

**SWYDDFA CYMORTH Y CABINET
CABINET SUPPORT OFFICE**

Fy Nghyf / My Ref: CM41820
Eich Cyf / Your Ref: T: Scrutiny/PRAP/Comm Papers
Dyddiad / Date: 6th September 2019



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Councillor David Walker
Chair - Policy Review & Performance Scrutiny Committee
County Hall
Atlantic Wharf
Cardiff Bay
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Annwyl/Dear David

**Policy Review And Performance Scrutiny Committee 12 June 2019
Workforce Strategy 2018-21**

Thank you for your letter of 26th June 2019 and the opportunity to present to Committee on 12th June 2019. Your comments and observations are welcomed.

Agile Working

We currently have a Flexible Working Policy and Toolkit, which is attached. This is under review and a revised policy will be developed as part of the work of the Smarter Working project group that is led by Chris Lee, Corporate Director, Resources. We would welcome the opportunity to update the committee on this at a later date.

Integrating Council Policies

Since the introduction of the Workforce Strategy in July 2018, the work that has been carried out over the last year has concentrated on establishing the five key priorities of the strategy. As mentioned in the meeting there is a clear line of sight from the Individuals Personal Review to the Corporate Plan and this is represented in the diagram attached as **Appendix 1** that has been taken from the guidance on Personal Reviews. The Golden Thread of Performance shows the link between the Corporate Plan, Directorate Delivery Plans and an individual's objectives. The Personal Review process links to the workforce strategy through the workforce planning priority. The discussions that take place between managers and employees as part of the Personal Review process are reflected in Directorate workforce planning action plans and in the Corporate Workforce Planning action plan.

ATEBWCH I / PLEASE REPLY TO :

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GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

WORKING FOR CARDIFF, WORKING FOR YOU

The Council welcomes correspondence in Welsh, English or bilingually. We will ensure that we communicate with you in the language of your choice, as long as you let us know which you prefer. Corresponding in Welsh will not lead to delay.



The workforce planning priority also links with the other priorities within the strategy and the actions coming out of the workforce plans support the delivery of the priorities.

By way of an example, here are a few of the actions within the corporate workforce action plan:

- **Increase Diversity of workforce** by working with BME networks, partner agencies and community groups to understand their barriers to applying for Council jobs.
- **Increase skills and competencies** by identifying skills gaps and target training to upskill staff - This is directly linked to conversations that happen as part of the Personal Review process.
- **Review sickness absence data to inform Health & Wellbeing initiatives and campaigns** by reviewing sickness absence data and developing a programme of activity to help reduce levels of sickness absence.

I am happy to meet with the Chair of PRAP to go through the Council wide workforce planning action plan for 2018/19 to help demonstrate how the priorities link together. This was offered previously, I refer to my response letter dated 7th June 2018 (attached) which states 'I would like to suggest that I meet the Chair of PRAP in January to show the Chair an example of a completed workforce Plan in practice.'

Health and Wellbeing Programme

The Health & Wellbeing activities and sessions are well attended by employees and this is evidenced in the attached report (**Appendix 2**).

Workforce Reflecting its Customer Base

The committee requested information on the 'Size of increase and percentage of BME applicants that are successful in being appointed having applied'. The number of BME applicants that were appointed to posts in the last financial year was 9.12%, which is significantly higher than the overall number of BME employees within the Council which was 6.77%. This demonstrates that the changes that have been made are having an impact on changing the overall make-up of the workforce.

Zero Based Budgeting

Whereas zero-based budgeting is not something that we currently undertake universally, we do undertake bottom up modelling approaches for new and emerging budget pressures (and opportunities) but we will be reviewing our budgeting process and will take on board your comments and suggestions as part of the review.

Measuring Success

Directorate Delivery Plans and Service Plans detail the priorities of each directorate. They specify the work they will carry out to deliver the Corporate Plan and the Local Well-Being Plan in line with the Golden Thread of Performance. To determine success, Directorates are assessed against a 'basket of measures' e.g. Service Delivery, Customer Satisfaction and Managing the Service within budget (this is monitored quarterly). These measures are an indicator of levels of productivity.

The Workforce Planning exercise undertaken throughout 2018/19 enabled Directorates to review and evaluate their current workforce against their service delivery objectives and their performance levels. They were then able to realign their resources accordingly.

Directorates were also able to identify their training priorities to ensure employees were more effective in their roles. Where Directorates had particular issues around Recruitment & Retention, they have been able to develop actions to address the matter e.g. issues around the recruitment and retention of Social Workers.

As the Directorate workforce plans mature, there will be greater opportunity for cross directorate working to take place. In addition, the work on smarter working will contribute to increased levels of productivity as employees manage and organise their workload more efficiently and autonomously. Therefore, the Council will be better placed to allocate resources in the most efficient and effective way.

I hope the above is of assistance.

Yn gywir/
Yours sincerely



Cynghorydd / Councillor Chris Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad
Cabinet Member for Finance, Modernisation & Performance

Enc: Flexible Working Policy and Toolkit
Appendix 1 - Golden Thread of Performance Diagram
Appendix 2 - Health and Wellbeing Response to PRAP
Cabinet Member Response Letter - 7 June 2018

