



## Report of the Director of Resources

Governance and Audit Committee – 8 February 2021

### Workforce Strategy

<b>Purpose:</b>	To report on the process for implementation of the Workforce Strategy for Swansea Council 2022 to 2025.
<b>Report Author:</b>	Adrian Chard, Strategic HR&OD Manager
<b>Finance Officer:</b>	Janet Morgan
<b>Legal Officer:</b>	Debbie Smith
<b>Access to Services Officer:</b>	Rhian Millar
<b>For Information</b>	

#### 1. Introduction

- 1.1 During the course of 2021 and into 2022 a proposed Workforce Strategy has been developed for the financial years from April 2022 to 2025.
- 1.2 The purpose of this paper is to provide an update on the development of the Strategy and to advise on next steps.

#### 2. Summary of the Workforce Strategy 2022/25

- 2.1 The Council's Workforce Strategy has been developed taking into consideration our Corporate Plan for 2020/22; "Delivering a Successful & Sustainable Swansea" as well as the provisions of the Well-Being of Future Generations (Wales) Act 2015, the ongoing and developing requirements of Welsh and UK Government and the immediate and longer-term challenges around Covid-19 and leaving the European Union.

The Council's Recovery Plan; "Managing the Present and Shaping the Future Swansea Council- From Recovery to Transformation" has provided an overview in responding to these challenges as has the framework to replace the Sustainable Swansea Strategy with "Swansea – Achieving Better Together". As part of that framework it has been identified under the

third longer-term “Reshape” phase that we develop a “Workforce Strategy”, recognising that work in Phases 1 (Re-Align) and 2 (Re-Focus) will support this.

- 2.2 The Strategy identified the following Vision for our Workforce; ***“to have a motivated and committed workforce that is innovative, supported, skilled and customer focused”*** so that we ***“build strong morale in the workforce and ensure our employees feel professionally satisfied, valued and motivated by the positive and lasting impact they have on the people and communities they serve”***.
- 2.3 To that end, the following Key Themes and Strands have been identified to support that Vision;

**Theme 1 Leadership and Management**

Strand 1 - Culture and Behaviours

Strand 2 - Future Leadership

Strand 3 – Future Shape of the Organisation

**Theme 2 A Workforce Fit for the Future**

Strand 4 – Future Workforce

Strand 5 – Recognising Performance

**Theme 3 Being an Employer of Choice**

Strand 6 – Recruitment and Retention

Strand 7 – Workforce Development

**Theme 4 Workforce Wellbeing and Inclusion**

Strand 8- Supporting Our Workforce

Strand 9– Equality in the Workplace

- 2.4 Each Strand has identified objectives and will include an Action Plan to support delivery of key activities in achievement of those objectives.

### **3 Consultation Process**

- 3.1 During the course of this financial year there has been extensive consultation in the development of this Strategy. This has included;
- Senior management consultations with;
    - The Corporate Management Team
    - Heads of Service Leadership Team
    - HR Customer Focus Group
  - Members, via;
    - The Joint Consultative Committee
    - Workforce Scrutiny Group
    - Recovery and Future Generations PDC
    - Recovery and Future Generations PDC Workshop
  - Employees, via;
    - Staff Survey; with specific question relating to the key themes and strands.

- Focus Groups sessions with Trade Union representatives and cross-sections of the workforce.
- 3.2 The results of these consultation processes have been positively received and helped inform the Strategy.

## **4 Next Steps**

- 4.1 The Strategy is in the process of being finalised with the intention to achieve final agreement with CMT and Cabinet in February.
- 4.2 Subject to any final changes, it is intended that this Strategy be launched through appropriate communications and engagement channels in March 2023.

## **5 Integrated Assessment Implications**

- 5.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:
  - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
  - Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - Foster good relations between people who share a protected characteristic and those who do not.
  - Deliver better outcomes for those people who experience socio-economic disadvantage
  - Consider opportunities for people to use the Welsh language
  - Treat the Welsh language no less favourably than English.
  - Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.
- 5.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.
- 5.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.
- 5.4 The latest IIA is attached as Appendix 1.

## **6 Financial Implications**

- 6.1 There are no financial implications other than those that may relate to specific activities referred to in the Strategy.

## **7 Legal Implications**

- 7.1 There are no other legal implications other than those that may relate to specific activities referred to in the Strategy.

**Background Papers:** None.

**Appendices:** Appendix 1 - Integrated Impact Assessment.

## Appendix 1

Please ensure that you refer to the Screening Form Guidance while completing this form.

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### Which service area and directorate are you from?

Service Area: HR &OD

Directorate: Resources

### Q1 (a) What are you screening for relevance?

- New and revised policies, practices or procedures
- Service review, re-organisation or service changes/reductions, which affect the wider community, service users and/or staff
- Efficiency or saving proposals
- Setting budget allocations for new financial year and strategic financial planning
- New project proposals affecting staff, communities or accessibility to the built environment, e.g., new construction work or adaptations to existing buildings, moving to on-line services, changing location
- Large Scale Public Events
- Local implementation of National Strategy/Plans/Legislation
- Strategic directive and intent, including those developed at Regional Partnership Boards and Public Services Board, which impact on a public bodies functions
- Medium to long term plans (for example, corporate plans, development plans, service delivery and improvement plans)
- Setting objectives (for example, well-being objectives, equality objectives, Welsh language strategy)
- Major procurement and commissioning decisions
- Decisions that affect the ability (including external partners) to offer Welsh language opportunities and services

### (b) Please name and fully describe initiative here:

#### Workforce Strategy 2022/25

The Council's Recovery Plan; "Managing the Present and Shaping the Future Swansea Council- From Recovery to Transformation" has provided an overview in responding to these challenges and the framework to replace the Sustainable Swansea Strategy with "Swansea – Achieving Better Together". As part of that framework it has been identified under the third longer-term "Reshape" phase that we develop a "Workforce Strategy", recognising that work in Phases 1 (Re-Align) and 2 (Re-Focus) will support this.

The Strategy identified the following Vision for our Workforce; "to have a motivated and committed workforce that is innovative, supported, skilled and customer focused" so that we "build strong morale in the workforce and ensure our employees feel professionally satisfied, valued and motivated by the positive and lasting impact they have on the people and communities they serve".

2.2 To that end, the following Key Themes and Strands have been identified to support that Vision;

Theme 1 Leadership and Management

Strand 1 - Culture and Behaviours  
 Strand 2 - Future Leadership  
 Strand 3 – Future Shape of the Organisation

Theme 2      A Workforce Fit for the Future  
 Strand 4 – Future Workforce  
 Strand 5 – Recognising Performance

Theme 3      Being an Employer of Choice  
 Strand 6 – Recruitment and Retention  
 Strand 7 – Workforce Development

Theme 4      Workforce Wellbeing and Inclusion  
 Strand 8- Supporting Our Workforce  
 Strand 9– Equality in the Workplace

2.3      Each Strand has identified objectives and will include an Action Plan to support delivery of key activities in achievement of those objectives.

**Q2      What is the potential impact on the following: the impacts below could be positive (+) or negative (-)**

	High Impact		Medium Impact		Low Impact		Needs further investigation
	+	-	+	-	+	-	
Children/young people (0-18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	√ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Older people (50+)	<input type="checkbox"/>	<input type="checkbox"/>	√ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other age group	<input type="checkbox"/>	<input type="checkbox"/>	√ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Future Generations (yet to be born)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	√ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disability	<input type="checkbox"/>	<input type="checkbox"/>	√ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race (including refugees)	<input type="checkbox"/>	<input type="checkbox"/>	√ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asylum seekers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	√ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gypsies & travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	√ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religion or (non-)belief	<input type="checkbox"/>	<input type="checkbox"/>	√ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex	<input type="checkbox"/>	<input type="checkbox"/>	√ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	√ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	√ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	√ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	√ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	√ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	√ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	√ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	√ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q3      What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches?  
 Please provide details below – either of your activities or your reasons for not undertaking involvement**

During the course of this financial year there has been extensive consultation in the development of this Strategy. This has included;

- Senior management consultations with;
  - o The Corporate Management Team
  - o Heads of Service Leadership Team
  - o HR Customer Focus Group
- Members, via;
  - o The Joint Consultative Committee
  - o Workforce Scrutiny Group
  - o Equalities and Future Generations PDC Board
  - o Recovery and Future Generations PDC Workshop
- Employees, via;
  - o Staff Survey; with specific question relating to the key themes and strands.
  - o Focus Groups sessions with Trade Union representatives and cross-sections of the workforce.

Discussions have also taken place with Suzy Richards from a Future Generations perspective, Marlyn Dickson, from a Strategic change perspective, and initial discussions with the Access to Work team.

The results of these consultation processes have been positively received and helped inform the Strategy. The Strategic HR&OD Manager has conducted workshops with the HR Customer Focus Group, the HR&OD team and Leadership Team, as well as Arrangements are being made for responses via the forthcoming Employee Survey. Further consultation will take place, as stated in the consultation document, with CMT, Employees, Trade Unions and other key stakeholders as appropriate.

As a result of the consultation process it was identified that a Workforce Equalities Group be established to consider and deliver on issues impacting on our workforce from protected characteristic communities.

**Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:**

a) Overall does the initiative support our Corporate Plan's Well-being Objectives when considered together?

Yes  No

b) Does the initiative consider maximising contribution to each of the seven national well-being goals?

Yes  No

c) Does the initiative apply each of the five ways of working?

Yes  No

d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?

Yes  No

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**Q5** What is the potential risk of the initiative? (*Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...*)

High risk

Medium risk

Low risk

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**Q6** Will this initiative have an impact (however minor) on any other Council service?

Yes

No

If yes, please provide details below

All Council services will be impacted by this Strategy through the development and delivery of the activities detailed within the Key Themes and Strands in the Strategy.

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**Q7** What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

*(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)*

### **Cumulative impacts:**

This is an overarching workforce strategy that will impact the total workforce over the forthcoming planning cycle (2022-2025).

The strategy will be emergent to some extent as we recover from Covid-19. The main change going forward will be to embrace the new ways of working that are the result of the pandemic. This will impact future Council office accommodation and the need to upskill the workforce to be more digitally aware and competent. This will refocus resources considerably in key areas and will require and adaptive and flexible attitude to the future work of the Council.

In response to this, the Workforce Strategy aims to pre-empt future workforce requirements and ensure that workforce support mechanisms within the Council, are in place.

The tenets of the WBFG Act are at the heart of the strategy, developing new workforce and cultural behaviours that fit the future environment we aim to achieve through the Swansea – Achieving Better Together strategy and plan. The Workforce strategy will be a key part in achieving these new priorities.

## Outcome of Screening

**Q8 Please describe the outcome of your screening below:**

- **Summary of impacts identified and mitigation needed (Q2)**
- The main impacts are in areas that are identified in our workforce where there are protected characteristics. As a result of the consultation process a Workforce Equalities Group is being established to identify and deliver on activities in support of those communities.
- **Summary of involvement (Q3)**
- This is detailed in Q3
- **WFG considerations (Q4)**
- Consultations have taken place with Suzy Richards to consider the Strategy from a Future Generations perspective,
- **Any risks identified (Q5)**
- The Strategic risk assessment suggests that the greatest pressure will be finding the budget and resources to deliver what is needed to ensure the future workforce meets future needs. This risk has been mitigate by the securing of additional Recovery Fund monies to support strategic activities.
- **Cumulative impact (Q7)**
- Already detailed in Q7.

(NB: This summary paragraph should be used in the relevant section of corporate report)

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

<b>Screening completed by:</b>
<b>Name: Adrian Chard</b>
<b>Job title: Strategic HR&amp;OD Manager</b>
<b>Date: 27<sup>th</sup> January 2022</b>
<b>Approval by Head of Service:</b>
<b>Name:</b>
<b>Position:</b>
<b>Date:</b>

Please return the completed form to [accesstoservices@swansea.gov.uk](mailto:accesstoservices@swansea.gov.uk)