



Report of the Cabinet Member for Corporate Service and Performance

Cabinet - 20 October 2022

Workforce Strategy 2022-2027

Purpose:	To seek Cabinet approval of the Workforce Strategy 2022-2027
Policy Framework:	Corporate Plan
Consultation:	Access to Services, Finance, Legal.
Recommendation(s):	It is recommended that Cabinet: 1) Approves the proposed Workforce Strategy 2022-2027 and associated action plan; 2) Requests an assessment of progress be reported back to Cabinet in October 2023.
Report Author:	Rachael Davies
Finance Officer:	Ben Smith
Legal Officer:	Debbie Smith
Access to Services Officer:	Rhian Millar

1. Introduction

- 1.1 The purpose of a Workforce Strategy is to help deliver the Council's Corporate Plan through investing in our greatest asset, our workforce. This 5 year strategy outlines key themes and objectives relating to workforce matters and demonstrates our commitment to provide employees with the right opportunities to learn, upskill, be recognised and supported throughout the lifespan of the strategy.
- 1.2 The strategy has been designed in co-production with a range of stakeholders including trade union representatives, staff focus groups, CMT and Governance and Audit Committee.

- 1.3 An action plan accompanies the strategy to give clarity on the steps that will be required to achieve the objectives.

2. Summary of the Workforce Strategy 2022/27

- 2.1 The Council has ambitious plans for the city and county of Swansea which are heavily dependent on the capacity, capability and commitment of our workforce.

Our corporate plan, which is currently being updated for 2023 sets out what the Council aims to achieve against its priorities, which are:

Safeguarding people from harm – so that our citizens are free from harm and exploitation.

Improving Education & Skills – so that everyone in Swansea gains the skills and qualifications they need to succeed in life.

Transforming our Economy & Infrastructure – so that Swansea has a thriving mixed use City Centre and a local economy that will support the prosperity of our citizens.

Tackling Poverty – so that every person in Swansea can achieve their potential.

Delivering on Nature Recovery and Climate Change – so that we maintain and enhance nature and biodiversity in Swansea, reduce our carbon footprint and tackle climate change.

Transformation & Future Council development – so that we and the services that we provide are sustainable and fit for the future.

The Council will need to tackle numerous internal and external challenges as it seeks to achieve its objectives over the coming years and will need a workforce that can adapt and respond accordingly.

To achieve this, we need a strong vision for the workforce and a clear strategy on how we will navigate internal and external challenges and opportunities to create a workforce that is fit for the future and that can help the Council to achieve its ambitious plans.

- 2.2 Our vision for the workforce is therefore:

To have a motivated and committed workforce that is innovative, supported, skilled and customer focused.

In order to achieve this vision the following workforce goals have been identified:

- 1) A workforce with the capacity to deliver statutory requirements and Council wellbeing objectives
- 2) Highly and appropriately skilled employees across the wide range of roles
- 3) A motivated and valued workforce with high levels of engagement and wellbeing

- 4) A workforce that lives and breathes the organisation's values and the sustainable development five ways of working
- 5) An employment offer that will make Swansea Council an employer of choice

2.3 The following key themes and strands have been identified to support the vision and goals, and our actions will be shaped around these themes:

Theme 1 Leadership and Management

- Strand 1 - Culture and Behaviours
- Strand 2 - Future Leadership

Theme 2 A Workforce Fit for the Future

- Strand 3 – Future Shape of the Organisation
- Strand 4 – Workforce Planning
- Strand 5 – Workforce Development

Theme 3 Being an Employer of Choice

- Strand 6 – Recruitment and Retention
- Strand 7 – Recognising Performance

Theme 4 Workforce Wellbeing and Inclusion

- Strand 8- Supporting Our Workforce
- Strand 9– Equality in the Workplace

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 There has been extensive consultation in the development of this strategy to include the following groups;

- Senior management consultations;
 - The Corporate Management Team
 - Heads of Service Leadership Team
 - HR Customer Focus Group
- Members;
 - The Joint Consultative Committee
 - Workforce Scrutiny Group
 - Equalities and Future Generations PDC Board
 - Recovery and Future Generations PDC Workshop
- Employees;
 - 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.

4. Conclusion

- 4.1 The aims and objectives of the Workforce Strategy are considered to be robust and fit for purpose. Progress towards achieving the strategy's aims and objectives as set out in the action plan will be measured and monitored through the Workforce Strategy Project Board. An annual review of the strategy will be undertaken.

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 An IIA Screening Form has been completed with the outcome that a full IIA report is not required: The summary of impacts has been categorised as medium, but with a positive impact as opposed to a negative. Whilst the proposed strategy applies to all Council employees it largely reflects existing workforce policies. Each strand of the workforce strategy and all actions listed within the strategy will be subject to its own IIA process.
- 5.5 With regard to involvement, key stakeholders including Council employees, managers and recognised Trade Unions have been involved in the development of the strategy.

5.6 The report adheres to the Transformation and Future Council Development well-being objective in the Corporate Plan - so that the workforce we shape is sustainable and fit for the future.

6. Financial Implications

6.1 No specific financial implications arising directly from the report in itself but aspects of pay both locally (determined by Council) and nationally (by Local Government Employers), as well as the wider recruitment and retention activity, will have direct and material financial consequences for future budgets.

7. Legal Implications

7.1 There are no legal implications associated with this report.

Background Papers: None

Appendices

Appendix A: Workforce Strategy 2022-2027

Appendix B: Workforce Strategy 2022-2027 Action Plan

Appendix C: Workforce Strategy 2022-2027 IIA Screening