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Cardiff Council Workforce Strategy 16 May 2023 PRAP Scrutiny



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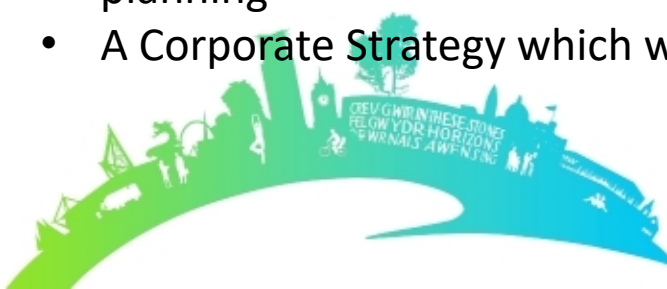
Background



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- Workforce Strategy developed in line with the administration's priorities and direction set by Cabinet
- Each strategy has built on the work of the previous strategy and aims to further develop and embed key initiatives and intervention to support the Organisation and the workforce
- Having the right people, with the right skills, in the right place, at the right time and at the right cost is critical to the Council achieving our objectives as set out in the Stronger, Fairer Greener commitments.
- Contains the key priorities to support high performance and enable a flexible, skilled and engaged workforce
- Commitment to supporting our employees so that they want to work for us, feel that they are valued and appreciated as individuals.
- Sets out the agenda to strengthen the link between business, financial and workforce planning
- A Corporate Strategy which we are all responsible for delivering



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Overview of progress to date



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- **Equality and Diversity:**
- All 5 Employee Equality Networks embedded into the culture of the organisation;
- Recognition through external awards and achievements of the work of the Council and the Networks in areas of diversity;
- Development of Equality training in general and specific areas;
- Significant improvements in the number of posts advertised as Welsh Essential and Desirable and the number of Welsh speakers within the Council;
- Policy development to support the Equality and Diversity agenda;
- Promotion of the Council as an employer of choice to diverse communities across the city.
- **Workforce Planning:**
- Process embedded in the organisation that allows service areas to evaluate their current workforce, ascertain their future requirements and the availability of resources, to develop an action plan to bring these together and manage the gap;
- significant increase in the number of apprentices and trainees provided with opportunities within the Council;
- increased attendance at schools, colleges and universities to promote the Council as an employer;
- innovative work experience processes put in place in order to provide opportunities for young people to understand the work of the Council;
- Fair Work Long Term Agency Policy agreed and implemented.



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Overview of progress to date (2)



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- **Learning and Development:**

- Innovative training provided to support staff with entrepreneurial skills
- Courses provided to support managers in the employment and support for young people
- Equality training expanded both generally and in specific areas
- Training provided to support managers in the implementation of policies such as Attendance and Wellbeing and Disciplinary processes
- Continued promotion of WG funded apprenticeship and higher apprenticeship programmes and ILM courses
- Cardiff Manager Programmes further developed and rolled out across the organisation
- Targeted training relevant to the Organisation and improved support for Managers e.g. Manager Pathway

- **Engagement of Employees and Trade Unions:**

- Employee Engagement developed during Lockdown with SMF and CMF becoming established mechanisms and through use of technology allowing for a greater reach
- Engagement Events organised across the organisation allowing for engagement with cabinet and senior leadership team
- Employee Networks integrated on engagement and have delivered a wide variety of engagement sessions across the organisation
- Various surveys carried out for staff and major survey conducted regarding Hybrid working
- Development of Manager Guidance for Homeworking, Homeworking Etiquette and Managing Remotely and Hybrid Teams Training
- Relationships and partnerships built with Trade union colleagues to ensure a solid footing for employee relations

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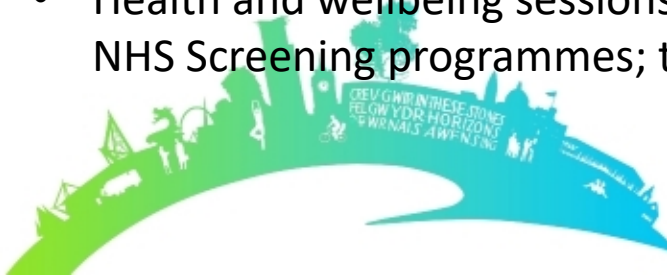
Overview of progress to date (3)



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- **Health and Wellbeing:**
- Silver award status for Corporate Health standard achieved and maintained during the pandemic – 2 assessments took place during the pandemic
- Sessions for Managers provided on Wellbeing Support Services
- Leave policy updated to provide greater flexibility for bereavement leave
- Extensive policy and guidance developed around a variety of areas including: neurodiversity; menopause; carers and deaf awareness.
- Additional training provided for employees and managers especially around mental health, stress awareness and soft skills.
- Connect 5 Mental Health training programme launched
- Occupational Health run sessions: Vicarious trauma; Letting go and moving on; Grief support; suicide awareness; supervisor support; relaxation techniques and supporting staff returning to work after long term sickness
- Healthy Travel Charter
- Health and wellbeing sessions: ADHD awareness; Autism awareness; Managing finances; Menopause; NHS Screening programmes; taking care of yourself whilst homeworking.



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Strategy Themes



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There are 7 themes identified in this strategy:

- Equality and Diversity
- Resourcing Strategies
- Workforce Planning
- Learning and Development
- Culture, Health, Wellbeing and Engagement
- Workforce Contractual Development
- Trade Union Partnerships



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Themes and Actions



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Equalities and diversity

Ensuring an inclusive and engaged workforce that reflects the great diversity of Cardiff's communities

Actions include:

- Improved monitoring information across the organisation through active encouragement
- Completing the actions coming out of the Race Equality Taskforce
- Review and update our Equality Training offer determining what is mandatory
- Roll out of diverse recruitment panels
- Continue to support our Employee Networks and widen their reach
- Improve the diversity of our workforce and ensure that the culture of the organisation allows individual's to bring their whole-self to work



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Themes and Actions



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Resourcing Strategies

Becoming an employer of choice; attracting, developing and retaining the best talent

Actions include:

- Services to identify hard to recruit areas and the reasons for this
- Continue to develop and strengthen links with Schools, Colleges and Universities
- Review Recruitment processes to ensure that they meet the organisations and applicants needs
- Develop retention strategies to ensure that the Council is an employer of choice
- Ensure that succession planning processes are in place that link to talent management
- Develop a talent management process to ensure that we retain talented individuals



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Themes and Actions



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Workforce Planning

Workforce Planning enables the Council to take informed decisions on how to make the organisation more agile from a process, people and technology perspective.

Actions include:

- Embedding workforce planning into the Council's planning and performance framework
- Placing greater emphasis on how budget implications and restraints reflect in workforce plans
- Development of data sets to help managers to manage their teams
- Reviewing and updating the Council's Behavioural Competency Framework
- Develop a manager competency framework
- Developing a Corporate Skills Framework and undertaking a skills audit with actions in place to reduce the gap
- Ensuring our workforce reflects the communities we serve
- Development of mentoring and coaching programmes



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Themes and Actions



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Learning and Development

Ensure that all employees have the opportunity and appropriate access to develop their skills. Ensure all training is relevant up to date and meets the needs of the organisation

Actions include:

- Ensure training and development opportunities are available to deliver the Leadership requirements of the Organisation
- Promotion of the Manager Learning Pathway
- Promote and enhance apprenticeship and NVQ qualification opportunities
- Ensure that Cardiff Academy and the training provided reflects the requirements of the organisation
- Review and update Equality training
- Review to ensure Health and Safety Training is aligned to the needs of the organisation
- Review and update Corporate and Service Induction programmes
- Develop training to resolve corporate skills gap
- Develop ways to link Personal reviews to training developments

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Themes and Actions



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Culture, Health, Wellbeing and Engagement

Keeping our workplace safe and healthy, and our workforce engaged and resilient. Ensuring all of our employees, wherever they are based, have access to our support services and are able to take part in the associated activities.

Actions include:

- Ensure that the culture of the organisation meets the needs of the differing work styles of the organisation
- Continue to develop and implement actions to support the physical and mental wellbeing of staff
- Develop a revised employee engagement strategy and programme with a focus on Directorate delivery
- Review of the cultural values of the organisation and the Employee Charter
- Undertake a communications programme of the cultural values of the organisation
- Review and set a plan for employee survey processes and calendar
- Annual engagement events
- Review the Council's participation in the Corporate Health standard
- Increase participation in Health and Wellbeing initiatives
- Further develop the Council's Employee Benefit programme



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Themes and Actions



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Workforce Contractual Developments

A clear framework to help redesign our council and support good employee relations

Actions include:

- Embed Hybrid working within the Council
- Review the Council's main employment policies to ensure they support best practice to include: Resolution Policy; Disciplinary Policy; Attendance and Well Being Policy
- Ensure that the Council's reward strategy meets the needs of the organisation
- Develop a process by which case work can feed into policy developments on a more regular basis
- Develop a robust Policy Review programme that ensures all policies are relevant, fit for purpose and support a modern organisation



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Partnerships with the Trade Unions

Communicating clearly and regularly with our Trade Union partners to ensure the employee voice is heard and listened to

Actions include:

- Develop and agree a revised Recognition Agreement including facility time and disputes process
- Ensure that meeting arrangements meet the needs to both Trade unions and the organisation
- Engage with Trade Unions to build closer working relationships with our Employee Networks
- Ensure that the Council embraces the values of Social Partnership and actions support this in areas such as One Planet, Equalities etc



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Next Steps



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- First 18 month action plan shared with:
- Trade unions 17th April 2023
- PRAP 16th May 2023

- Action plan to be reviewed on a quarterly basis as part of the HR scorecard.



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Action Plan - May 2023 to October 2024



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Equality and Diversity



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- Complete actions from Race Equality Taskforce
- Improve monitoring information
- Review and address identified gap in suite of equality training and methodologies
- Roll out autism training
- Roll out diverse recruitment panels
- Continue to work closely with the Employee Networks including improving intersectionality



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Resourcing Strategies



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- Identify harder to fill posts within Directorates and reasons why
- Work with Directorates to design and develop meaningful career pathways
- Strengthen links with local universities, colleges, schools and professional bodies
- Review recruitment processes as practices and make any necessary changes



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Workforce Planning



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- Embed Workforce planning into the Council's planning and performance framework
- Place greater emphasis on how budget implications and other restraints are reflected
- Develop meaningful actions that will result in a workforce reflective of the communities we serve
- Development of data sets for managers
- Review and update the Council's Behavioural Competency Framework
- Develop a Manager Competency framework



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Learning & Development



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- Ensure training and development opportunities are available to deliver the leadership requirements of the organisation
- Promote the Manager Learning Pathway
- Promote and enhance apprenticeship and NVQ opportunities
- Develop a Learning and Development Strategy that meets the needs of the organisation
- Continue to develop and implement training opportunities through the medium of Welsh
- Continue and where appropriate enhance our Welsh language skills training



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Culture, Health, Wellbeing and Engagement



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- Develop a revised Employee Engagement Strategy and programme with a greater emphasis on Directorate delivery
- Review and update the Council's Cultural Values and Employee Charter
- Increase participation in Health and Wellbeing initiatives
- Continue the roll out of the Council's Employee Benefits package



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Workforce Contractual Developments



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- Embed Hybrid Working within the Council
- Review the Council's main employment policies to ensure they support best practice, including Resolution; Disciplinary and Attendance and Wellbeing
- Ensure that the Council's Reward Strategy meets the needs of the organisation



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Partnerships with Trade Unions



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- Develop and agree a revised Recognition Agreement including facilities time and disputes process
- Ensure that meeting arrangements meet the needs of both Trade Unions and the organisation
- Engage with the Trade Unions to build working relationships with our employee networks
- Ensure that the Council embraces the values of social partnership and actions support this in areas such as one Planet; Equalities etc..



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