

**WORKFORCE STRATEGY 2018-21 - UPDATE**

---

**Reason for the Report**

1. To provide the Committee with a progress update on the application of the Council's Workforce Strategy 2018-21 since its implementation by Cabinet in July 2018.

**Context**

2. In line with the Policy Review and Performance (PRAP) Scrutiny Committee's Terms of Reference Members have responsibility for scrutiny of the implementation of the Council's human resources policies.
3. In May 2018 the Committee carried out policy development scrutiny of the Council's proposed 3-year Workforce Strategy 2018-21. Its comments and observations were captured in a letter to the Cabinet Member for Finance, Modernisation and Performance and response received. The Committee's comments, observations and recommendations informed the final proposed strategy considered at Cabinet on 5 July 2018.
4. The 3-year Workforce Strategy 2018-21 was subsequently agreed by Cabinet and the strategy has been implemented.
5. Today's scrutiny will assess progress to date, and consider future plans, against each of the five key priorities of the Strategy.

## Structure of the Papers

6. Attached to this report are a series of appendices to enable the scrutiny:

**Appendix 1** – Cardiff Council Workforce Strategy 2018-21

**Appendix 2** – Correspondence following the May 2018 scrutiny

a. Chairs letter on behalf of the Committee to the Cabinet

Member Finance, Modernisation and Performance

b. Cabinet Members response to the Chair and Committee.

**Appendix 3** – Cabinet report 5 July 2018 – Workforce Strategy 2018-21.

**Appendix 4** – Presentation – Committee update for delivery on 12 June 2019.

## Background

7. The Cabinet agreed Capital Ambition in July 2017, a wide-ranging programme of commitments for Cardiff including proposals and a programme of action to continue to drive the city economy forward, whilst ensuring that all residents feel the benefits of success. It focusses on four main areas:

- Working for Cardiff: *Making sure all 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 public services are delivered efficiently, effectively and sustainably in the face of rising demand and reducing budgets.*

8. To support the aims and deliver the objectives of the Capital Ambition programme requires the Council to have the right people, with the right skills, in the right place, at the right time and at the right cost.

9. Furthermore, in order to retain a talented workforce it is important that employees want to work for the Council, and feel that they are valued and supported as individuals, in accordance with the Council's values.

## Issues

10. Against a backdrop of modernisation, austerity and increasing demand for services the Council is required to explore alternative ways of providing services that will have significant implications for the workforce, and therefore require the Council to support the development of different leadership qualities and skills across the workforce. The Workforce Strategy is the mechanism for the Council to forward plan for new skills and leadership qualities.
11. In May 2018 Members heard that the Workforce Strategy sets out the key priorities to create a culture that supports high performance and enables a flexible, skilled, engaged and diverse workforce. It is shaped with the aims and priorities of 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.
12. Motivating employees through change is a key leadership skill at every level of the organisation. These leadership skills include:
  - a. 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;
  - b. 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,
  - c. Empowering and *involving people* through a culture of trust and ownership where people feel empowered to make decisions and act on them.
13. The five key priorities of the strategy are:
  - i. **Equalities and Diversity** – a recognition that significant action needs to be taken in order to ensure that the Council's workforce is more reflective of its 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 through partnership working with the Trade Unions
- v. **Health and Wellbeing** – embedding the health and wellbeing approach adopted by the Council and ensuring that it is maintained.

14. To deliver the Workforce Strategy required all Directorates to produce an Action Plan. The Human Resources service issued a Workforce Planning Toolkit to support directorates in developing their plans, recommending that this was achieved by holding a workshop to analyse existing workforce knowledge skills and abilities, identify requirements in the short and medium term, then identify the gaps, potential risks, training needs and resourcing issues.

15. The presentation attached at **Appendix 4** will be delivered at the meeting. For each of the priorities it provides an update of the current position followed by a slide on the actions required for 2019/20.

16. The Committee undertook policy development scrutiny in May 2018, following which the letter, attached at **Appendix 2a**, requested the following outcomes:

***That the Workforce Strategy:***

- referred to the recommendations of the Committee's Customer Leadership inquiry;
- clearly identified the workforce problems the Council is facing;
- clarified where it is proving difficult to recruit and retain staff;
- prepares to serve the increasing numbers of Welsh speakers to ensure that the Council workforce reflects the community it serves;

***That the Council:***

- re-assured staff that disability data would not be shared, but would enable the Council to collate an accurate profile to inform the strategy.
- acknowledge staff would be more willing to engage in workforce planning at team meetings;
- uses assets such as the Castle and St Davids Hall as a benefit to attract and retain staff;
- uses the Council's promotion of agile working as a benefit to attract and retain staff;
- uses the Stonewall branding and other employee networks (BME, Carers, Disability, LGBT, Women's network) in all job advertisements;

***That the Committee would be interested in:***

- sight of the service area data that exists on which to develop the workforce strategy;
- sight of the action plans and the final strategy;
- monitoring what has been achieved six months on from its implementation.

17. The Committee received a response to its letter, attached at **Appendix 2b**, the impact of its scrutiny was:

- Inclusion of a Customer Leadership focus within the Learning and Development section of the strategy.
- Challenges faced set out in the introductory section of the strategy
- Acknowledgement that whilst some visible gaps in recruitment and retention are known, the workforce planning process will reveal others through the action plans.
- Resources required to support the workforce planning process will be monitored.
- Employee engagement will be far wider than an employee survey.

- The role of softer benefits such as agile working in the recruitment and retention of staff will be considered.
- The Council's equality commitments have been included in the strategy.
- The Chief Officer Human Resources will update the Committee of progress a year on from the original scrutiny.

### **Scope of the Scrutiny**

18. Members are invited to consider progress and forward plans for workforce planning, follow up previous issues the Committee has highlighted, and consider whether there are comments and observations that need to be captured in a letter during the Committee's discussion of this item at the Way Forward.

### **Way Forward**

19. To support this scrutiny monitoring the progress of implementation of the workforce strategy, in attendance will be Councillor Chris Weaver, Cabinet Member Finance, Modernisation and Performance; Philip Lenz, Chief Human Resources Officer, and Anita Batten, HR People Partner. A presentation will be delivered by Philip Lenz, Chief Human Resources Officer.

### **Legal Implications**

20. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person

exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

### **Financial Implications**

21. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

### **Recommendation**

22. The Committee is recommended to:

- i) Consider the presentation and developments to date; and
- ii) Consider whether it wishes to offer its comments, observations, or recommendations on the Council's progress in implementing the Workforce Strategy to the Cabinet Member for Finance, Modernisation and Performance.

**DAVINA FIORE**

**Director of Governance and Legal Services**

**6 June 2019**