



“Achieving Better together as a Workforce”

Workforce Strategy and Plan

2022 - 2027

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Leader's Introduction

To help us support and serve the communities of Swansea, and to help us deliver on our corporate plan, it is important that we have a clear vision and strategy for our workforce.

This strategy sets out our plans for the next five years and demonstrates our commitment to invest in our workforce at all levels across the Council, providing them with the development opportunities to learn and succeed for the future.

We are in a period of unprecedented change in local government in responding to the many challenges that we face. That means we have to transform the way we work, making best use of technology and being more responsive to our residents and our communities, and be able to flex and change to meet the needs of the future.

Our workforce are our most essential asset and we must ensure that we all feel engaged and motivated to deliver the best possible services to our residents, businesses and visitors to Swansea.

It is important that you have a voice and can contribute to improving the way we work. Most often it is our workforce on the frontline who know their services and customers the best and how things can be done better. It is therefore important that we continue to recognise the value of the services we provide and how they support and improve the lives of our communities.

The vision of the strategy applies equally to our entire workforce, regardless of where in the organisation you work, and sets out our commitment to investing in your wellbeing, your ongoing professional development and making sure that Swansea Council is an excellent and rewarding place to work and progress.

**Councillor Rob Stewart,
Leader of the Council**

Organisational Context

Our Corporate Plan for 2020/22; “Delivering a Successful & Sustainable Swansea”, outlined the challenges Swansea faces as follows:

- Population changes – a growing, ageing and more diverse Swansea.
- Economic changes – attracting investment, high quality jobs and new technology into Swansea while addressing the skills gap.
- Climate change – risks from flooding, air and water quality, dangers to ecosystems and biodiversity and energy security.
- Social and cultural changes – addressing inequalities in health, education, employment and life chances.

We have sought to address these current and future challenges through our Corporate Plan and our well-being objectives, as required by the Well-Being of Future Generations (Wales) Act 2015.

In addition, we are working to meet the requirements of Welsh and UK Government and the immediate and longer- term challenges around Covid-19 and leaving the European Union. This adds to the complexity and uncertainty for the Council to deliver operationally while maintaining the confidence of residents that we are here to serve in our local communities.

As a result, the 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.



Why Do We Need a Workforce Strategy?

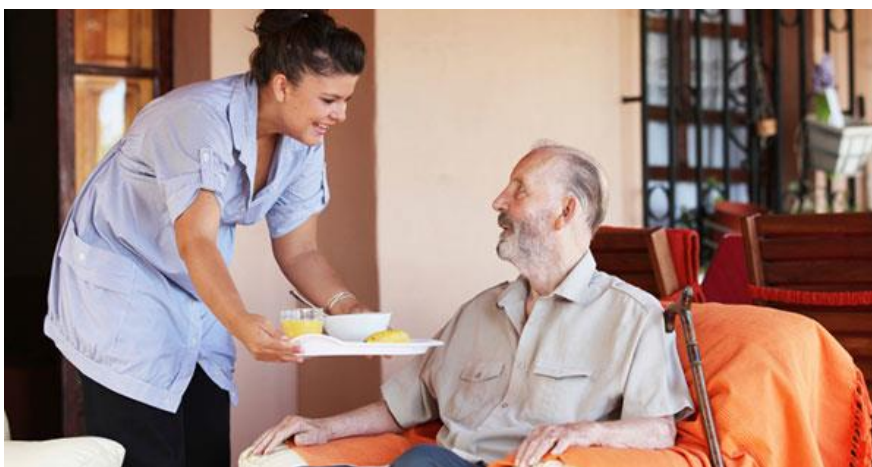
A talented and aligned workforce is crucial for bringing the strategic priorities to life and ensuring the organisation delivers on its objectives. Direct people costs make up 45% of the council's expenditure.

The Workforce Strategy and Plan can deliver significant improvements in value and cost reduction through ensuring that;

- The workforce is the right size.
- Organisational objectives can be delivered
- There is better productivity – through workforce alignment to the operating model
- There is competitive advantage through a more skilled and innovative workforce
- The workforce is resilient and equipped with the skills to adapt to changing demand
- There is higher quality and timeliness of delivery, greater staff engagement and retention and lower levels of stress.
- Cultural and behaviour change is supported and evolves to reflect the operating environment and, following sustainable development so that the workplace is a “more integrated, involvement based environment where we work together with a longer term and preventative focus”.

It is also recognised that the Council is composed of a number of different Service Areas with different strategic priorities and operational requirements and this will need to be reflected in specific action plans wherever appropriate.

Initial consultations with Heads of Service have highlighted a “weariness” and “wariness” in developing strategies that are subsequently not delivered and we must be cognisant of this in moving this strategy forward.



Internal Context

1. Workforce Numbers

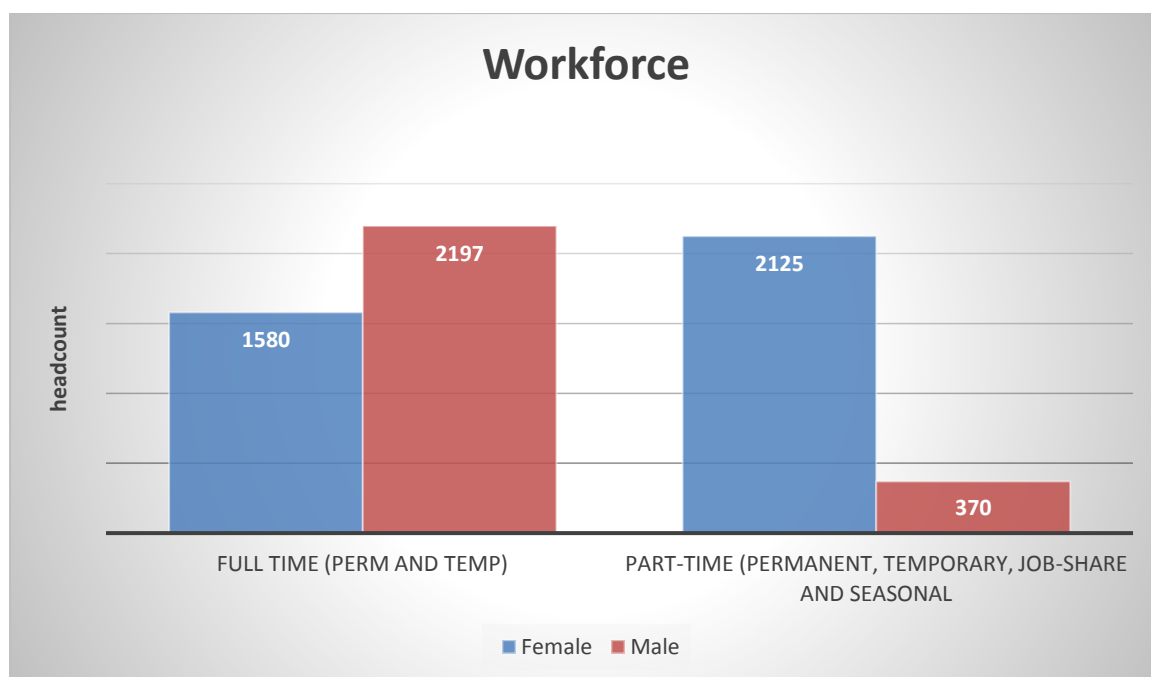
	31/12/2018		31/12/2019		31/12/2020		31/12/2021	
D'rate	H'count	FTE	H'count	FTE	H'count	FTE	H'count	FTE
Place	2595	2299.2	2579	2302.8	2582	2324.6	2633	2373.48
Resources	639	576.93	627	566.02	669	608.3	852	763.46
Education (incl. Schools)	5880	4413.7	5962	4441.1	5843	4403.6	6025	4569.99
Social Services	1956	1634.4	1852	1548.2	1944	1623.9	1965	1658.59
TOTAL	11,070	8,924.2	11,020	8,858.2	11,038	8,960.4	11,475	9,365.52

2. Composition of the Workforce,

The composition of the Workforce, excluding schools, as at 31st December is as follows;

Employment Category	Female	Female Percentage	Male	Male Percentage
Full-Time (permanent and Temporary)	1580	25.19%	2197	35.03%
Part-Time (permanent, temporary, job-share and seasonal)	2125	33.88%	370	5.90%
Total	3705	59.07%	2567	40.93%

There are over 1,800 employees in a total 6,460 duplicate roles across the Council including schools.

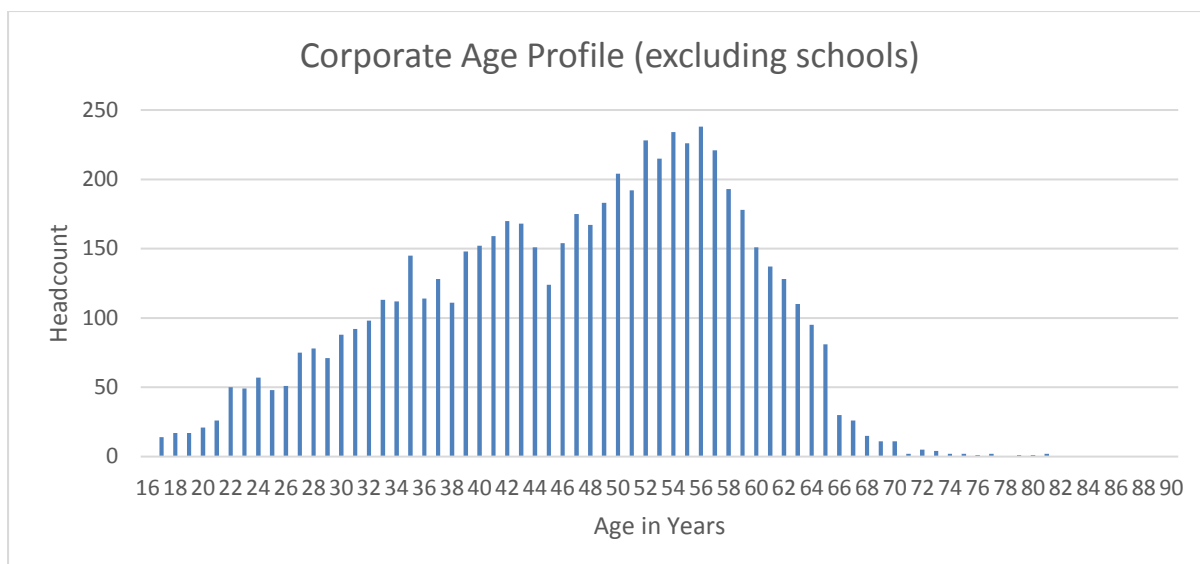


3. Age Profile of the Workforce

The Corporate Age Profile (Headcount excluding Schools) is as follows:

Age Range	Number	Percentage
Age 16 to 24	251	4.00%
Age 25 to 29	323	5.15%
Age 30 to 39	1149	18.32%
Age 40 to 49	1603	25.56%
Age 50 to 59	2129	33.94%
Age 60 to 69	784	12.50%
Age 70+	33	0.53%

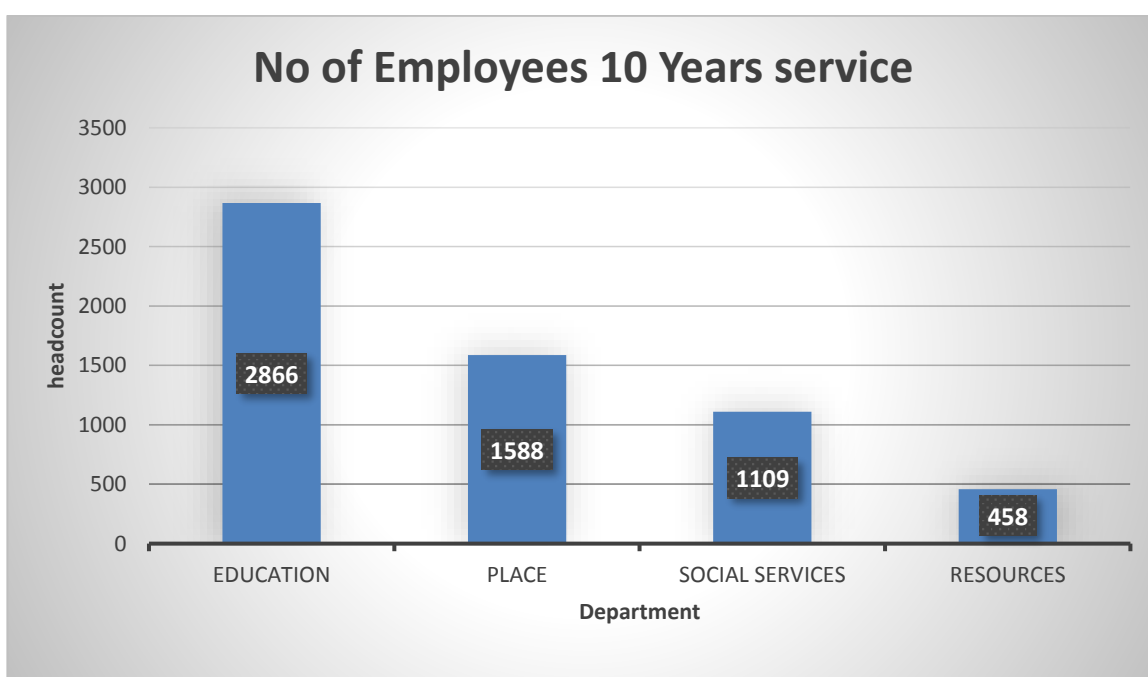
The youngest employees are 16 years of age and the eldest is 81.



4. Turnover rate of the workforce in 2021 was 7.73%.

5. Employees with over 10 years of service by Directorate

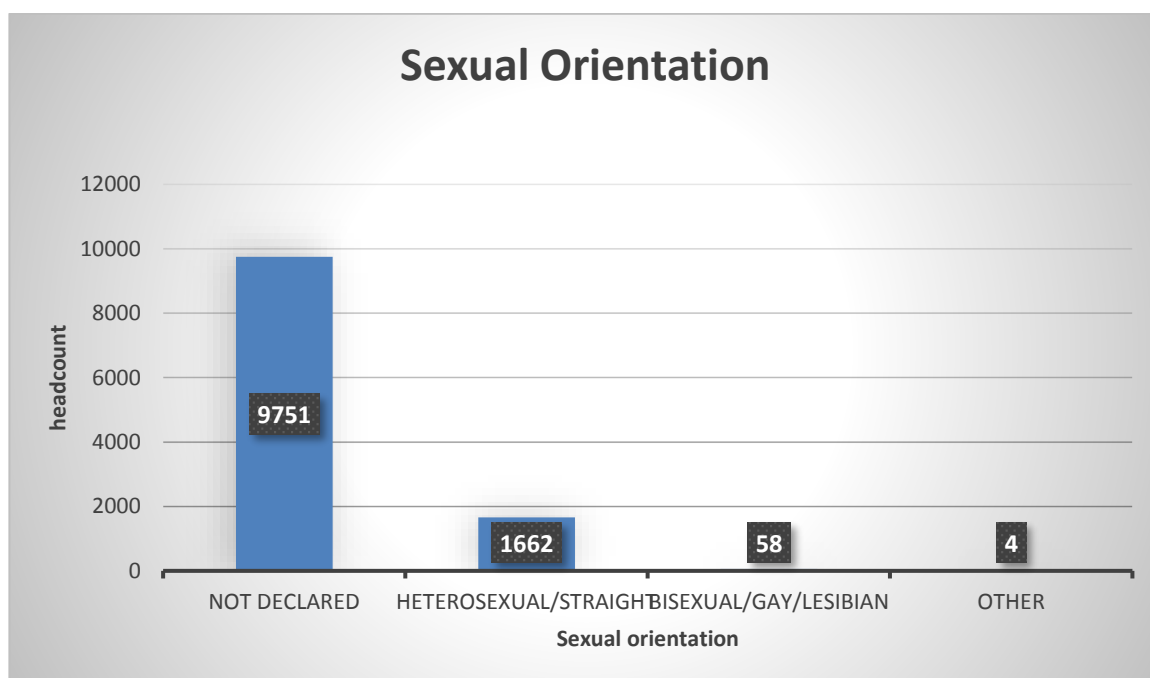
Directorate	Employee Numbers
Education and Schools	2866 (48%)
Place	1588 (60%)
Resources	458 (54%)
Social Services	1109 (56%)
TOTAL	6031(53%)



6. The number of employees that have identified themselves as having protected characteristics are as follows;

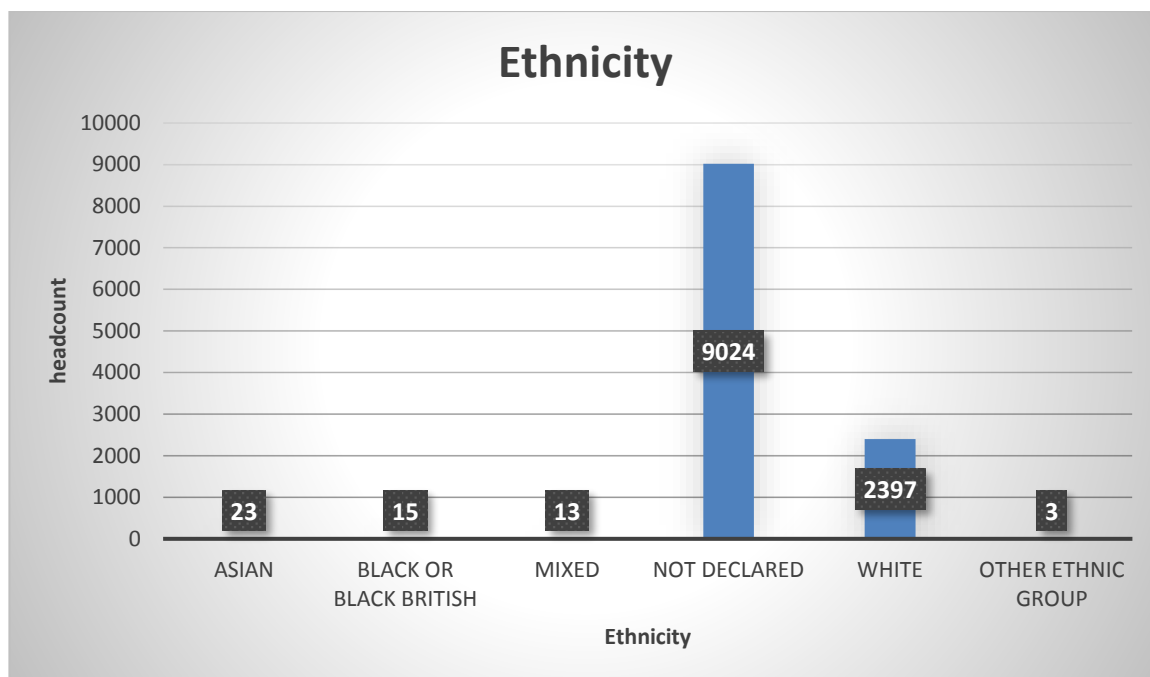
Sexual Orientation

Not Declared	9,751
Heterosexual/ Straight.	1,662
Bisexual/ Gay/ Lesbian	58
Other	4



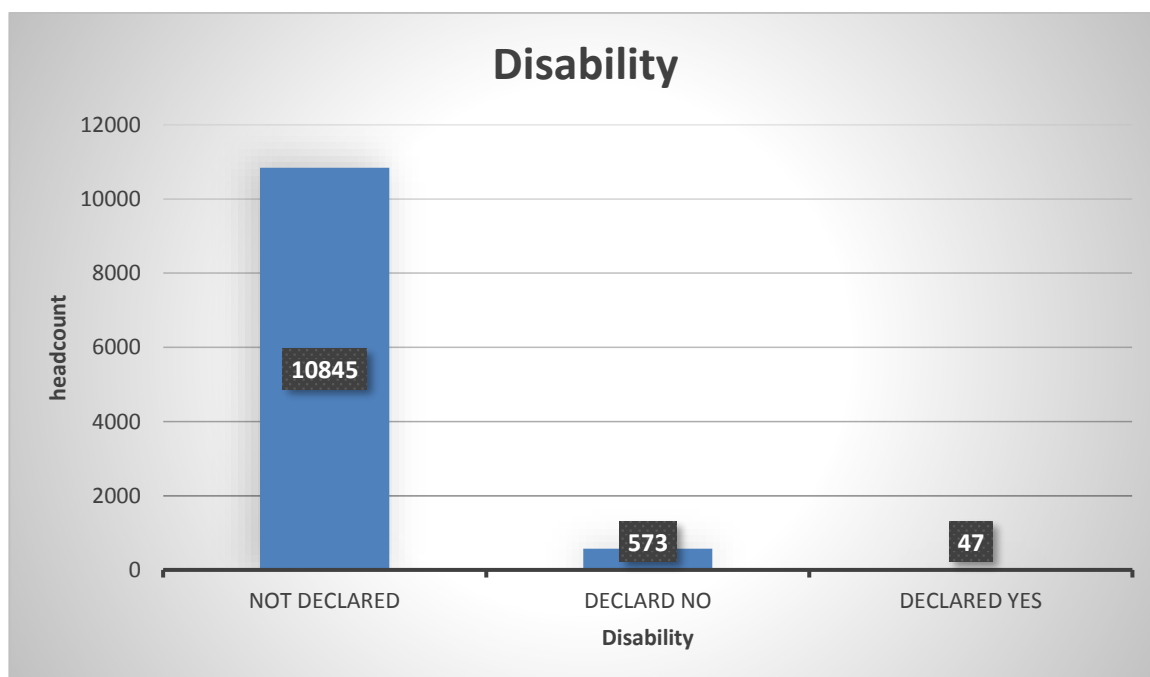
Ethnicity

Not Declared	9,024
Asian	23
Black or Black British	15
Mixed	13
Other ethnic group	3
White	2,397



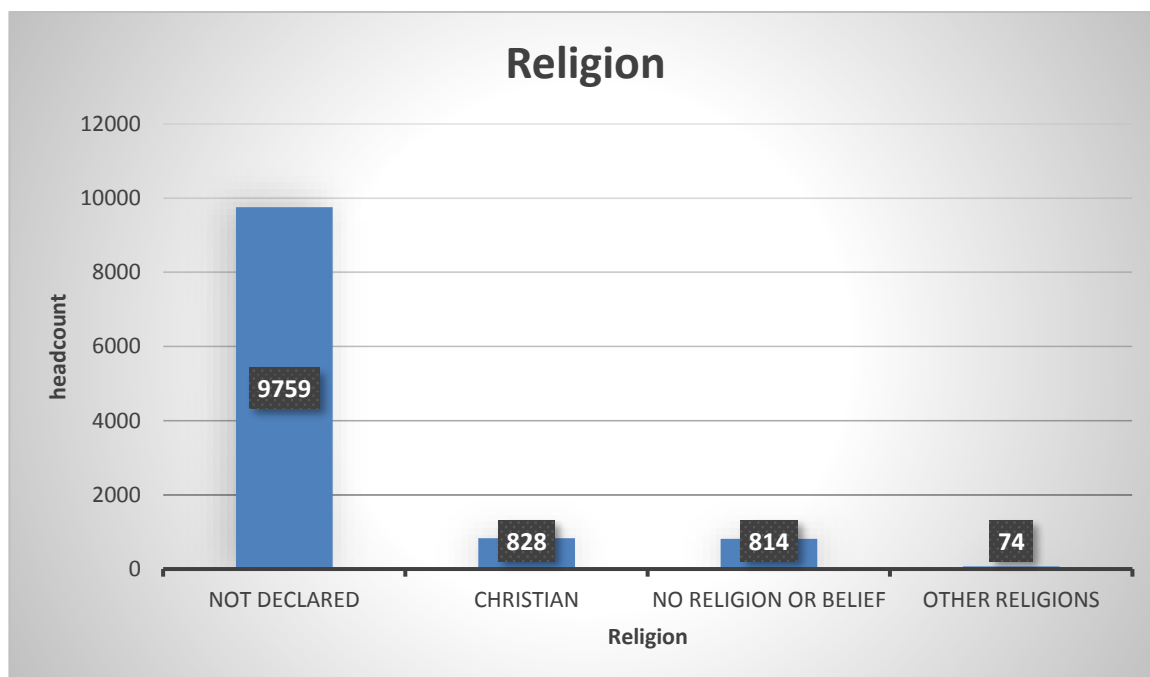
Disability

Not Declared	10,845
Declared No	573
Declared Yes	47



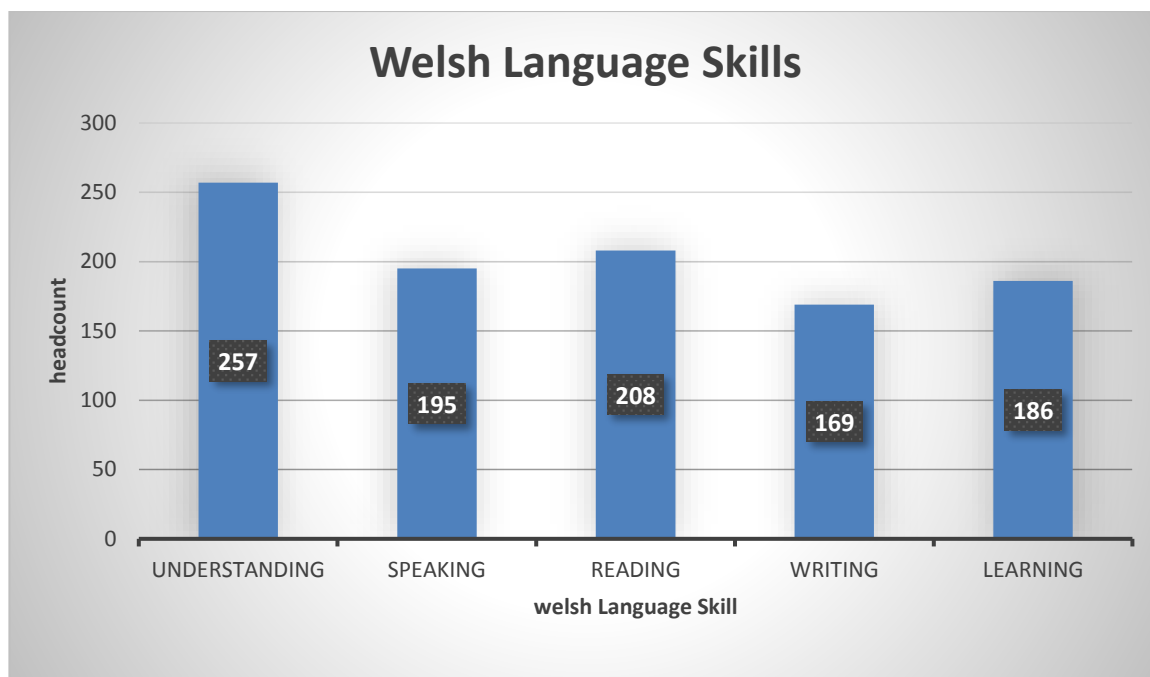
Religion

Not Declared	9759
Christian	828
No Religion or Belief	814
Other Religions	74

**7. Welsh language skills ability;**

The percentage of our workforce that have identified themselves as having Welsh language skills ability are approximately 1.5 to 2.2. This is broken down as follows;

Ability	Numbers
Understanding	257
Speaking	195
Reading	208
Writing	169
Learning	186



External Context

In responding to the organisational context above, the workforce strategy will need to respond as follows;

- *“Population changes – a growing, ageing and more diverse Swansea”, so that our workforce reflects the communities that it serves.”*
- *“Economic changes – attracting investment, high quality jobs and new technology into Swansea while addressing the skills gap”, so that we lead by example in identifying and addressing skills gaps in our own workforce and developing the expertise in the investment in people and jobs in Swansea.*
- *“Climate change – risks from flooding, air and water quality, dangers to ecosystems and biodiversity and energy security” so that the total workforce can engage and be developed to contribute to the response to ecological and climate change.*
- *“Social and cultural changes – addressing inequalities in health, education, employment and life chances” so that the total workforce can adapt to new ways of working, place well-being and kindness and the centre of policy and respond to inequalities promoting human rights.*
- The Council’s Recovery Plan identifies the need to “ensure that the “Culture of the organisation is aligned to the delivery of the corporate plan” and will;
 - Develop a “collaborative culture and embed corporate behaviours
 - Develop a “Decide and Do Culture”.

Within the Recovery Plan, there is a specific Strand identifying the following Projects that are ingrained in the proposed workforce strategy;

- Workforce planning – skills for the future
- Employment Policy Review
- Agile and flexible working linked to the Accommodation Strategy and post covid new ways of working
- Management of Attendance to focus on reducing long-term sickness
- Staff Well-Being in light of covid
- Workforce Training & Development



What does the Workforce need to look like in the Future?

Due to financial constraints, we will not be able to deliver the same services as it does now and will need to prioritise budgetary spend to improve the economic, social, environmental and cultural well-being of Swansea. We will need to be;

- **Customer Focussed** – ensuring we work with and listen to residents, contractors, members and colleagues to develop and deliver best customer service at all times, treating everybody with respect.
- More **agile**– delivering services in different ways, using technology to maximise efficiencies and reduce our reliance on traditional ways of working.
- **Business Focussed** –operating and acting efficiently in the delivery of Council business.
- **Collaborative** – services are increasingly likely to be delivered working in partnership with other services, as well as private, public and third sector partners.
- **Flexible, adaptable and innovative** –to embrace a changing environment, anticipate future trends as well as finding innovative ways to deliver services.
- **Outcome focussed and high performing** – whatever we do will need to have identifiable outcomes that align with both our long term goals and take account of the objectives of local, regional and national partners.
- Understand, and buy in to, our priorities (well-being objectives) – being clear about our direction and understand how we contribute to achieving our priorities and how these integrate with the **wider partnership** context.
- **Engaged, motivated and resilient** – being well informed, clear on the direction of the organisation and resilient to meet the challenges ahead.
- Demonstrating **Great Leadership** –so that managers demonstrate visible, fair and pro-active leadership, supporting the workforce and ensuring that poor performance is managed effectively.
- Ensuring we are safe at all times and work in a **healthy and supportive environment** that takes a preventative approach by identifying root cause to stop problems starting or getting worse and underpinned by values of “kindness and compassion” and the “five ways of working” as defined in the Wellbeing of Future Generations (Wales) Act.



Our Vision

Our vision for the workforce for the period 2022 -2027 is...

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

We want to 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.



Our Strategic Priorities

The Strategic Priorities and strands have been identified through extensive consultation with all stakeholders, including cabinet, CMT, Leadership Team, staff working groups, directorates, unions and through HR partners and together we have translated these into 4 Priorities and 9 Strands .

The overview of the Themes and strands are set out below:

- 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**



Theme**1****Leadership and Management****Strand 1: Culture and Behaviours**

Now more than ever we are reliant on innovative, confident and diverse leadership and management. Leadership is demonstrated at all levels and we are committed to nurturing this throughout your career.

Leadership awareness will bring to life desired behaviours and changes in culture that are aligned with the organisation's values, creating an inclusive environment where everyone feels empowered to be themselves and difference is positively valued.

Objective:

We will:

- Modify our culture by being the leader of our values and associated behaviours.
- Bring to life our organisational values

So that they are understood and embedded and support the delivery of corporate strategy and culture

Actions:

- Review and refresh its existing Principles, Values and Behaviours to ensure that it is robust enough and fit for purpose in meeting the future needs of the Council and the communities it serves by reflecting the Well-being of Future Generations (Wales) Act and subsequently embedded into day to day practice.
- Further develop a Social Partnership Working framework with our Trade Unions on strategic and operational issues, establishing a robust and best practice framework for negotiation, consultation and facilities provision.
- Deliver a Strategy for communications and engagement across all areas and levels across the Council.

Strand 2: Future Leadership

Design and implement leadership training, to teach and boost the skills needed to demonstrate positive leadership and role model the desired future culture, ensuring Development opportunities and career pathways exist which create supportive and resilient leaders at all levels.

Objectives:

To achieve high-quality, skilled leadership in responding to future change and challenges.

So that they exemplify our Principles, Values and Behaviours.

Actions:

- Develop a framework of leadership behaviours that will underpin our core values and set out the expectations that employees at all levels can have of those in leadership and management roles.
- Deliver appropriate development interventions for managers and leaders at all levels of the organisation, including Members.
- Development of a coaching and mentoring strategy across the Council.
- Be an active contributor and participant member of “New Local”, networking and collaborating with this organisation and member authorities on key topics to source research and innovative insights to genuinely solve problems and find practical solutions.

Strand 3: Future Shape of the Organisation

We will transform our workforce so that it can continue to be responsive to the needs of our residents and service users now and in the future.

Objectives:

To achieve an organisational design and structure that is fit for the future needs of the Council.

So that they support the priorities of our Recovery Plan to “RE-MOBILISE”, “RE-FOCUS” and, in particular, “RE-SHAPE” in considering the required workforce structure and design for our eight identified priorities:

- Digital,
- Regionalisation,
- Workforce skills for the future,
- Commercialism and General Power of Competence,
- Transforming Council Services,
- Capital Delivery,
- Modern Council
- Budget Strategy.

Actions:

- To establish optimal structures that meet the future needs of the above priorities, particularly:
 - Our regionalisation agenda
 - Learning and development
 - “Implementing the optimum model for adult services, and a child and family services improvement programme including a safe 'Looked After Children' reduction strategy. This also includes the implementation of integrated early help, early years and family support arrangements as well as a cross cutting commissioning review in Social Services.
 - Review of future additional learning needs provisions
 - Support of the long term sustainable waste management strategy.
 - Support of the community development strategy.
 - Support of future sustainable transport provision through our Integrated Transport Unit, as well as local and regional solutions.
- To pro-actively identify opportunities for synchronicities and efficiencies in organisational design, both budgetary and operationally, across Directorates and Service areas.
- Pro-active consideration of the structural and workforce requirements in the “commissioning of people oriented services”, as identified in the Recovery Plan

Theme**2****A Workforce Fit for the Future****Strand 4: Future Workforce**

We will plan and adapt the skills, knowledge and approach of our workforce to meet the needs of the constant changes taking place within and to the organisation, that affect the way we need to work both now and in the future and plan ahead for the future workforce needs.

Objectives:

To ensure that our workforce is fit for purpose for the future and have the right ways of working to achieve our purpose, vision, goals and projected outcomes.

So that we understand and adapt to future trends in the context of a strong long-term vision.

Actions:

- Deliver strategic resource planning to inform workforce strategy.
- Develop a Flexible Workforce (in conjunction with Property Services) through HR&OD Policy development, guidance and training.
- Develop and adopt agile (“lean”) working practices and processes.
- Optimal management of Agency Workers
- Review of Flexitime Provisions

Strand 5: Recognising Performance

We will achieve and recognise high levels of performance from direct and effective communication, regular evaluation and feedback, clear planning and understanding and supporting our workforce and incentivise appropriately.

Objectives:

To create a culture of “high performance”.

So that we have capable staff who are appropriately incentivised, recognised and motivated to achieve a high performance culture across all teams and demonstrating our core values.

Actions:

- Review of pay and grading across the Council and for senior roles as identified through the senior management review
- Delivery of a revised, “fit for purpose” Performance Management approach, via Oracle, to reflect the future needs of the Council,
- Corporate and Directorate Objectives Reviewed and Agreed
- Delivery of Action Plan to address Gender, Disability and Race Pay Gap Issues.
- Consider re-introduction of “career grades” as part of Pay policy/ strategy.

Theme
3

Being an Employer of Choice

Strand 6: Recruitment and Retention

We want Swansea Council to be a rich, fulfilling and rewarding place to work. The workforce has adapted to and absorbed a very different way of working during the pandemic and continued the journey of agile working. We want to identify the best aspects of these new ways of working into our everyday working practices and, in doing so, create more compelling reasons to attract and retain talented staff.

Objectives:

To recruit and retain the right quantity and quality of employee that we need to support the Council in the future through development of our Recruitment Attraction Programme.

So that we deliver a positive recruitment experience for applicants and hiring managers

Actions:

- Review and Update of Recruitment and Selection Policy; so that it meets with employment legislation, best practice and Council need (particularly with regard to Equalities). Where necessary, taking positive action through R&S activity to make sure our staff profiles reflect our inclusive and diverse communities.
- Development of our Recruitment Attraction Approach; so that our websites are enhanced to best promote our employer brand, stressing the benefits of working with us. Ensuring that recruitment advertising is effective, focussed, good value for money, uses language and imagery that maximises potential interest from a diverse range of candidates, and is legally compliant
- Review of Application Process; so that it is compliant with legislation and is seen to be supportive to applicants.
- Upskilling of recruiting Managers so that, for example they are appropriately trained, in unconscious bias training, and that all employees who are involved in recruitment panels follow correct processes in conducting recruitment interviews.

Strand 7: Workforce Development

Your skills and expertise are unique and are the core to developing a learning organisation and to ensure we can deliver high quality services our residents and visitors to Swansea expect and require.

We are transforming our model for learning and development to provide a comprehensive and modernised learning offer that delivers engaging content at the point of need. This will support you throughout your career, embracing new digital and flexible means of learning and development and qualification while providing valuable face-to-face and reflection time for the highest value learning opportunities.

Objectives:

To have best practice L&D mechanisms in place.

So that we develop our workforce in a “learning organisation” committed to the development of transferable skills, knowledge and experience.

Actions:

- Development of Corporate Development Needs Analyses (DNA)
- Delivery of effective elearning solutions in Oracle Fusion, including the ability to provide regular reports on training provision.
- Delivery of Career Development Programmes, particularly for apprenticeships and graduate level entrants
- Delivery of Equalities Training
- Delivery of training related to the requirements of the Future Generations Act, for example, Integrated Impact Assessments, Sustainable Development.
- Provision of Welsh language training to meet our Legal and Corporate objectives
- Develop Induction/ Onboarding
- Continued partnership with Gower College to identify and deliver external training support, particularly in Digital Skills.
- Climate Change and Nature Recovery - Net Zero Swansea
- Deliver the Digital Strategy mission to achieve Digital skills and confidence.

**Theme
4**
Workforce Wellbeing and Inclusion
Strand 8: Supporting Our Workforce

The pressures and demands of your job, (which has been amplified by the impact of the pandemic) has a significant impact on you and your wellbeing. We are committed to ensuring our workforce has the right structures, support and encouragement to maintain your mental and physical health in adaptive and flexible ways.

Objective:

To provide a clear roadmap for health and wellbeing that is accessible and fit for purpose.

So that we help maintain a happy and healthy workforce and a supportive and productive working environment, aligned to the Future Generations Act objectives around kindness and compassion.

Actions:

- Incorporate mental health awareness into leadership and management development so that they feel confident to address issues around mental health.
- Maintain and develop the Council's "Helping Hands" programme that champions mental health champions issues that;
 - Develops knowledge and confidence to signpost people with the most common mental health issues to the right support
 - Develops an understanding of how to help build a mentally healthy workplace, challenge stigma and support positive wellbeing
 - Takes a preventative approach to ensuring good mental health
- Review and re-launch of Dying to Work Charter
- Delivery of dedicated advice and support to focus on reducing sickness absence, particularly longer-term.
- Seek re-accreditation for SEQOHS ('Safe, Effective, Quality Occupational Health Service).
- To regain Gold Award status under the Healthy Working Wales; Corporate Health Standard and Small Workplace Health Awards).

Strand 9: Equality in the Workplace

We are building an environment that creates diversity and promotes equality, ensuring a diverse and inclusive workforce across the entire council that is more representative of societal diversity and the diversity of our service users. We will tackle racism and other forms of discrimination where it exists in the services and we will ensure the workforce is equipped and supported to do the same.

Objective

To maintain a culture where equality of opportunity exists for all to fulfil their potential and the need for equality, diversity and inclusion is incorporated into everyday activity.

So that we are an exemplar as a fair and equitable employer, including support for employer forums where appropriate and the workforce represents the population it serves

Actions

- Establishment of a Workforce Equalities Group to address workforce equalities issues such as;
 - Collection of Data on “Protected Characteristics
 - Delivery of Action Plan to address Gender and Race Pay gap Issues
 - Delivery of Equalities and Integrated Assessments Training
 - Adherence to the Welsh Government's Race Equality Action Plan and LGBT+ Action Plan as they relate to the Workforce.
- Achievement of Disability Confident Accreditation Leader Status
- Delivery of Equalities Training

Delivering the plan

The Workforce Plan will be delivered over 5 years with an annual delivery plan setting out key deliverables and milestones for the coming year.

The Year One Delivery Plan for 2022/23 is attached (**appendix 1**) which has clear deliverables and a foundation to build upon over the 5 years.

Year One has a particular focus on establishing key strategies in relation to skills, performance, resourcing and engagement which support our new ways of working.

A Corporate Workforce Group will monitor and manage the delivery of our workforce plan across all areas of the council.

Underpinning our Delivery Plan is a commitment to:

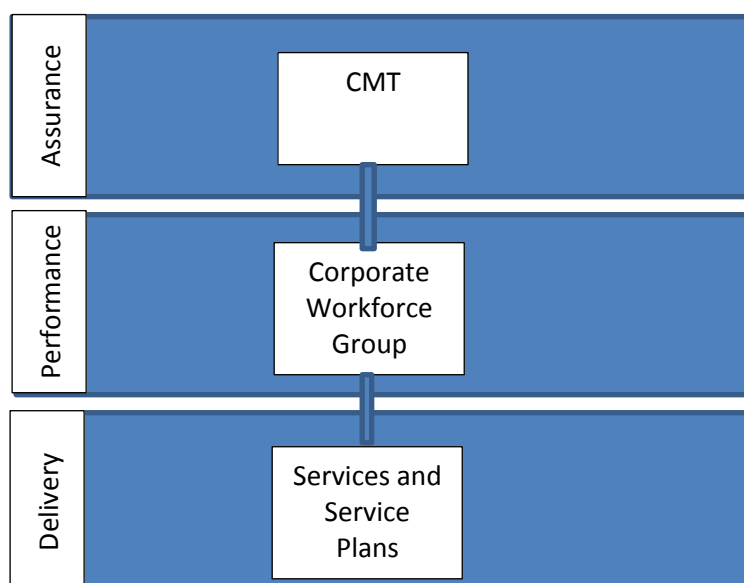
- 1 Focus on the outcomes in the Council Corporate Plan
- 2 Engage constructively with our employees and trade unions
- 3 Make informed and value for money decisions
- 4 Promote equality, diversity and inclusion

Corporate Workforce Group

Membership: Deputy Chief Executive
Head of HR and Service centre
HR / Service Centre Partner
Administrator/PA
Representative from each Directorate

Frequency of meetings: Quarterly

Reporting: 6 monthly report to CMT



Workforce Plan Responsibility

As the Workforce Plan belongs to the whole Council, to succeed it needs to be embedded throughout the organisation, so responsibility in practice is distributed.

By its very nature, much of the Workforce Plan will form part of the Human Resources and Service Centre Service Plan, however, the aims that have been highlighted that focus on internal communication and ICT will be delivered through the respective service area and will form part of their Service Plans. In addition, the work streams identified in the workforce plan should also feature and be embedded in all services plans across all the directorates to ensure the aims and objectives are tailored to any specific requirements within each service.

Updating the workforce plan

The workforce planning process is fundamental to the success of the Council in achieving its vision and priorities. It is important in anticipating future workforce needs and in shaping clear strategies to help meet those needs

Although this is a five-year plan it is important that it is refreshed on an annual basis and informed by revisions to the Corporate Plan, Medium Term Financial Plan, outcomes from the wider service planning process and information gained from individual performance development reviews.

In addition it is important that the plan is informed by good quality employment data, intelligence about trends in the local and national labour market and contextual social, legal, technological and demographic information

The table below sets out the annual process for workforce planning. The process will ensure a clear flow of intelligence, which informs workforce planning at the corporate and directorate level and which is connected with the wider resource and service planning process:

1	The consideration of workforce issues as part of the service planning process	October-December each year
2	The framing of local service based workforce plans	October-December each year
3	The review of strategic themes to inform the corporate workforce planning process	December each year
4	The updating of the workforce planning actions to capture the strategic themes and develop responding strategies	January - February each year
5	Updating HR and training strategies to deliver workforce planning objectives	March each year

How will we know if we have been Successful?

We will know if we are successful if our employees, trade unions, elected members and customers feedback positively.

We will regularly monitor key management information which we will develop and refine over the 4 year period of the Plan.

The outcomes we are looking to achieve are:

- Council Plan outcomes are successfully delivered.
- Customer feedback and satisfaction is improved.
- Employee morale is increased.
- Attendance levels are improved.
- Employees are more informed via effective two way communication.
- Higher number of career paths and apprenticeships are in place and planned through closer collaboration with schools, colleges and higher education providers.
- Employee performance is measured in a structured way.
- A clear understanding of workforce skills and training requirements is in place.
- Workforce training and e-learning completions are increased.
- The Gender Pay Gap is reduced.
- Workforce diversity is more representative of the communities being served and our understanding of cultural values is enhanced.
- The number of employees in our “hard to fill” roles is reduced through improved recruitment and retention programmes.
- The workforce age profile is more balanced.
- There is less use of an Externally Provided Workforce (EPWs), or spend on consultants, agency staff and interims.
- Links with peers and partners are strengthened with an increased number of collaborative services and joint workforce initiatives.

We recognise that our employees have different requirements and we need to improve our knowledge and understanding of the workforce to allow us to make more informed decisions around our themes.

As such, developing our ability to record and measure some of the key data above and utilise this information will be a successful measure in itself.



Strategic Workforce Metrics and Measures

To measure the impact of the workforce strategy and guide workforce planning the following Key Performance Indicators/Metrics will be used to monitor the progress:

Key Performance indicator / measure	What it will show	Why use it
Time taken to recruit	Time taken from submission of advert to offer of appointment	To maintain effectiveness of recruitment system; Impact on organisational capacity if recruitment delayed; help identify workflow blockages
Absence	Days lost per FTE	Manage overall levels, and identify potential costs.
Turnover (Voluntary)	Number of employees leaving (not including end of fixed term contract etc.)	To indicate satisfaction with Council as an employer and identify high turnover areas and manage retention rates
Apprentice securing role with Council	% of apprenticeships/Traineeships successfully completed	To indicate success of apprenticeship schemes in achieving workforce needs.
Staff Survey (Council as an employer)	% employees stating positively that Council is a good employer	Overall measure of employee satisfaction, engagement and manage retention
Gender Pay Gap	% gap in Mean and median earnings of male and female employees	To track success in addressing/reducing gender pay gap
Diversity and inclusion	Percentage of employees (and senior managers) by protected characteristics	To track and monitor effectiveness of diversity and equal opportunity Policies and success in reaching wider talent pools for jobs
External competitor pay check	Key roles where Council pay/benefits package varies from competitors	To manage recruitment and retention hotspots and challenges

Appendices

Appendix 1

1st Year (2022/23) Workforce Strategy Delivery Plan

Corporate Action Plan 2022/23							
Action point No.	Action	Success criteria & Outcomes	Milestones	Finish date	Officer responsible	Resource required from within council	Status and update
Leadership and Management							
Strand 1 Culture and Behaviours							
1.1	Review and refresh its existing Principles, Values and Behaviours	To ensure that it is robust enough and fit for purpose in meeting the future needs of the Council and the communities it serves by reflecting the Well-being of Future Generations (Wales) Act.	TBD on appointment of OD & Behaviours lead	March 2023 and ongoing	Head of HR	Engagement with Members, CMT, Leadership Team, Staff and Trade unions	Funding identified for recruitment of OD & Behaviours Lead
1.2	Further develop a Social Partnership Working framework with our Trade Unions on strategic and operational issues. ,	Establishment of a robust and best practice framework for negotiation, consultation and facilities provision.	Delivery of Social Partnership Working locally. Introduction of Social Partnership Agreement.	September 2022	Heads of Service Head of HR	Engagement with Members, CMT, Leadership Team, Staff and Trade unions	
1.3	Deliver a Strategy for communications and engagement across all areas and levels across the Council.	Delivery of revised Communications strategy	Strategy in process of being developed.	March 2022	Head of Communication s and Marketing	TBA	
Strand 2; Future Leadership							
2.1	Develop a framework of leadership behaviours that will underpin our core values and set out the expectations that employees at all levels can have of those in	Deliver appropriate development interventions for managers and leaders at all levels of the organisation, including; New Leader Programme"; focussed on current and identified potential Heads of Service	TBD pending availability of L&D resource	March 2023	Head of HR	Engagement with Gower College.	Discussions ongoing with L&D team.

	leadership and management roles.	New Manager Programme”; building on the current Management Development Programme and focussed on existing Managers linked to achievement of ILM Level 5.					
2.2	A Coaching and Mentoring strategy across the Council.	<p>Research coaching qualifications & providers for the qualification. Identify coaching solutions for Grades 12, Directors and Councillors.</p> <p>Create an over-arching strategy along with supporting policies & processes</p>	<p>A functional Coaching Network is created with coaching available across all Directorates within Swansea Council.</p> <p>Delegates completing the funded qualifications within a timely manner & supporting Swansea employees with between 2-3 coaching clients per annum</p> <p>A coaching culture being embedded and valued within the Swansea Council culture.</p>	Phase one training complete by October 2022, all qualifications complete by Jan 2023A pool of qualified, competent and motivated Coaches available for coaching throughout Swansea Council will be in place for the last financial quarter of 2022/23	Head of HR	Intranet updates (Liz Shellard’s Team) Chris Peters-Bond/Internal Comms for promotion Existing qualified coaches to be sourced for mentoring and observations	Secure funding of circa £10k for the program, CMT accept strategy 2021All strategy & policy documents have been approved and the initial application process is underway
2.3	Continuation of Leadership Hub (now “Let’s Talk”)	Success to be measured through attendee feedback.	Speakers to be identified for monthly events during 2022/23	Ongoing	Head of HR		Re-branded “Let’s talk” to reflect Focus Group feedback

2.4	Be an active contributor and participant member of “New Local”, networking and collaborating with this organisation and member authorities on key topics to source research and innovative insights to genuinely solve problems and find practical solutions.	<p>A recognised space for officers to step away from day-to-day activities and engage with peers from across the country.</p> <p>Opportunities, support and investment in our staff.</p> <p>Ambitious leaders from across the Council on the Next Generation Academy</p> <p>Officers share experience, expertise & learning on some of the most pressing issues the sector is facing with other Councils across the UK.</p>	join the list of forward-thinking, ready-to-learn councils and organisations across the UK = April 2022	TBC March 2024	(Interim) Marlyn Dickson	Internal Engagement/ Participation Role	Implementation plan in Development, with MD&AC.
Strand 3; Future Shape of the Organisation							
3.1	To establish optimal structures that meet the future needs of the above priorities.	Opportunities are identified and delivered to optimise structures and reporting lines. So that tangible efficiencies are achieved and silo working reduced in the areas identified from 3.2 to 3.10.	TBC. To commence following appointment of an OD & Behaviours Lead. Milestones to be determined in respect of 3.2 to 3.10	TBC; ongoing for length of strategy.	Head of HR	Led by OD & Behaviours Lead to be appointed following Head of HR appointment. Engagement with CMT and Heads of Service	Funding received for recruitment of OD & Behaviours Lead following appointment of Head of HR
3.2	Our regionalisation agenda	Advocate and explore opportunities which have been or will be identified and delivered. Optimising structures and reporting lines and ensuring our employees are trained in best practice to maximise partnership working opportunities.	Implementation of CJC’s, City Deal, Western gateway, Swansea bay tidal Lagoon, Partneriaeth Regional Education consortium	The skills and knowledge will need to be developed as each project and scheme is being developed and	Director of Resources	Training, good practice examples	

				throughout the project and should link into the development plans of each project and scheme			
3.3	Learning and development	Opportunities are maximised to improve and achieve efficiencies in the delivery of learning and development provision across the Council.	TBD on appointment of Head of HR	March 2023	Head of HR	L&D Leads across Council	
3.4	“Implementing the optimum model for adult services, and a child and family services improvement programme including a safe 'Looked After Children' reduction strategy.	<p>More adults and carers supported through preventative, community and place based approaches.</p> <p>More adults supported to stay safe and well at home without recourse to more institutionalised forms of care.</p> <p>Greater proportion of adults with care and support needs and their carers supported directly through local authority or third sector provision</p> <p>More children and families supported via early support services and approaches</p> <p>Fewer children requiring recourse to statutory children services support</p> <p>More children supported to remain living safely within their own families and communities</p>	See adults and children services recovery/transformation plans. This also includes the implementation of integrated early help, early years and family support arrangements as well as a cross cutting commissioning review in Social Services.	Strategies will be refreshed on an annual basis	Director of Social Services	<p>Service redesign to implement the optimal model for adult services will have to be reviewed in light of the impact of covid and Welsh Government's policy intent to rebalance the social care market.</p> <p>Children services Safe LAC reduction strategy is well embedded but service redesign/transformation/renewal will continue to reflect new and emerging challenges including the impact of covid</p>	

		For those children who do need to be looked after a greater proportion will be supported by Foster Wales Swansea or through our in house residential care services					
3.5	Review of future additional learning needs provisions	a) Delivery of specialist teaching facilities (STFs) review. b) Central provision of ALN reviewed following 2020 re-structure. c) Consideration of additional further specialist places in schools d) Head of vulnerable learner service re-introduced.	a) Implementation of changes to STFs in Swansea b) Fit for future ALN central staff c) Possible single special school in Swansea d) Post holder in place and managers configured for service area	TBC. Consultation would commence September 2022 (STFs) Review of ALN central structure completed December 2021. Special school considerations by 2027 Head of service and management in place by September 2022	Director of Education	Fit for purpose central workforce to meet increased demand and expectations in light of ALN reform.	Review of future additional learning needs provisions
3.6	Support of the long term sustainable waste management strategy.	Delivery of new strategy being developed for 22/25 which might impact on future resourcing	Cabinet due to approve new waste strategy by March 2022	March 2022	Director of Place	None at this stage	Report principles approved. Awaiting cabinet decision
3.7	Support of the community development strategy.	New resources approved via Budget/ERF during 21/22	ERF bid approved for 21/22 and 22/23	March 2023	Head of Cultural Services	New resources approved via	ERF bid approved for 21/22 and 22/23

						Budget/ERF during 21/22	
3.8	Support of future sustainable transport provision through our Integrated Transport Unit, as well as local and regional solutions.	Deliver ITU structure and respond to emerging local regional and national strategies	ITU established. New National transport strategy due late 2022. New regional transport Plan required mid-2023.	Mid 2023	Director of Place	None at this stage	Set up of ITU complete.
3.9	To pro-actively identify opportunities for synchronicities and efficiencies in organisational design, both budgetary and operationally, across Directorates and Service areas.	Opportunities are maximised to improve and achieve efficiencies in the delivery services across the Council.	TBD on appointment of Head of HR	March 2023	Head of HR	Directors Heads of Service	Funding received for recruitment of OD & Behaviours Lead following appointment of Head of HR
3.10	Pro-active consideration of the structural and workforce requirements in the “commissioning of people oriented services”, as identified in the Recovery Plan	People commissioning hub established utilising hub and spoke model of small central infrastructure drawing upon specialists embedded within children services, adults services, education, housing and procurement	Hub established April 2020 Education structure implemented September 2021 Review of effectiveness of central infrastructure June 2022	October 2022	Director of Social Services	Children services, Adult services, Education, Housing and Procurement	Hub has been operating throughout the period of the covid pandemic. Review of staffing infrastructure has been postponed during this period of emergency but will now be undertaken

**A Workforce Fit for the Future
Strand 4 – Future Workforce**

4.1	Deliver strategic resource planning to inform workforce strategy.	TBD by HoS to include; Delivery of skills audit. Workforce plans in place for each service area. Identification of critical posts. Succession plans in place to spot talent and develop staff for future leadership roles. Plans in place to address age profile issues.	TBD with HoS Refreshment of training on Workforce planning techniques	Ongoing	Directors Heads of Service	HR&OD	Work ongoing
4.2	Develop a flexible Workforce (in conjunction with Property Services) through HR&OD Policy development, guidance and training.	Flexitime policy to be delivered. New Ways of Working integral to the development of property portfolio.	Flexitime policy in place by March 23. Analysis of workforce behaviours post-pandemic. Longer-term implementation of City Centre hub.	Flexitime policy in place by March 2023	Head of HR	Property Services	Agile policy in place
4.3	Develop and adopt agile (“lean”) working practices and processes.	Identify opportunities for “Red-tape busting”, improved systems and process in identified areas.	TBD on and prior to appointment of QS Lead.	March 2023	Directors HoS	Quality Systems Lead HR&OD	Funding received for recruitment of Quality Systems Lead
4.4	Optimal management of Agency Workers	Adherence to Agency Worker policy.	Ongoing	Ongoing	Directors HoS	Procurement HR&OD Agency providers	Audit in last quarter 2022
Strand 5 – Recognising Performance							
5.1	Review of pay and grading across the Council and for senior roles as identified through	To optimise pay and grading arrangements. Review and deliver “future proof” Chief Officer scheme.	TBD on appointment of Pay & Grading Officer	March 2023	Head of HR	Pay and Grading Officer Directors	Funding received for recruitment of

	the senior management review	Review potential for new Officer JE scheme.					Pay & Grading Officer.
5.3	Delivery of a revised, “fit for purpose” Performance Management approach, to reflect the future needs of the Council,	Delivery of “Performance and Goals performance management system through Oracle Fusion Delivery of revised Performance Management Policy Corporate and Directorate Objectives Reviewed and Agreed	Oracle Fusion implemented October 2022 Rollout to Council by March 2023	March 2023	Head of HR	Oracle fusion team HR&OD CMT Leadership Team Trade Unions	Engagement with Oracle Fusion team ongoing
5.4	Delivery of Action Plan to address Gender, Disability and Race Pay Gap Issues.	Delivery on Actions identified through Plan Develop readiness for Disability and Race Pay Gap issues	Establishment of Workforce Equalities Group Appointment of Pay and Grading Officer	March 2023	Head of HR	Workforce Equalities Group Pay and Grading Officer	Funding received for recruitment of Pay & Grading Officer
5.5	Consider re-introduction of “career grades” as part of Pay policy/ strategy	Identified through Staff Focus Group Process to address recruitment and retention issues	Appointment of Pay and Grading Officer	March 2023	Head of HR	Pay and Grading Officer	Funding received for recruitment of Pay & Grading Officer
Being an Employer of Choice							
Strand 6 – Recruitment and Retention							
6.1	Review and Update of Recruitment and Selection Policy; so that it meets with employment legislation, best practice and Council need (particularly with regard to Equalities).	Where necessary, taking positive action through R&S activity to make sure our staff profiles reflect our inclusive and diverse communities. Addressing future skills and resource gaps; through delivery of effective programmes to attract and retain talent in key resource and skill shortage areas, identified through workforce planning activities	Appointment of Recruitment Specialist	March 2023	Head of HR	Recruitment Specialist Service Centre Hiring Managers Workforce Equalities Group	Funding received for recruitment of Recruitment Specialist
6.2	Review of Application Process; so that it is compliant with legislation and is seen to be supportive to applicants.	That we meet established KPIs in relation to recruitment practices.	Appointment of Quality Systems Lead	March 2023	Head of HR	Quality Systems Lead Service Centre IT Recruitment Specialist	Funding received for recruitment of Pay & Grading Officer

6.3	Development of our Recruitment Attraction Approach;	So that our websites are enhanced to best promote our employer brand, stressing the benefits of working with us. Ensuring that recruitment advertising is effective, focussed, good value for money, uses language and imagery that maximises potential interest from a diverse range of candidates, and is legally compliant	Appointment of Recruitment Specialist	March 2023	Head of HR	Recruitment Specialist Service Centre Hiring Managers	Funding received for recruitment of Recruitment Specialist
6.4	Upskilling of recruiting Managers	So that, for example they are appropriately trained, in unconscious bias training, and that all employees who are involved in recruitment panels follow correct processes in conducting recruitment interviews.	Appointment of Recruitment Specialist	March 2023	Head of HR	Recruitment Specialist Service Centre Hiring Managers Workforce Equalities Group Corporate L&D Team	Funding received for recruitment of Recruitment Specialist and Corporate L&D Officers
6.5	National Education staff recruitment campaign	Participation in the Educators Wales recruitment Portal.	Appointment of Recruitment Specialist	September 2022	Head of HR	Recruitment Specialist Service Centre Hiring Managers	Funding received for recruitment of Recruitment Specialist and Corporate L&D Officers
Strand 7 – Workforce Development							
7.1	Development of Corporate Development Needs Analyses (DNA)	So that we have a clear understanding of our corporate needs, informed by our workforce planning activities.	Draft DNA's in place for each Directorate by 30 September 2023	March 2023	Head of HR	Directors Heads of Service Council L&D teams	Funding received for recruitment of Corporate L&D Officers
7.2	Delivery of effective elearning solutions in Oracle Fusion,	The ability to provide regular and timely reports on training provision. Easily accessible access to training	Oracle Fusion implementation	March 2023	Oracle Fusion	Council L&D teams	Funding received for recruitment of Corporate L&D Officers
7.3	Delivery of Career Development	So that there is a clear direction of travel on the provision of	TBD	March 2023	Head of HR/ to be determined	Heads of Service	Resurrection and review of

	Programmes, particularly for apprenticeships and graduate level entrants offering work experience, trainee programmes,	Programmes to meet the needs of Directorates and Service areas. There is a proactive offer of opportunities for care experienced young people to reflect the Council's role as a corporate parent				Corporate L&D Team	previous proposals for development programmes. Develop an offer for care experienced young people drawing in best practice from other LAs
7.4	Delivery of training related to the requirements of the Well-being of Future Generations (WFG) Act, for example, Integrated Impact Assessments, Sustainable Development	The workforce has a clear understanding of the WFG Act, and their roles and responsibilities. The workforce has opportunities to support in its implementation and improve well-being via better decision making	<ul style="list-style-type: none"> • Updated Sustainable Development (WFG) Policy • IIA Training • WFG Training 	March 2023	Future Generations Act lead	Corporate L&D Team	<ul style="list-style-type: none"> • Draft online WFG training developed with sustainable development focus • Draft IIA Training in progress • Redrafting based on policy update required once confirmed
7.5	Provision of Welsh language training to meet our Legal and Corporate objectives	Delivery of Welsh Language Skills Framework; delivery of key strands; including training for front line staff and e-learning	Delivery of each of the key strands detailed in the Framework.	March 2023	Head of HR	Corporate L&D Team Welsh Language Skills Training Group	Framework paper to be presented to CMT in February. Funding provided for Welsh Language Skills training
7.6	Develop Induction/ On boarding	So that we have a consistent on boarding and induction process in place that supports new employees	TBD on appointment of Corporate L&D officer	September 2023	Head of HR	Corporate L&D	Funding for Corporate L&D Officers received.

		in understanding their role and place in the organisation					
7.7	Continued partnership with Gower College to identify and deliver external training support, particularly in Digital Skills.	So that we make best use of Gower College provision to deliver learning and development opportunities. Optimal use of Apprenticeship levy funding	Monthly Review of delivery and support packages across Directorates and Services.	Ongoing	Head of HR	Corporate L&D Team Heads of Service	
7.8	Climate Change and Nature Recovery - Net Zero Swansea	Work with training officers to update mandatory training to include relevant links to Net Zero 2030/50 and Climate Change Work with training officers to develop non mandatory training for staff and members on Net Zero Raise Awareness through the intranet and Council website using the Net Zero and Climate Change pages and a toolkit format for staff, residents and businesses Work with recruitment to ensure Net Zero Swansea and climate change is included in recruitment packs	Training for Cllrs and staff on Net Zero Swansea Formatted website pages with links to relevant policies	March 2023	Project Manager – Strategic Climate Change	Corporate L&D Website development staff to work with Project Manager to develop the pages and develop training	
7.9	Deliver the Digital Strategy mission to achieve Digital skills and confidence	To be determined during course of 2022/23	To be determined	March 2025	Head of Digital and Customer Services	Support required from Corporate L&D Team, Gower College to develop a corporate wide approach	
7.10	Schools Leadership Development	Growing leaders in Swansea schools so that we; Support development of leaders and practitioners in schools Have a new and acting headteacher induction programme in Swansea Participate in the Regional partnership leadership development programme	To be determined	To be determined	Director of Education	To be determined	

Workforce Wellbeing and Inclusion							
Strand 8- Supporting Our Workforce							
8.1	Incorporate mental health awareness into leadership and management development	So that Leaders and Managers feel confident to address issues around mental health.	Yearly Training Delivery Plans 2022-25 with course frequency incrementally increased to 12 courses per year	31st March 2025	Corporate Health and Wellbeing Manager	Ongoing budget provision to maintain delivery	Training package in-place with additional e-learning packages
8.2	Maintain and develop the Council's "Helping Hands" programme that champions mental health.	So that there is; knowledge and confidence to signpost people with the most common mental health issues to the right support.	Return HH face to face group activity Raise awareness through promotion through newsletters and Staffnet Advertise and recruit volunteers across Authority HH promotion at all Health Fairs	March 2025	Corporate Health and Wellbeing Manager	Support from Comms Team in raising visibility through Staffnet and Staff Newsletters	Helping Hands training package complete, with promotional/recruitment resources
8.3	Review and re-launch of Dying to Work Charter	So that this Charter is brought up to date with best practice.	Consultation and Agreement with TU's. Engagement with JCC and CMT	June 2022	Head of HR	Trade Unions	Work ongoing on this activity
8.4	Delivery of dedicated advice and support to focus on reducing sickness absence, particularly longer-term.	Delivery of dedicated advice and support to focus on reducing sickness absence, particularly longer-term. Review of Management of Attendance Policy	Milestones and success criteria to be determined in respect of each Service area	Ongoing	Heads of Service Head of HR	Trade Unions	Sickness Absence Officers appointed
8.5	Seek re-accreditation for SEQOHS ('Safe, Effective, Quality	Demonstration of recognised set of standards for occupational health	Action plan 2022-23 developed	March 2025	Corporate Health and	Budget & Resource Commitment by Authority	Processes in-place, action plan will

	Occupational Health Service).	services to achieve SEQOHS accreditation. Raises confidence in the organisation, showing visible commitment to employees in their health being a priority and the quality of medical services provided	Action Plan delivered Online audit approved by CX submitted Onsite inspection and interview with CX complete SEQOHS accreditation achieved		Wellbeing Manager	Support of the Chief Executive, to read and approve submission and interview with SEQOHS assessment Team NB: If staffing resources and £3k project budget not in place this objective is unattainable	commence development April 2022 for submission before audit and inspection by SEQOHS assessors
	To regain Gold Award status under the Healthy Working Wales; Corporate Health Standard and Small Workplace Health Awards).	To improve confidence and staff wellbeing, and improve the offer of employment to increase recruitment as a flexible staff focused organisation committed to staff wellbeing	SEQOHS attained Action plan developed and implemented Evidence folders developed Delivery of health fairs and health promotion Themed staff wellbeing survey implemented Mock assessment with HWW assessors undertaken with report and action plan received with assessment of	March 2025	Corporate Health and Wellbeing Manager	Support from Directorate representatives and TU's as part of the Wellbeing Working Group Support from Comms team to promote activity through Staffnet & newsletters NB: If staffing resources not in place this objective is unattainable	

			level (Bronze, Silver or Gold)				
			3 Day onsite assessment with staff interviews at multiple sites, interviews with Wellbeing Working Group and CX.				
			Receipt of HWW assessors report with organisational accredited status				
Strand 9– Equality in the Workplace							
9.1	Establishment of a Workforce Equalities Group to address workforce equalities issues such as;	Collection of Data on “Protected Characteristics	TBD	March 2023	Head of HR	Service Centre Trade Unions	
9.2		Adherence to the Welsh Government's Race Equality Action Plan and LGBT+ Action Plan as they relate to the Workforce	TBD	March 2023	Head of HR	Access to Services	
9.3		Pro-active contribution to the development of recruitment and selection processes to reflect the communities we serve	TBD	March 2023	Head of HR	Service Centre Recruitment Specialist	Funding for recruitment of Recruitment Specialist obtained.
9.4	Achievement of Disability Confident Accreditation Leader Status	So that we are accredited as a Disability Confident Leader; acting as a champion within our local and business communities.	External Validation of self-assessment referring to the “Voluntary Reporting Framework”	March 2023	Head of HR	Recruitment Specialist Service Centre Workforce Equalities Group	Disability Confident Employer Status already achieved. External support being provided by Remploy.

<p>9.5</p>	<p>Delivery of Equalities Training</p>	<p>So that we have e-learning and face face training provisions the meets best practice and legislative requirements.</p>	<p>Training in place by June 2023</p>	<p>June 2023</p>	<p>Head of HR</p>	<p>Corporate L&D team Workforce Equalities Group</p>	<p>E-learning for staff in place. E-learning for Managers and face to face training being developed.</p>
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