

**WORKFORCE STRATEGY**

**REPORT OF THE CORPORATE DIRECTOR RESOURCES  
AGENDA ITEM: 6**

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**PORTFOLIO : CORPORATE SERVICES & PERFORMANCE (COUNCILLOR  
HINCHEY)**

**Reason for this Report**

1. To seek approval from Cabinet for a Workforce Strategy, attached as Appendix 1, in order to strengthen links between business, financial and workforce planning, particularly during this period of financial challenge and rapid organisational change. Approval is also sought for an integral element of the strategy, the Employee Charter, which is attached as Appendix 2. The Workforce Strategy and the Employee Charter are a response to a range of challenges the Council is facing and issues raised by the Wales Audit Office in September 2014 as part of the Corporate Assessment and WLGA Peer Review In October 2013.

**Background**

2. Various Cabinet reports have made it clear that in order to achieve financial stability, the Council will need to deliver less services directly, employ fewer staff and deliver direct services much more efficiently. Alternative and innovative options for services will need to be found. The Council is experiencing a period of significant change as a result of these unprecedented financial challenges within the wider public sector. Changes are also being driven by demographic and social changes along with the ever increasing expectations from citizens in terms of quality, style and speed of service.
3. The Council is currently undertaking service reviews in order to explore various service delivery options to ensure the budget shortfall is met over the medium term. The Council's key aims of making a better future for the city, creating opportunities for all, prioritising education and helping those that need it most remain at the heart of everything we do. However, the scale of the financial challenge ahead is such that reductions in service delivery are inevitable and the Council will need to go through a sustained period of radical change in response to these challenges. Consideration also needs to be given to longer term strategies as the economy stabilises. This change agenda will have fundamental implications for our workforce as we will need to be clearer about how we shape and plan our workforce to meet future challenges.

4. The Council has established a Challenge Forum through which senior Members, officers, and peer advisors can assess and challenge both the direction and rate of change and improvement in the Council. Through this Forum, the Council commissioned a review of performance management arrangements, resulting in a further strengthening of the challenge provided in Member and officer fora, as well as supporting scrutiny to improve the effectiveness of their role in performance management.
5. Following the Chief Executive's report to Cabinet in May 2014, a 3 year Organisational Development Programme has been established to respond to the continuing financial challenges with recognition that the business as usual mindset alongside indefinite "salami slicing" of budgets is no longer an option. To stay as we are will lead to a steady decline in the quality and availability of public services, dissatisfaction amongst those in receipt of those services and poor staff morale. It is clear that a new organisational model is needed. The Organisational Development Programme includes a number of work streams delivering the fundamental changes needed to ensure sustainability. The Engagement and Improvement work stream is addressing the urgent need to make excellent performance planning and management the norm across the Council, incorporating action on employee engagement and development, communications, performance management etc. In addition to ensuring employees feel fully engaged with their work and understand the Organisation's challenges and priorities, this work stream will also include the development and implementation of rapid and sustained performance improvement in priority areas.
6. This programme, which is now in place, looks at specific areas where there is the capacity for change and works to:
  - Review the way services are delivered to meet demand;
  - Widen opportunities for people and communities to shape the services they receive;
  - Identify delivery models that may be established to meet demand pressures and reflect budgetary realities;
  - Identify opportunities for further efficiency savings;
  - Significantly strengthen performance management;
  - Promote openness through increased citizen engagement and information sharing, enabling transparent decision making and providing clearer opportunities for people to participate in decision making processes.
7. Some of the emerging issues identified by our workforce in relation to the Organisational Development programme include:
  - The need for increased skills development.
  - The change programme will need to be prioritised and properly resourced.
  - It will be important to utilise, nurture and develop the talent we have across the Council to support a radically different organisation in the future.

- The need to understand and appreciate the pressures staff are under and provide the necessary support.
  - Transparent decision making processes are key and processes must not become barriers to achieving effective change.
  - A more joined up approach to the way in which we deliver services is required - A “One Council” ethos.
  - Partnership working will be more important than ever.
  - The need to move away from a blame culture to a learning culture.
  - The need to make more use of online services and use technology more effectively.
  - The need to explore opportunities for income generation
8. At the heart of the Council’s approach to organisational development is the principle that the workforce is our most valuable asset and that the creation of a positive and enabling culture is a primary goal. As the Council continues to respond to the challenges ahead, the ongoing contribution of the workforce will be crucial. Therefore, in order to address these matters strategically and in response to a number of issues raised previously as part of WLGA Peer Review and Wales Audit Office Corporate Assessment, a new Workforce Strategy has been developed. The development of the Strategy has been a comprehensive and inclusive consultation process involving a range of stakeholder groups including employees, Senior Managers, Trade Unions, Equality Networks, the Ambassadors Network, etc. Discussions have also taken place on the specifics of a key element of the strategy, the Employee Charter, which sets out mutual obligations and responsibilities of the Council, managers and employees.
9. The Workforce Strategy is aligned to the Corporate Plan and the Organisational Development Programme and is underpinned by the Council’s vision, together with its values of **Open, Fair and Together**. The strategy sets out clearly the key priority areas we need to address, providing an explanation for each along with an indication of the current position, what we need to focus on, how we are going to achieve this and the outcomes being sought. It also sets out the line of sight from the Council’s Performance to individual performances (PPDRs) (Appendix 2).
10. The key priorities of the strategy include:
- **Workforce Planning**- a process for identifying and addressing the gaps between the workforce of today and the human resources needs of tomorrow.
  - **Performance Management**- strengthening the link between the contribution of employees (including behaviours) and the delivery of Council priorities.
  - **Employee Voice** – creating a positive and enabling culture to ensure that the “employee voice” (views, suggestions) is listened to and acted upon.

- **Trade Union Partnership** – recognition of the importance of maintaining positive relationships with trade unions and employees.
  - **Learning & 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.
  - **Health & Wellbeing** – developing an approach which ensures the health and wellbeing of employees is maintained.
  - **Employee Charter- the Cardiff Standard-** a statement setting out what the mutual expectations are between the Council, managers and employees.
11. The Strategy also reflects elements of the Partnership for Change: Reform Agenda report which Cabinet agreed on 26 January 2015. Whilst relating to budget proposals for 2015/16, the Partnership for Change report also puts in place a negotiation framework to assist with the reform of Council services. Key elements of that document are also reflected in the Workforce Strategy, namely new ways of working, partnership working with the trade unions and employees, flexible working arrangements, the move towards total reward approach and health & wellbeing.
  12. Whilst all parts of the Workforce Strategy are important, the Employee Charter has been further developed and enhanced as this will be a key message within the Council. This is attached as Appendix 2 and provides an “at a glance” summary of the commitments and responsibilities of the Council, managers and employees. The Employee Charter will form part of the objective setting process for 2015/16 PPDR’s.

### **Reasons for Recommendations**

13. The Workforce Strategy, including the Employee Charter, sets out a framework of priorities , responsibilities and commitments necessary to create a culture that supports a flexible, skilled, engaged and diverse workforce in order to support the Council going forward.

### **HR Implications**

14. This Workforce Strategy (Appendix 1) is being recommended for agreement in order to respond to a range of challenges the Council is facing and as part of the overall response to issues raised as part of last September’s Wales Audit Office Corporate Assessment and WLGA Peer Review. In October 2013 As part of the Engagement & Improvement work stream within the Organisational Development Programme, this strategy has 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 changes within the workforce in a structured, planned and fully consulted way.

15. As upskilling of the workforce to meet future challenges is only part of the solution, the strategy also needs to ensure that employees feel fully engaged with their work and have a clear understanding of the Council's challenges and priorities in order that their contributions to delivery can be maximised.
16. The Employee Charter (Appendix 3) is an associated and important deliverable and sets out the mutual perceptions and obligations between the Council, managers and employees. It sets out a framework to help focus expectations within a complex and diverse organisation and promote positive relationships and good employment practice as a necessary part of achieving the Council's vision, values and priorities.

### **Legal Implications**

17. The Workforce Strategy, and the Employee Charter, will not be contractual documents. The documents reflect:
  - the context (including the Corporate Plan and financial and demographic pressures) for the need for change;
  - the Authority's approach to better aligning workforce development to achieve the Organisational Development agenda;
  - the basis on which the Authority, managers and employees will need to work together including the expectations that each will need to have of the others in order to achieve the necessary outcomes

### **Financial Implications**

18. As set out in the report the Council is facing unprecedented financial challenges as a result of both reduced funding from Welsh Government and also increasing financial pressures alongside increasing demand for our services. The Medium Term Financial Plan identified a budget reduction shortfall of £120.114 million for the period from 2016/17 to 2018/19. Against this backdrop and given the significant of the cost of employees within our budgets it is vital that the Council has a Workforce Strategy in place which supports the organisation and employees as we move through a period of rapid change.
19. There are no direct financial implications as a result of this report and the development of any initiatives in support of the strategy will need to be taken forward from within existing budgets

## **RECOMMENDATIONS**

Cabinet is recommended to:

1. Agree the Workforce Strategy as attached as Appendix 1.
2. Agree the Employee Charter, attached as Appendix 3.

**CHRISTINE SALTER**

Corporate Director  
27 March 2015

*The following appendices are attached:*

Appendix 1: Workforce Strategy

Appendix 2: Line of Sight

Appendix 3: Employee Charter

**City of Cardiff Council - Workforce Strategy 2015 - 2018**

**FOREWARD BY CHIEF EXECUTIVE**

Responding to the financial and delivery challenges facing the Council will require change, but whatever the future shape of the organisation the workforce will remain our most valuable asset.

There is no underplaying the importance of the workforce. Staff are responsible for delivering highly valued services across the city and its communities, successfully, every day.

We recognise however that the skills that have served the Council well in the past must be developed and evolved. A leaner and more flexible organisation that is responsive to the needs of communities will require new skills and competencies and a commitment to ensuring our new Values, Open Fair Together, underpin everything we do and how we work together.

This means that the workforce must be at the centre of the organisation, supported by investment and an effective development strategy. It is crucial because delivering the Organisational Development Programme to safeguard the long term sustainability of Council services can only be achieved through an engaged workforce with sufficient capacity and appropriate competencies.

Equally, we must breakdown any barriers to innovation and creativity by enabling and empowering the workforce to deliver. An emphasis on enabling solutions will require understanding the needs of staff, open communication and removing traditional barriers of hierarchy. The Council can no longer afford to be a top down organisation that does not fully engage with the creativity and ideas of its workforce. That is why employee engagement will be as important as employee development if we are to deliver effectively.

The employee charter is an important statement of intent. As a consequence of consultation and engagement we have formally agreed a set of principles and commitments that employees, managers and senior managers will uphold to create the right environment for achieving success.

Fundamentally however, ensuring the organisation has the right skills, knowledge, attitude and behaviours will require a well-resourced and targeted approach.

The Workforce Strategy will allow us to deliver this.

## 1. INTRODUCTION

- 1.1 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. Furthermore, ensuring employees want to work for us, feel they are treated with respect and they are supported as individuals, in accordance with the Council's Values is imperative to ensuring the Council retains a talented workforce.
- 1.2 To do this we need an integrated holistic Workforce strategy that considers all of the activities and sets out what we need to do, and how we will measure success. This integrated strategy builds on the traditional building blocks of HR such as recruitment, equality and diversity and attendance management. It sets out how the Council will address its key priorities to ensure we have the Right People, with the Right Skills, in the Right Place, at the Right Time and the right cost.
- 1.3 This strategy sets out our key priorities to create a culture that supports high performance and enables a flexible, skilled, engaged and diverse workforce. This strategy builds on the People Strategy by recognising the valuable contribution employees make in delivering our services. The Workforce Strategy has been shaped by the aims, vision and values of the City of Cardiff Council. It sets out the commitment to strengthen and make increasingly explicit the link between business, financial and workforce planning particularly during this period of financial challenge and rapid organisational change.
- 1.4 This includes performance management, employee development, workforce planning and flexible working arrangements. These newer developments will allow us to continue to deliver excellent service against a background of a reducing workforce.
- 1.5 The traditional public service models of service delivery are being Challenged and alternative and innovative options for service delivery will need to be found.
- 1.6 The Council recognises that to deliver the Council's 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.
- 1.7 Our employees need to clearly understand what we need them to do, and why it's so important. As an employer, we need to understand the thoughts, views, and concerns of our workforce and most importantly how our workforce can help shape, and contribute towards the solutions which will help us meet our future challenges. The implementation of this Workforce strategy will ensure the Council can unlock the full potential of its workforce.

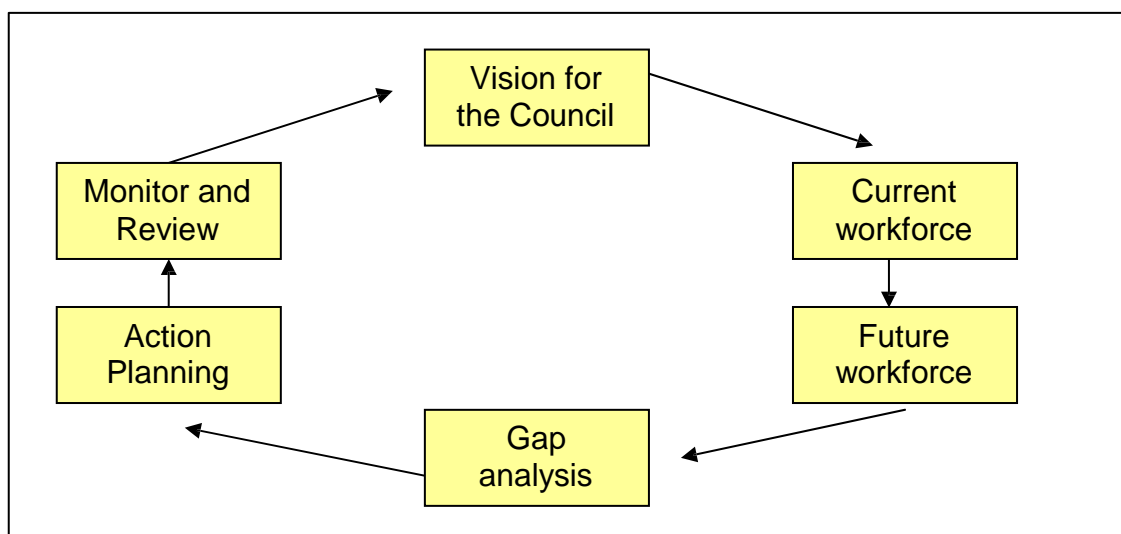


The purpose of this workforce strategy is to set out the workforce priorities over the next three years and the actions we need to achieve the Organisational Development agenda.

## 2. THE NEED FOR WORKFORCE PLANNING

2.1 Workforce planning is a process for identifying and addressing the gaps between the workforce of today and the human resource needs of tomorrow. The approach for the Council will be on the basis of the following sequential steps:

- Seeking to set out the strategic vision for the Council (as set out in the Corporate Plan 2015 - 18) and the implications for the delivery or commissioning of services over the next four years
- Conducting an analysis of the current workforce within the Council and the issues which may affect the supply of human resources over the next 4 years
- Seeking to anticipate the demand for future human resources as a result of the above and specifically the sort of skills and competencies required of our future employees
- Bringing together an action plan to 'bridge the gap' between our current and future workforce needs. This will, in turn form the basis for the Council's Workforce Strategy.
- Establishing mechanisms for monitoring and refreshing the plan and sustaining the workforce planning process



2.2 The Workforce Strategy sets out the corporate and cross cutting actions to ensure the Council meets future workforce needs and will be based on workforce planning work that has been undertaken in each Directorate.

### 3. THE COUNCIL'S VISION

3.1 The Council's Vision is for Cardiff to be Europe's most liveable Capital City which means achieving 7 city wide shared outcomes:

- People in Cardiff are safe and feel safe
- People in Cardiff achieve their full potential
- Cardiff has a thriving and prosperous economy
- Cardiff is Fair Just and Inclusive
- People in Cardiff are healthy
- People in Cardiff have a clean, attractive and sustainable environment
- Cardiff is a great place to live, work and play

3.2 The Council has also agreed a set of values as part of an inclusive consultation process and these will underpin the OD Programme and will guide the Council through the coming period of change:

- **Open:** we are open and honest about the difficult choices we face and allow people to have their say on what's important to them and their communities
- **Fair:** we champion fairness, recognising that with less resource, we need to prioritise services for those who need them most
- **Together:** we work with our communities and partners across the city to deliver the best outcomes for the people of Cardiff.

3.3 In order to provide a clear focus on the areas that need greatest improvement priorities have been reduced in number. The Council has therefore confirmed the overriding importance of the priorities in the Corporate Plan, whilst recognising that the way in which these are delivered may need to change:

- **Education and skills for people of all ages-** we remain committed to helping all citizens and communities to achieve their full potential , ranging from the provision of first class learning opportunities to supporting those who are not in education, employment or training
- **Sustaining economic development as the engine for growth and jobs-** we remain committed to helping create the conditions that will enable businesses to succeed, more and better jobs to be created and quality business environment and supporting infrastructure to be secured.

- **Supporting People in vulnerable situations-** developing a better understanding of the needs of communities enabling resources to be targeted effectively and social justice to be promoted
- **Working with people and partners to design and deliver services.** Taking forward a programme of organisational development which will address issues around performance management, governance, finance and service delivery thereby driving a more customer and community focussed agenda, enabling the Council to respond positively to challenges over next few years

3.4 The following agreed principles will underpin the development of the organisation over the next three years.

- **Creating services with people** – through working with the people and communities services can be designed and delivered that respond to their specific needs. .
- **Creating a city for people** –Through designing and developing the city in a way which puts people first, Cardiff can achieve its ambition of becoming Europe’s most liveable capital city.
- **One Council, One Cardiff** - the way that the Council is organised in the future needs to reflect the fact that the Council is one organisation with clear priorities and processes that allow the most efficient use of resources.
- **Working beyond our boundaries** –working with neighbouring authorities on public service delivery and on strategic development will need to be accelerated..
- **Investing in prevention and early intervention** – the Council must become a predominantly pro-active , identifying early interventions and developing solutions with people and partners that will reduce future demand.
- **A strong commercial focus** - in a difficult financial environment it will be important to provide new income streams and reduce current operating costs including the potential for the capacity to trade ..
- **Exceptional performance management** – this will be crucial if rapid improvements are to be made in the quality of outcomes delivered for the city.
- **A Council that values openness and engagement** – due to the scale of the challenge, it will be important to clearly explain the issues to local people, communities, partners and staff; listen and act.

- **A strong commitment to developing our workforce** – although the workforce will reduce, intensive development of values, skills, knowledge, and behaviours to deliver the new operating model and proactive steps will need to be taken to attract, develop and retain talent.
- **An organisation that embraces new ways of working** – new approaches to delivery will play a key part in ensuring the sustainability of public services.

#### **4. THE CONTEXT FOR THE FUTURE**

4.1 Whilst the vision and priorities are clear, the context for the delivery of those priorities is increasingly challenging due to.

##### **Financial Pressures**

4.2 The concerns around the financial pressures across the public sector have been, and continue to be the subject of much commentary. The actions set out in the Corporate Plan will take place against a backdrop of a deepening crisis in public finances. The reduction of the budget deficit remains the most urgent issue for the current UK Government, the consequence of which has been substantial reductions in public sector funding over the last few years.

4.3 Despite already implementing significant budgetary reductions, the Council's latest projections estimate a further revenue shortfall of some £120 million over the next few years. This will require a significant increase in the pace and scale of service review and an increased focus on partnering, collaboration and seeking alternative methods of service delivery. For our staff it will require a reduction in the numbers employed and an increase in the performance expectations of those remaining.

##### **Demographic Challenges**

4.4 Cardiff continues to rank as one of the fastest growing UK core cities with the city's population projected to increase by 14.5% between 2011 and 2026. People are also living longer with long term health problems demanding complex, multifaceted and resource intensive care support. These long term trends will have a major impact on Council services such as schools, care for the elderly, housing and waste management. At the same time, as a result of the recent economic downturn, an increase in demand for social and community-based services is placing additional pressure on the social infrastructure. Consequently the approach to service delivery and workforce planning will be shaped by demographic change over the next few years and in particular the increasing age profile of the population. The number of people over 65 years is expected to

grow by 22% and those over 90 by 42%. As people are living longer, the demands for complex and resource intensive services will increase

### **The need for continuous improvement**

4.5 As the Council adjusts to the impact of significant levels of cuts, continuous improvement of council services will remain essential. The WLGA-led peer review and assessments of key areas, such as educational attainment and children's services, underline the need for sustained attention to be given to the performance of core services that are key to the Cabinet's agenda for Cardiff.

### **Cardiff's development as a European Capital City**

4.6 The Cabinet aims for Cardiff to become Europe's most liveable capital city. The delivery of this ambition will be underpinned by new partnerships arrangements between the Council, Welsh Government, the city-region and the private sector. Though evidence suggests that the city is on the verge of a new cycle of investment, despite a strong performance in the Welsh context, the city's economic performance has dipped in international terms, and more work needs to be done if Cardiff is to play its part in sustaining economic recovery in Wales.

### **Legislative and political changes**

4.7 There is currently a range of new legislative and political requirements which will affect the way we provide services, our engagement with the community and the increasing need to collaborate in the delivery of services, for example, Welsh Government's priorities for Social Care, Education reform as well as UK/EU Government reforms.

### **Technological changes**

4.8 Direct service delivery will need to continue to change in line with the increasing expectations from service users about when and how services are provided. We will need to maximise the use technology to deliver services, in the way that we extend access and choice in relation to our services. An example of this will be the increased focus on mobile technology to underpin the delivery of front line services. This will in turn require a more flexible workforce and enable a more effective use of accommodation. This will depend on the continuing investment in underpinning technology, the harmonisation of work and mobile communication devices and the continual updating of the ICT skills of our employees. The Council will need to embrace the continuing advances in technology in order to keep pace with the expectations of our customers and to maximise opportunities for service development.

## **Changes in Service Delivery Approaches**

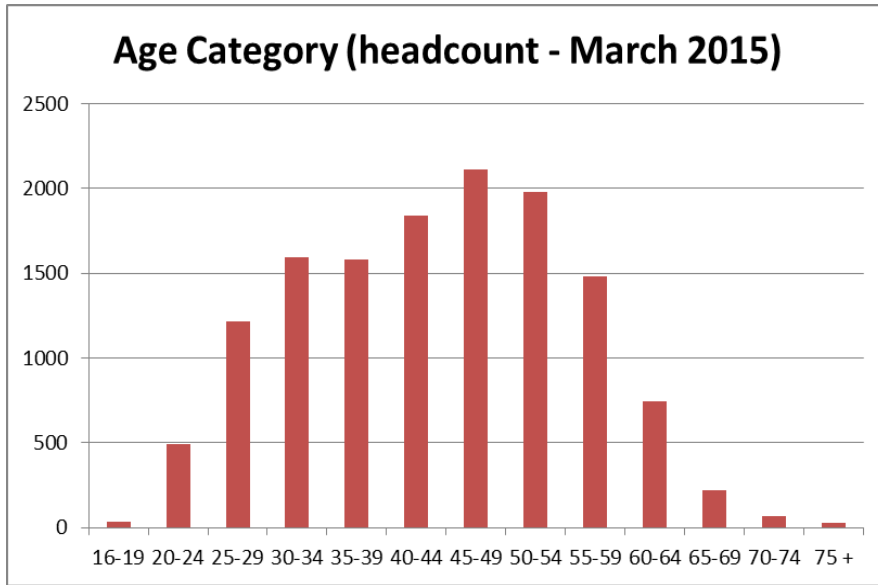
- 4.9 The change agenda has major implications for the way public services are provided. Increasingly the role of the Council is becoming one of enabling and commissioning services from providers and/or working alongside other agencies to provide services. This will be necessary to ensure the sustainability of services and in recognition that we will not always be best placed to deliver services.
- 4.10 The increasing emphasis on robust commissioning arrangements in social care, the move to regional consortium arrangements for the provision of support to schools and the increasing incidence of partnering arrangements across the range of our services is a pattern that will continue. As pressures increase, so too will the need to explore other delivery models .It will be important to build the capacity of managers to deliver within these changed arrangements and ensure our workforce has the prerequisite skills, for example, cross-agency working, project management, commissioning and contract design/monitoring.
- 4.11 There has been an increase in pace in relation to collaboration and the human resource implications of this will be significant.

## **Need to prepare for the upturn**

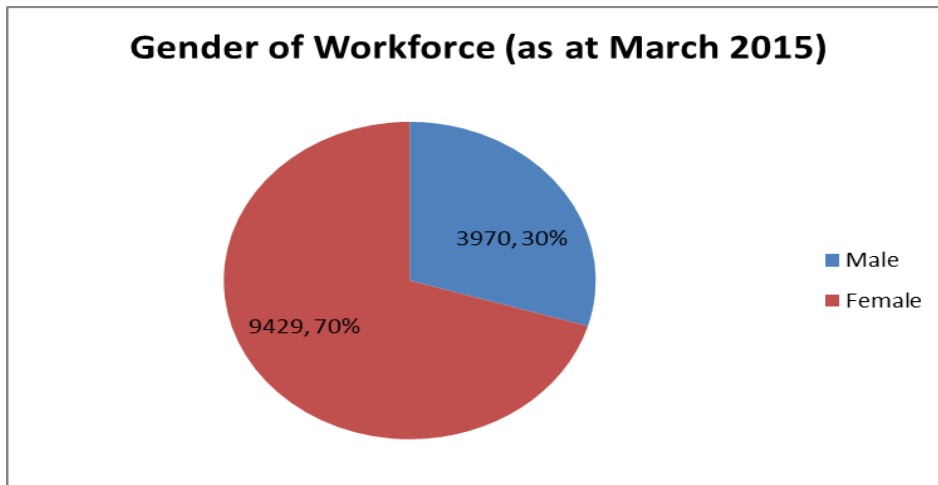
- 4.12 Current planning arrangements are understandably focused on managing the short and medium term effects of the economic recession. However some consideration also needs to be given to the longer term staff engagement strategies as the economy stabilises.

## **5. A PROFILE OF OUR CURRENT WORKFORCE**

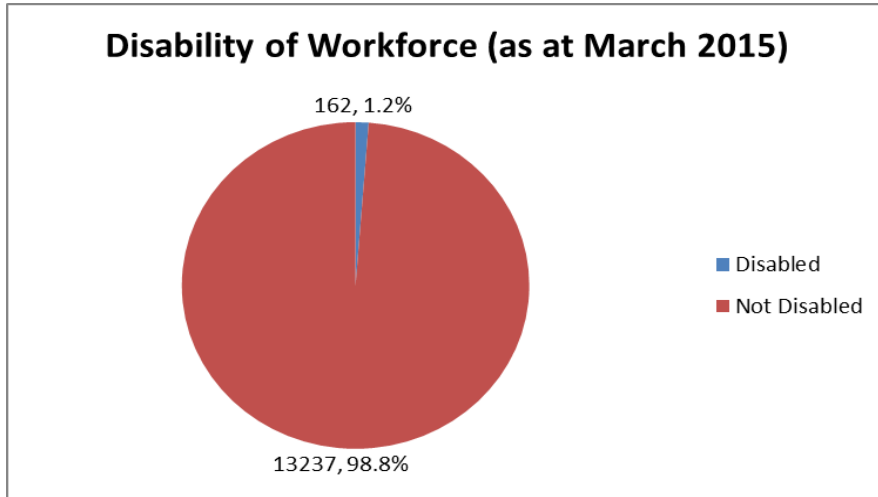
- 5.1 The Council's workforce is its most valuable asset. Our workforce of over 14,000 is highly diverse and complex , reflecting the range and types of services which the organisation delivers.
- 5.2 The workforce is committed to delivering high quality services to customers and citizens. Key facts include:
- Employees' salaries account for approx. 65% of Council's Net Expenditure
  - 52 % of employees work less that full time hours ( i.e. part time or casual)
  - 49% of workforce aged 45 and over
  - 4% of workforce under 25



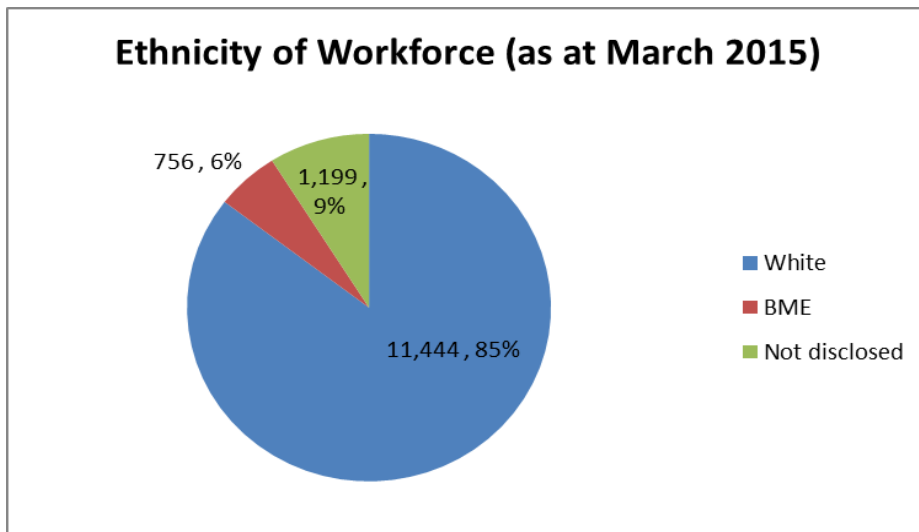
5.3 The age profile of our workforce has not changed significantly over the last two years despite the general ‘aging’ of the population as part of external demographic trends. Some 34% of our employees are now over 50 compared with 13% of employees being under the age of 29.



5.4 Of our permanent workforce 70% are women and 30% men. This is a typical gender profile within a local authority as is the percentage of women working on a part time basis (34%) compared with the percentage of part time men (14%). Over the last two years however there has been a net increase in the percentage of both men and women working on a part time basis.

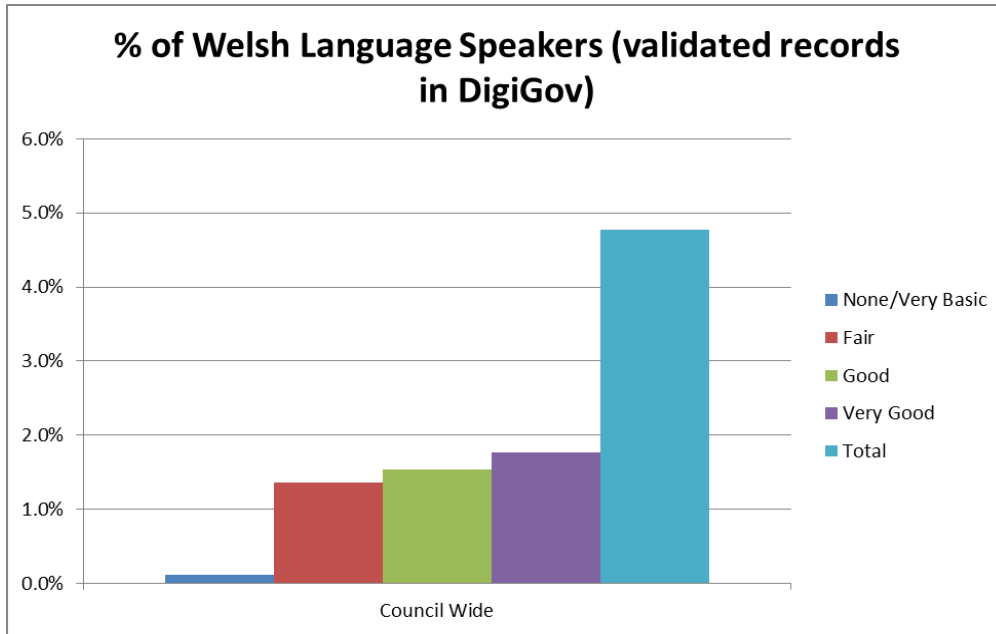


5.5 The proportion of employees in the Council who indicate that they have a disability was 1.5% as at 31 March 2014. This has reduced to 1.2% as recorded in March 2015

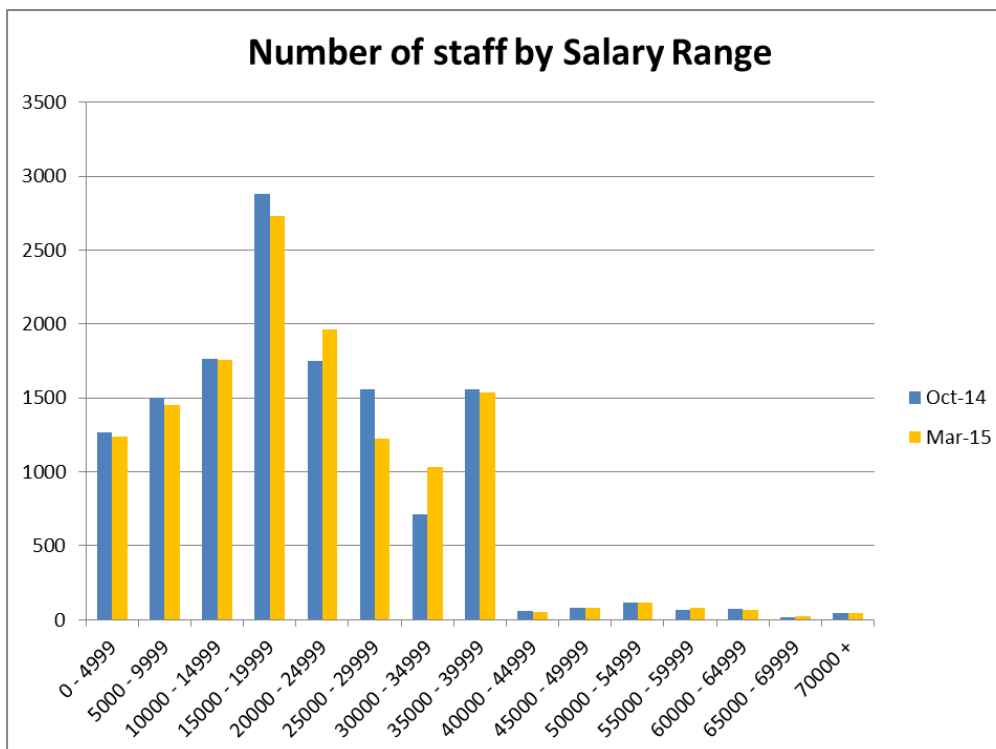


5.6 The proportion of Black and Minority Ethnic (BME) employees has increased from 4.6% to 5.5% since 2010.

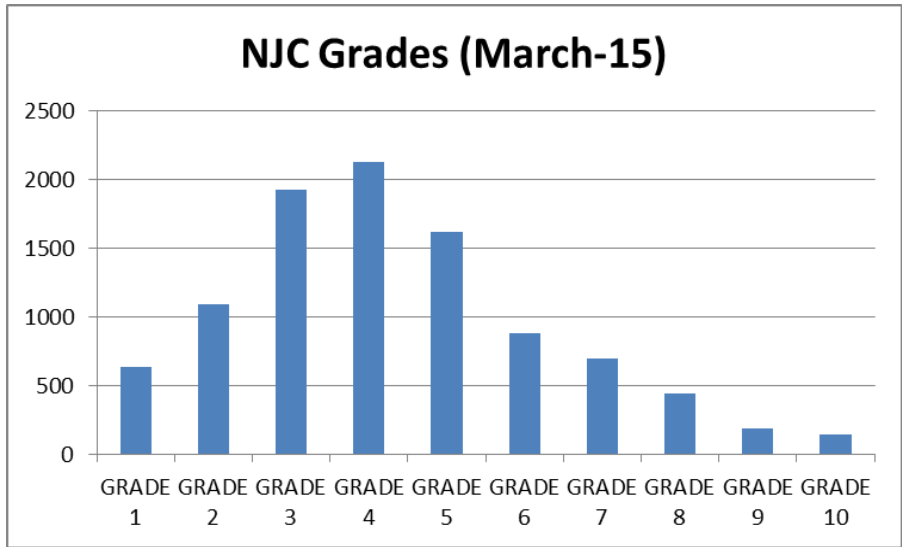




The above chart shows the percentage of Welsh Speakers in the Council, as a percentage of the 4,600 staff that have validated their entries on DigiGov. Currently the overall percentage is 4.8%. The graph indicates the level of Welsh ability selected by the employee.

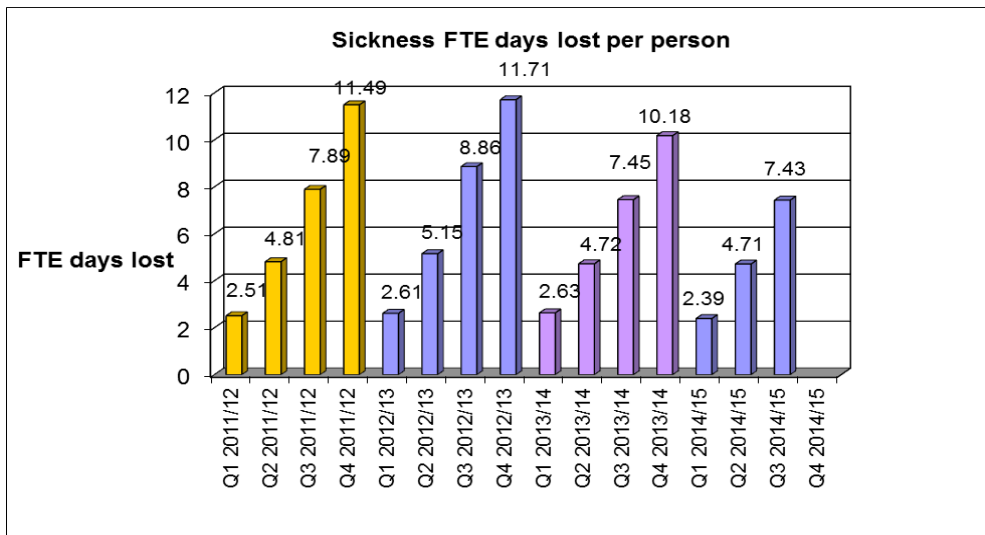


5.6 This data shows the actual salary earned in the various pay ranges. This is based on all staff and includes schools based employees such as Teachers and Deputy/Headteachers. It shows that 54% of staff earn less than £20k per annum, which accounts for a large proportion of part-time workers.



5.8 The above chart is an extract of the NJC Grades in the Council. These grades account for 73% of the grades in the Council. 76% of staff are within the Grades 1-5.

5.9 The above chart details the overtime spend during the first 6 months of 2014/15



5.10 Quarterly sickness since 2011/12. The target figure for 2014/15 is 9 FTE days lost per employee, however, at Quarter 3 the forecast figure is currently similar to the 2013/14 figure of 10 FTE days lost per employee.

**Council staff FTE Numbers (Excludes Casual/Relief staff)**

	<b>Apr-14</b>	<b>Feb-15</b>
	FTE	FTE
Children Services	369	383
Communities Housing & CS	1,025	971
Democratic Services	93	70
Directorates	4	4
Economic Development	117	110
Education & Lifelong Learning (exc schools)	1,094	998
Education Schools	5,473	5,451
Environment	639	565
Health & Social Care	700	628
Resources	833	819
Sport Leisure & Culture	750	642
Strategic Planning H&T&T	379	326
<b>Grand Total (FTE)</b>	<b>11,476</b>	<b>10,967</b>
<b>Exc schools</b>	<b>6,003</b>	<b>5,516</b>
<b>Schools</b>	<b>5,473</b>	<b>5,451</b>
<b>schools % of Council FTE</b>	<b>47.7%</b>	<b>49.7%</b>

5.11 The above table details the comparison between the FTE staff numbers of April 2014 and February 2015. There has been a reduction of approx. 500 FTE's, with the majority of reductions coming from the non-schools Directorates. Schools now account for almost 50% of the Council's FTE staff. The Feb 2015 figures include the FTE reductions as part of the workforce package.

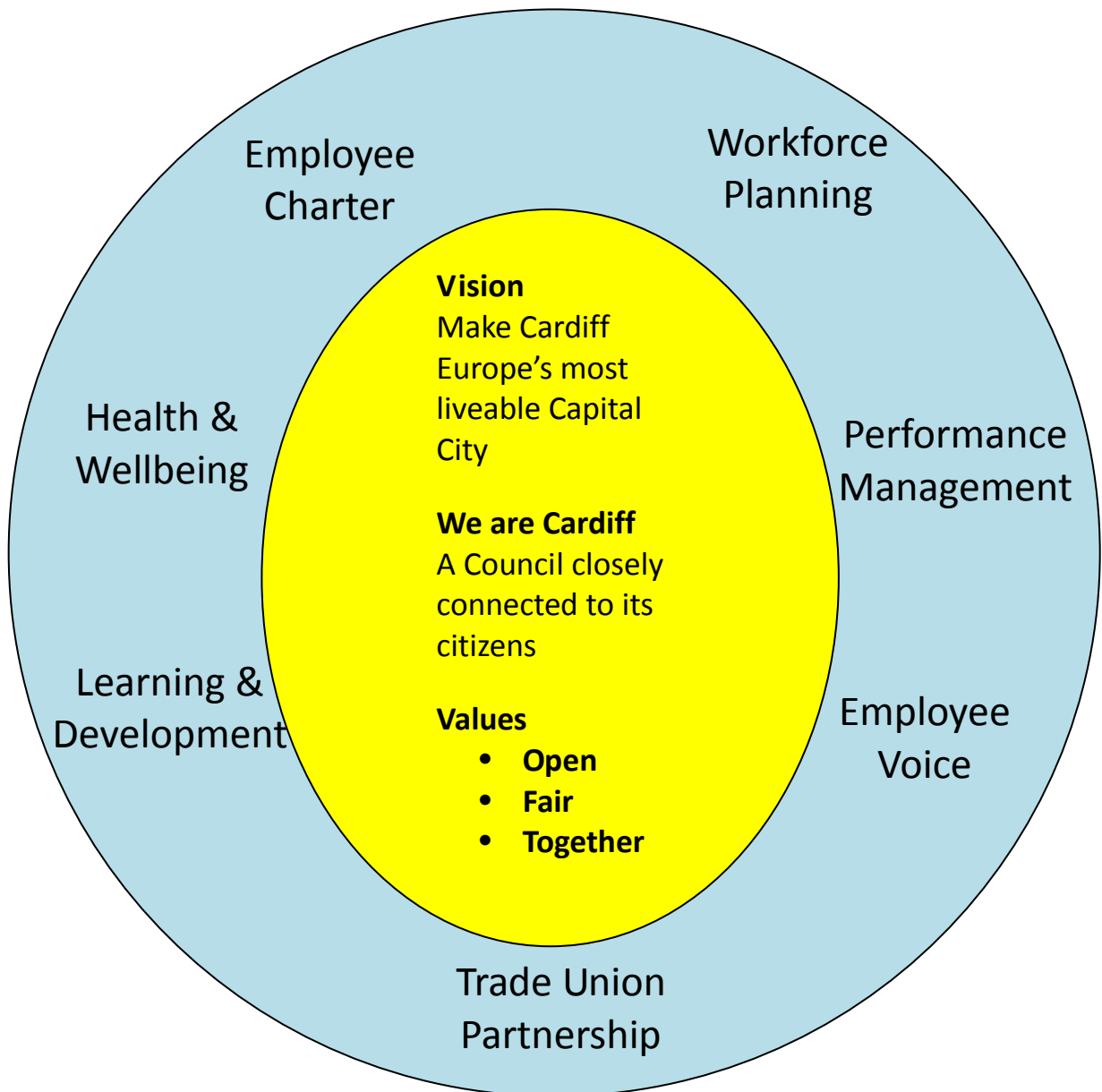
## 6. OUR FUTURE WORKFORCE: THEMES AND PRIORITY ACTIONS

6.1 The Workforce Strategy incorporates 7 key priority areas that will need to be addressed, namely:

- 1) **Workforce Planning**- a process for identifying and addressing the gaps between the workforce of today and the human resources needs of tomorrow.
- 2) **Performance Management**- strengthening the link between the contribution of employees (including behaviours) and the delivery of Council priorities.
- 3) **Employee Voice** – creating a positive and enabling culture to ensure that the “employee voice” (views, suggestions) is listened to and acted upon.
- 4) **Trade Union Partnership** – recognition of the importance of maintaining positive relationships with trade unions and employees.
- 5) **Learning & 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.
- 6) **Health & Wellbeing** – developing an approach which ensures the health and wellbeing of employees is maintained.
- 7) **Employee Charter- the Cardiff Standard**- a statement setting out what the mutual expectations are between the Council, managers and employees.

6.2 The Workforce Strategy is aligned to the Corporate plan and the Organisational Development Programme and is underpinned by the Council’s vision together with its values of Open, Fair and Together. The strategy sets out clearly the key priorities of the strategy providing an explanation for each, along with an indication of the current position, what we need to focus on, how we are going to achieve this and the outcomes being sought in each of these priority action areas.

**The Workforce Strategy**



## **Workforce Planning**

6.3 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 requirements and organisational objectives. It ensures the right people with the right skills in the right place at the right time and at the right cost. In recognition of the shift away from Directorate and silo based working the council will develop a strategic workforce planning approach.

<b>Current Position</b>	<b>What we need to focus on</b>	<b>How are we going to achieve this?</b>
<p>The organisation is currently working to identify the following:</p> <p>What sort of workforce do we need to achieve the service, Council and partnership key objectives</p> <p>How does the current workforce compare to what we need e.g. skill shortages, attitudes, diversity, age profile</p> <p>What is context e.g. changes in the local labour market</p> <p>What are we going to do to develop, attract and retain the workforce we need to be successful</p> <p>Review of the Workforce Planning Approach</p>	<p>Identify suitable approaches to best support the various service delivery models to enable execution of the Corporate Plan</p> <p>Determine future resourcing strategies to ensure that the service has a sufficient supply of employees in the medium to long term</p> <p>Develop a flexible workforce where we empower employees to work where, how and when they choose, to maximise productivity and deliver the greatest value to the business</p> <p>Integrate the Business, Budget and Workforce planning processes</p> <p>Utilise technology based solutions to enable scenario planning tools.</p>	<p>Undertake a skills audit and gap analysis on future skills requirements</p> <p>Identify workforce planning strategies that directly link to the Corporate Plan objectives and Directorate Delivery Plans</p> <p>Review the current succession planning initiatives</p> <p>Design and implement a Talent Management Programme</p> <p>Encourage apprentices into public service</p> <p>Provide our employees with appropriate development opportunities and professional support</p> <p>Ensure workforce has the capacity and capability to deliver on key outcomes linked to improvement themes</p> <p>Establish Corporate workforce planning guidelines and toolkit including spans of control</p>
<b>Outcome</b>		
<p>The organisation will have a workforce that has the capability to deliver on key outcomes</p> <p>All employees will have the appropriate development opportunities afforded to them</p> <p>Fully integrated business, budget and workforce planning process</p>		

## **Performance Management**

6.4 The Council recognises the importance of the Personal Performance Development Review (PPDR) to ensure employees have a clear view of what good performance looks like, what is expected of them and how their work contributes to the organisation. PPDR process is focused to provide an explicit link between the contribution of each employee and the delivery of Council priorities and to consider development needs including behaviours which support the culture of the Council

<b>What we currently do</b>	<b>What we need to focus on</b>	<b>What we plan to do</b>
<p>Individual objectives agreed in the form of a (PPDR) each year</p> <p>PPDR's occur annually with a 6 six monthly review</p> <p>They can be supplemented by monthly one to one meetings</p>	<p>Aligning and integrating processes including financial planning, business planning and workforce planning</p> <p>Ensuring that the PPDR process is meaningful</p> <p>Objectives link to the Corporate Plan</p>	<p>Ensure honest, mature analysis and reflection underpin performance reviews</p> <p>Seek to understand and reflect upon the quality, value and effectiveness of the current process</p> <p>Improve the quality of the discussion</p> <p>Recognise and acknowledge good performance &amp; deal fairly with poor performance</p> <p>Review performance management policies and procedures</p> <p>Ensure that managers are equipped with the skills and techniques to manage both individual and organisational performance</p> <p>Ensure management accountability is managed through PDDR process</p> <p>Assess quality of PDDR through sampling and review</p> <p>Review Behavioural Competency Framework</p> <p>Develop managers to identify development needs for themselves and their teams</p>
<p><b>Outcome</b>            Employees will understand the explicit link between their contribution to the delivery of Council priorities            Employees' performance and behaviour will be consistently measured</p>		

## **Employee Voice**

6.5 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 staff 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.

<b>Current Position</b>	<b>What we need to focus on</b>	<b>How are we going to achieve this?</b>
<p>Refreshed Programme of Engagement introduced May 2014</p> <p>Corporate Employee Roadshows</p> <p>Roadshow Action Plan addressing key issues identified by employees developed and progress communicated to employees</p> <p>Worked with stakeholders to inform future communication and engagement activity and priorities</p> <p>Ambassadors network established, employee views used to inform the development of</p> <ul style="list-style-type: none"> <li>• A new set of Values for the Council</li> <li>• The Internal Communication Strategy and Programme of Engagement 2015/16</li> <li>• A new Employee Charter setting out expectations of and commitments to employees, managers and senior management</li> </ul> <p>Director Led Engagement activity undertaken across Directorates</p> <p>'Have Your Say' sessions with CEX introduced</p> <p>Cardiff Manager Forum implemented</p>	<p>Extending the reach of the Engagement Programme with a particular emphasis on the 'harder to reach areas of the 'workforce.</p> <p>Set out principles for engagement</p> <p>Developing Directorate level communication and engagement mechanisms</p> <p>Encourage and enable meaningful and timely two way communication with the workforce</p> <p>Encourage the involvement of employees in decision making at all levels across the Council</p> <p>Developing the Cardiff Manager Forum</p>	<p>Roll out the 14/15 programme of employee engagement - including the</p> <ul style="list-style-type: none"> <li>• Delivery of further Corporate Employee Roadshows</li> </ul> <p>Ensuring timely two-way communication and engagement with employees through Director led employee engagement eg employee forums, directorate roadshows, etc</p> <p>Develop and grow the Ambassador Network to support the delivery of the Council's programme of engagement</p> <p>Implement the Corporate Communication Strategy which evaluates existing and proposes new channels of communication</p> <p>Introduce a new survey aligned to strategic people priorities and enablers of employee engagement. Review current approach to surveys in order to reach all employees.</p> <p>Continue to work with Trade Unions to inform the employee engagement agenda</p> <p>Work with Cardiff Managers to develop their forum</p>
<p><b>Outcome</b> Employees will experience a positive and enabling culture where the Employee Voice is listened to and acted upon</p>		



## Trade Union Partnership

6.6 The Council recognises the importance of maintaining good relationships with Employees and 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 there.

<b>Current Position</b>	<b>What we need to focus on</b>	<b>How are we going to achieve this?</b>
<p>We work in partnership with Trade Unions with a view to establishing a culture of trust and developing a working environment where the ideas, views, knowledge and experience of all are listened to, considered and valued through forums such as :</p> <ul style="list-style-type: none"> <li>• Works Council</li> <li>• Budget Forums</li> <li>• SAJC's</li> <li>• Formal consultation on HR strategy and policy</li> <li>• Establishment of Trade Union Learning Representative network</li> <li>• Informal channels</li> <li>• Academy Board</li> <li>• Joint Partnership Board</li> <li>• Employee Equality Networks</li> </ul> <p>The Partnership for Change-Reform Agenda Agreement , agreed in January 2015, is based on a total reward approach which will enable current employee costs to be considered in a more creative and financially manageable way</p>	<p>Making unions a key part in the development of joint future strategies by ensuring earlier, more timely involvement .</p> <p>Enable unions to contribute to the implementation and focus of our strategies.</p> <p>Create an inclusive and collaborative approach to help embed strategies with both sides owning the solution</p> <p>Better understand and recognise the value the respective roles/responsibilities of Trade Unions, managers and employees .</p>	<p>Building on information and views gained from partnership workshops late last year, jointly revise the Partnership Statement and Protocol Agreement between the Council and recognised Trade Unions</p> <p>Ensure that induction for all managers includes TU partnership working and reinforce the relationship skills element in the Cardiff Manager Programme.</p> <p>Facilitated by ACAS, pilot 2 further TU partnership workshops with Directorates to identify and share best practice that can be used elsewhere</p> <p>Delivering on the commitments and deliverables within the Partnership for Change-Reform Agenda report as agreed by Cabinet in January 2015.</p> <p>Develop improved communication arrangements</p>
<p><b>Outcome</b> Mutual commitment to moving the organisation forward by addressing the reform agenda</p>		

## Learning and Development

### 6.7 Improving the skills of our workforce so that they meet the needs and expectations of our customers and changing requirements of the Council

<b>Current Position</b>	<b>What we need to focus on</b>	<b>How are we going to achieve this?</b>
<p>The following activities have been undertaken:</p> <p>Analysis of 2014/15 Directorate Delivery plans to inform the development of the Academy streams</p> <p>E-Learning opportunities more widely available</p> <p>Development and implementation of the Cardiff Manager Programme</p> <p>Establishment of Trade Union Learning Representative network</p> <p>Build capacity for continuous improvement</p>	<p>Develop a skilled and flexible workforce where we empower employees to work where, how and when they choose, to maximise productivity and deliver the greatest value to the business</p> <p>Plan ahead to respond to emerging organisational needs using relevant organisational data, workforce plans, performance and benchmarking data</p> <p>Enable all employees to access development opportunities and enhance the range of development opportunities on offer</p> <p>Provide a level of development to the organisation that promotes the benefits of 'Lean' and how it supports Continuous Improvement across the organisation</p> <p>Promote a more intense development programme for practitioners that will enable and empower them to facilitate Continuous Improvement</p>	<p>Support high performance working practices to support the creation of a learning organisation to enable and empower employees to develop their full potential</p> <p>Develop and manage an organisational wide skills, knowledge and behaviours development plan</p> <p>Employees have a learning and development plan that address the future skills, knowledge and behaviours requirements of the Council to create a flexible workforce</p> <p>Produce Directorate Development Plans based on outcomes of PPDR to enable Targeted learning interventions required to develop a flexible, skilled and knowledgeable workforce</p> <p>Develop Corporate Learning &amp; Development Strategy which includes an e-learning strategy</p> <p>Develop all employees, including managers, in relation to the Cardiff Standard</p> <p>Develop all line managers in performance management and coaching for performance, and in managing, measuring and monitoring performance and in developing learning plans for themselves and their teams.</p> <p>Develop employees' commissioning and commercial skills</p> <p>Provide a robust Lean Competency System that is used to develop all staff, including existing practitioners, so that they can support the Council's Organisational Development Plan through the facilitation of Continuous Improvement events</p> <p>Work with employees to identify and design development opportunities including mentoring and coaching</p>
<p><b>Outcome</b></p> <p>The organisation will have created a culture that encourages continuous learning and promotes the development of skills, knowledge and behaviours (competencies) at every level across the Council. A learning and development strategy that incorporates innovative and flexible ways of developing people owned by Cardiff Council Academy</p>		

## Health and Wellbeing

6.8 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.

Supporting employees to work flexibly empowers them to maximise their productivity and therefore deliver the greatest value to the business. .  
Benefits for the Council include:

- Increased employee engagement and productivity
- Attraction and retention of the best talent
- Potential to reduce real estate costs
- Potential to reduce CO<sub>2</sub> output from commuter travel
- A leaner, more responsive, more efficient organisation

**Benefits for Employees:** Enable creativity and improve job satisfaction

- A high level of personal control and autonomy in delivering work resulting in improved levels of engagement and innovation
- Achieve a better work / life balance
- Reduced stress

<b>Current position</b>	<b>What we need to focus on</b>	<b>How are we going to achieve this?</b>
<p>The Council is committed to providing a high quality safe working environment for all employees</p> <p>Work life balance policies in place</p> <p>Republishing the current range of flexible working policies &amp; procedures, as referenced in Partnership for Change- Reform Agenda agreement.</p>	<p>Development and implementation of a Health &amp; Wellbeing strategy</p> <p>Reduce and remove any barriers to wellbeing</p> <p>Achieve the corporate health standard</p>	<p>Review health and wellbeing policies and procedures</p> <p>Empower employees to work more flexibly</p> <p>Setting out ways in which we will support/ respond to employees physical, mental and psychological wellbeing</p> <p>Develop a culture that supports employee health &amp; wellbeing</p> <p>Implement organisation wide initiatives and strategies to proactively address wellbeing</p> <p>Work towards Corporate Health Standard Accreditation</p>
<p><b>Outcome</b> Employees recognise the value the organisation places on their health &amp; wellbeing And believe work-life balance is valued and part of the culture of the organisation</p>		

## **Employee Charter- The Cardiff Standard**

6.9 The Employee Charter – the Cardiff Standard- is a statement of what the Council will do for its employees and what it can expect from them in return. The Employee Charter translates the Council's strategic people priorities as set out in the Work Force Strategy, into a 'Cardiff Standard' for Employees, Managers and Senior Management Team.

The Charter is aligned to the Council's Vision and Values and the 'What We Stand For' / Behavioural Competency Framework. The Charter sets out the values and priorities all employees are expected to role model.

<b>Current Position</b>	<b>What we need to focus on</b>	<b>How are we going to achieve this?</b>
<p>Employee Charter designed in line with best practice, Council's Values and Work Force Strategy</p> <p>Employee Charter developed in conjunction with Trade Unions, Cardiff Managers, Senior Management Team, Equality Networks and employees via the Ambassador Network.</p> <p>Translates the key people /workforce priorities as set out in the Workforce Strategy into expectations of and commitments to Employees, Line Managers and Senior Management Team.</p> <p>Re-enforces the Councils Values – and Vision and behaviours and expectations as set out in 'What We Stand For' and Behavioural Competency Framework</p>	<p>Communicating &amp; embedding the Charter</p> <p>Monitoring and evaluating</p>	<p>Communicate to all stakeholders</p> <p>Integrate through the performance management process through 15/16 PPDR process through a cascaded objective for managers and employees.</p> <p>Integrate into Recruitment &amp; Selection, Induction, Training, Processes</p> <p>Measure through employee engagement / employee voice activity including Employee Survey</p> <p>Track its impact on key performance indicators</p>
<p><b>Outcome</b></p> <p>Individual managers and employees are clear about the expectations of each other and their level of accountability in making the organisation a success and are performance managed against these standards</p>		

## **7. GOVERNANCE ARRANGEMENTS**

### **How will we measure if we are doing what we have said we will do?**

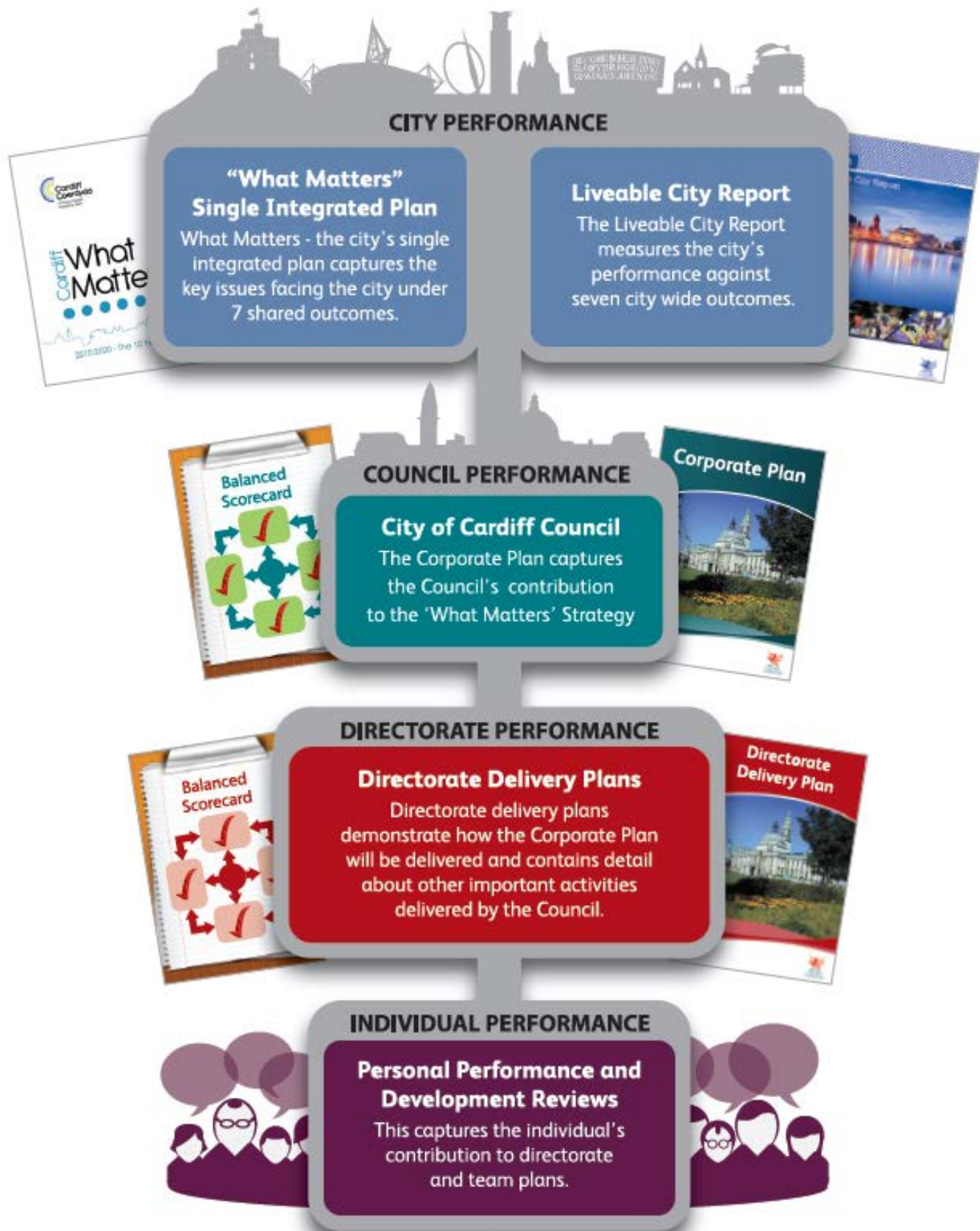
7.1 The Workforce Strategy and its priorities will be delivered through the Engagement and Improvement Programme and through business as usual activities throughout the Council. Reporting to the Enablers and Commissioning Programme Board and Organisational Development Board will be in accordance with the specified governance arrangements.

The Workforce Strategy's impact on Key Performance indicators will be tracked and evaluated on a quarterly basis. .

The Employee Survey and related employee engagement activity will be used to collect quantitative and qualitative data to measure impact.

# Deliver the vision: Europe's Most Liveable Capital City

Corporate and Partnership Planning



# City of Cardiff Council Employee Charter

The Cardiff Standard

**Our Values:**  
 One Council  
 One Workforce  
 One Purpose

**Open**  
 We are open and honest about the difficult choices we face, and allow people to have their say on what's important to them and their communities

**Fair**  
 We champion fairness, recognising that with less resource we need to prioritise services for those who need them most.

**Together**  
 We work with our communities and partners across the city to deliver the best outcomes for the people of Cardiff

## Employees will:

1. Participate in the Council's employee engagement, health & wellbeing and flexible working agendas
2. **Actively participate in the development and implementation of our future ways of working**
3. Work flexibly and adapt skills and attitudes to meet the Council's changing and developing needs
4. **Proactively contribute views and ideas and participate in finding solutions**
5. Identify personal learning & development needs & opportunities
6. **Be open to change, new ideas and challenge**
7. Actively participate in Personal Performance and Development Reviews and take personal responsibility to get things done
8. **Understand the Council's vision, values and priorities and work towards these**
9. Ensure services are delivered in a way that reflects our Values and Behaviours



## Managers will:

1. Promote an environment that encourages employee engagement, health & wellbeing and flexible working
2. **Ensure meaningful and constructive dialogue with employees, Trade Unions & Equality Networks in the development and implementation of our future ways of working**
3. When making decisions, consider the long term and Council wide impact of changes to services and its effect on the workforce, including the identification of skills requirements
4. **Ensure timely, two way communication and engagement, encouraging employees to express their views & ideas eg team meetings, one-to-ones, briefings,etc**
5. Provide guidance & access to targeted learning & development opportunities
6. **Actively encourage and support a continuous improvement culture**
7. Demonstrate commitment to performance management, recognising and acknowledging good performance & dealing fairly with poor performance
8. **Provide clear & visible leadership in accordance with the values and behaviours of the Council**
9. Ensure services are delivered in a way that reflects our Values and Behaviours



## Senior Managers will:

1. Provide an environment that supports employee engagement, health & wellbeing and flexible working
2. **Ensure employees, Trade Unions & Equality Networks have a key role in the development and implementation of our future ways of working**
3. Ensure that the Council has the right people with the right skills in the right place at the right time and at the right cost
4. **Ensure timely and two way communication and engagement with employees**
5. Produce Directorate Development Plans based on the outcomes of the PPDR which addresses future skill requirements
6. **Drive a continuous improvement culture**
7. Demonstrate commitment to performance management and ensure Managers are equipped with the skills to manage employee performance
8. **Provide clear & visible leadership in accordance with the values and behaviours of the Council**
9. Ensure services are delivered in a way that reflects our Values and Behaviours

