work needed to be done across organisation in relation to Smoking and Catering requirements in order to achieve the award
- Hold Health & Wellbeing Fayre for Schools employees
- Arrange a Health & Wellbeing Fayre for Members
- Ongoing review of all Health & Wellbeing initiatives and interventions to ensure continued effectiveness
- Identify ways of increasing Health and Wellbeing initiatives for remote employees
- Target support for managers to help them effectively manage sickness absence
- Roll out of Mental Health training for all employees
- Roll out pilot Thrive and Survive Menopause training



Thank you

Questions

