



“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

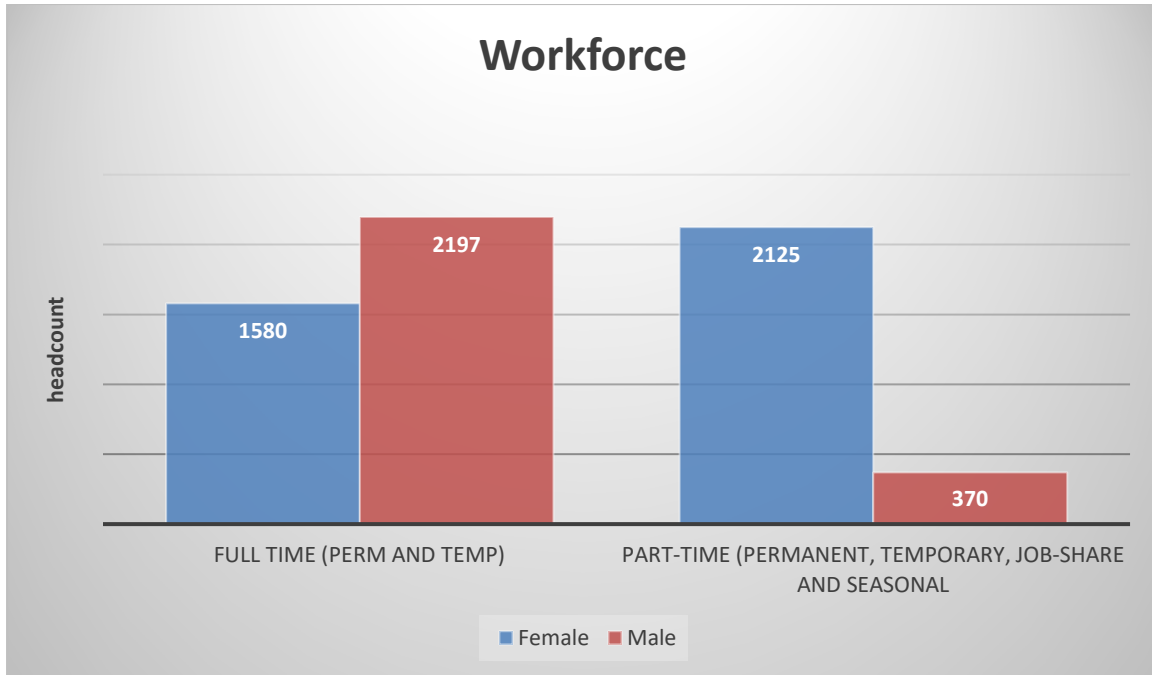
|                           | 31/12/2018    |                | 31/12/2019    |                | 31/12/2020    |                | 31/12/2021    |                 |
|---------------------------|---------------|----------------|---------------|----------------|---------------|----------------|---------------|-----------------|
| 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         |
| <b>TOTAL</b>              | <b>11,070</b> | <b>8,924.2</b> | <b>11,020</b> | <b>8,858.2</b> | <b>11,038</b> | <b>8,960.4</b> | <b>11,475</b> | <b>9,365.52</b> |

### 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%           |
| <b>Total</b>   | <b>3705</b> | <b>59.07%</b>     | <b>2567</b> | <b>40.93%</b>   |

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

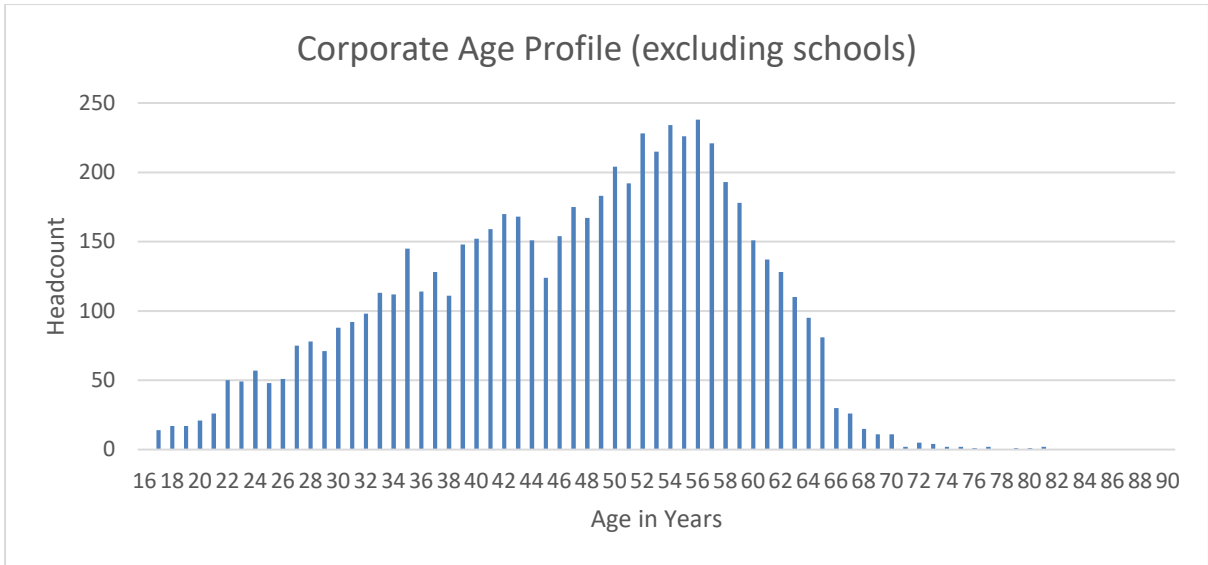


### 3. Age Profile of the Workforce

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%      |

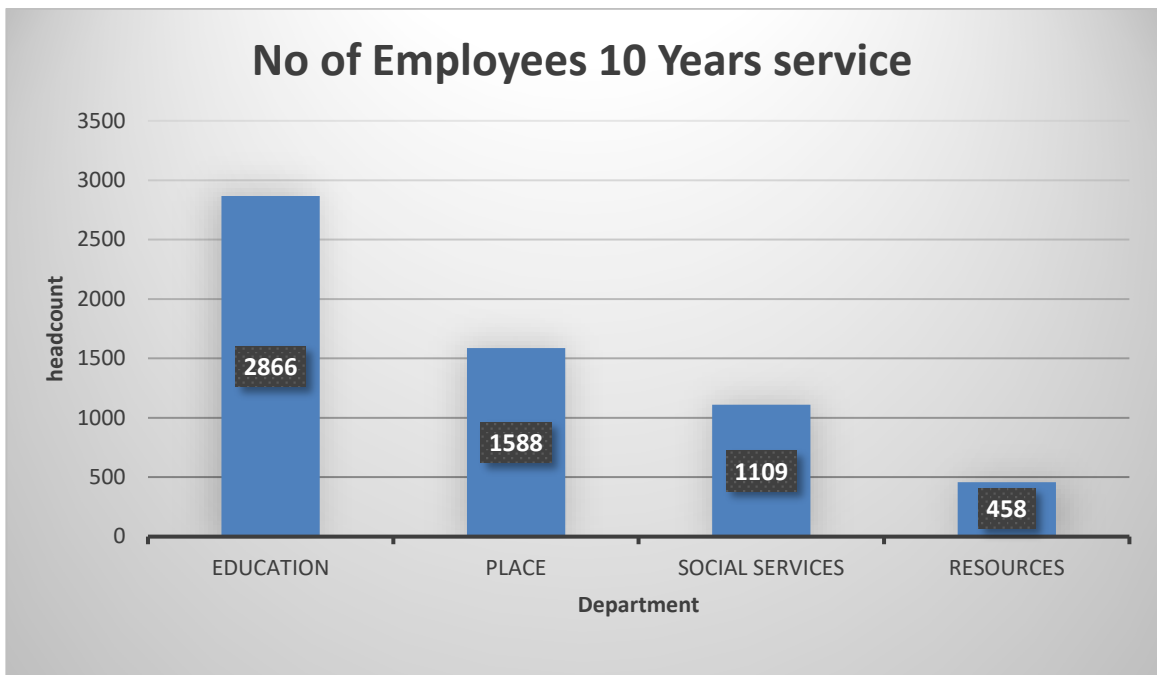
The youngest employees are 16 years of age and the eldest is 81.



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%)       |
| <b>TOTAL</b>          | <b>6031(53%)</b> |

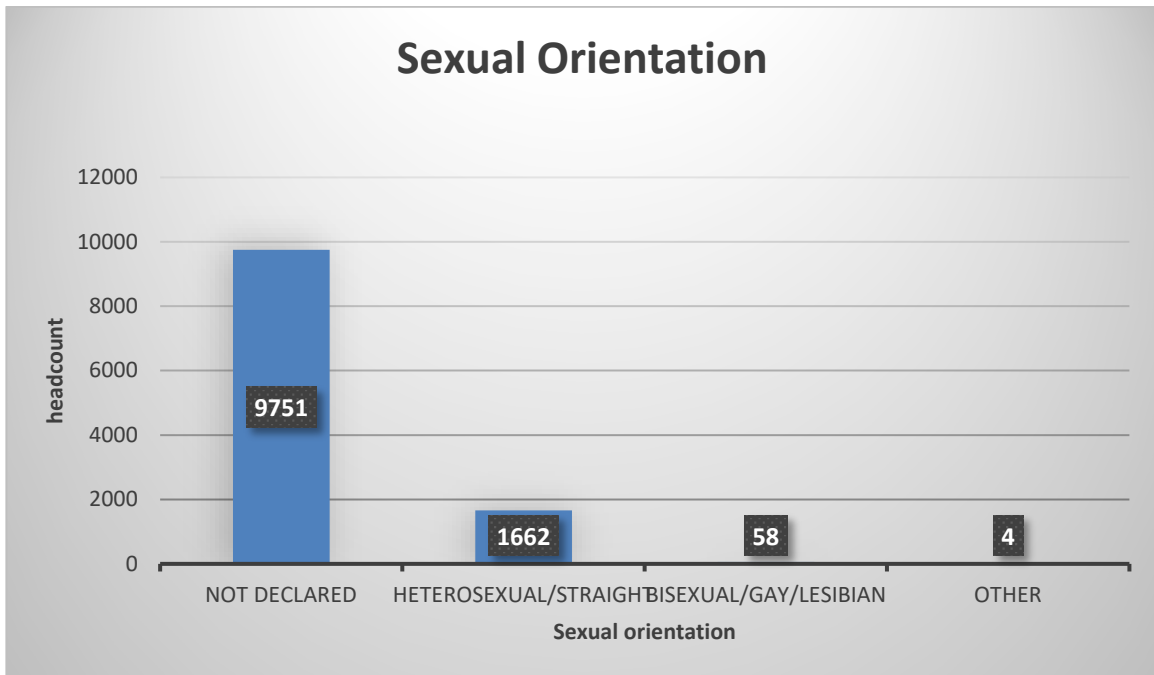




6. The number of employees that have identified themselves as having protected characteristics are as follows;

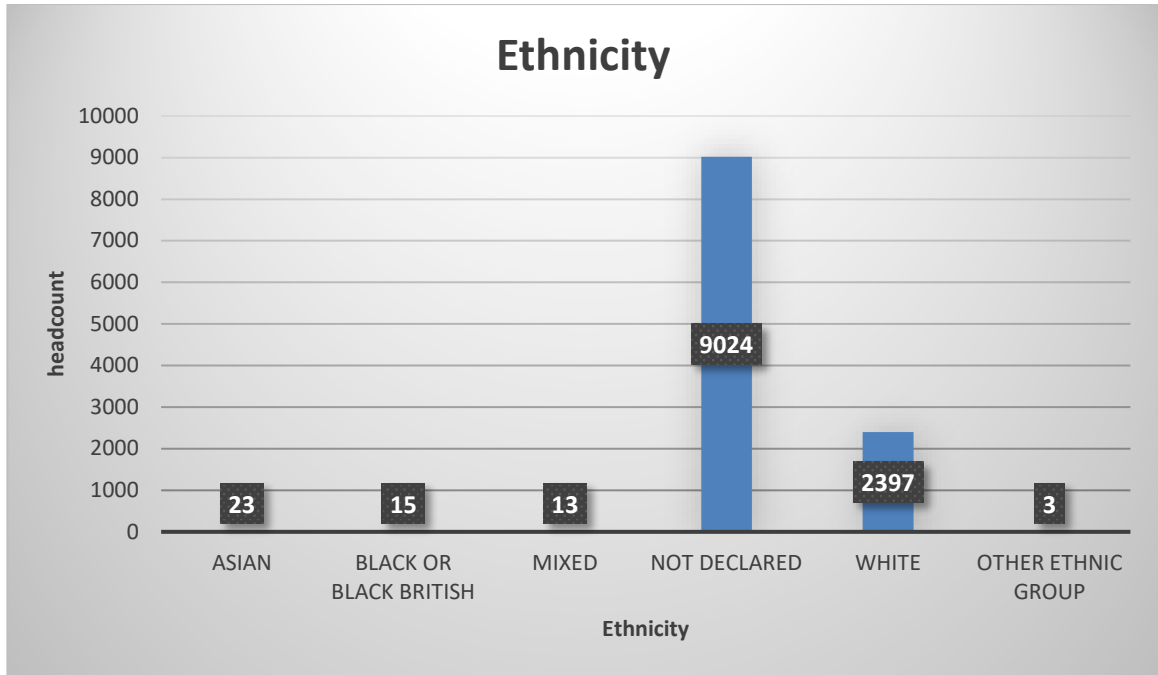
**Sexual Orientation**

|                                |              |
|--------------------------------|--------------|
| <b>Not Declared</b>            | <b>9,751</b> |
| <b>Heterosexual/ Straight.</b> | <b>1,662</b> |
| <b>Bisexual/ Gay/ Lesbian</b>  | <b>58</b>    |
| <b>Other</b>                   | <b>4</b>     |



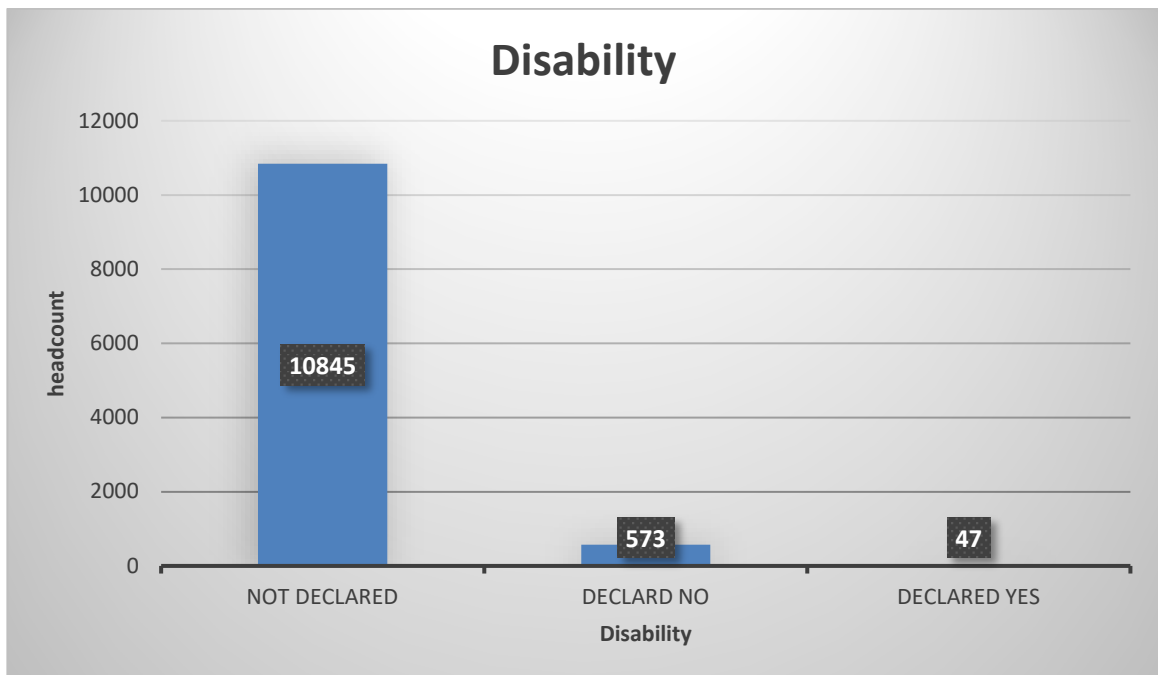
**Ethnicity**

|                               |              |
|-------------------------------|--------------|
| <b>Not Declared</b>           | <b>9,024</b> |
| <b>Asian</b>                  | <b>23</b>    |
| <b>Black or Black British</b> | <b>15</b>    |
| <b>Mixed</b>                  | <b>13</b>    |
| <b>Other ethnic group</b>     | <b>3</b>     |
| <b>White</b>                  | <b>2,397</b> |



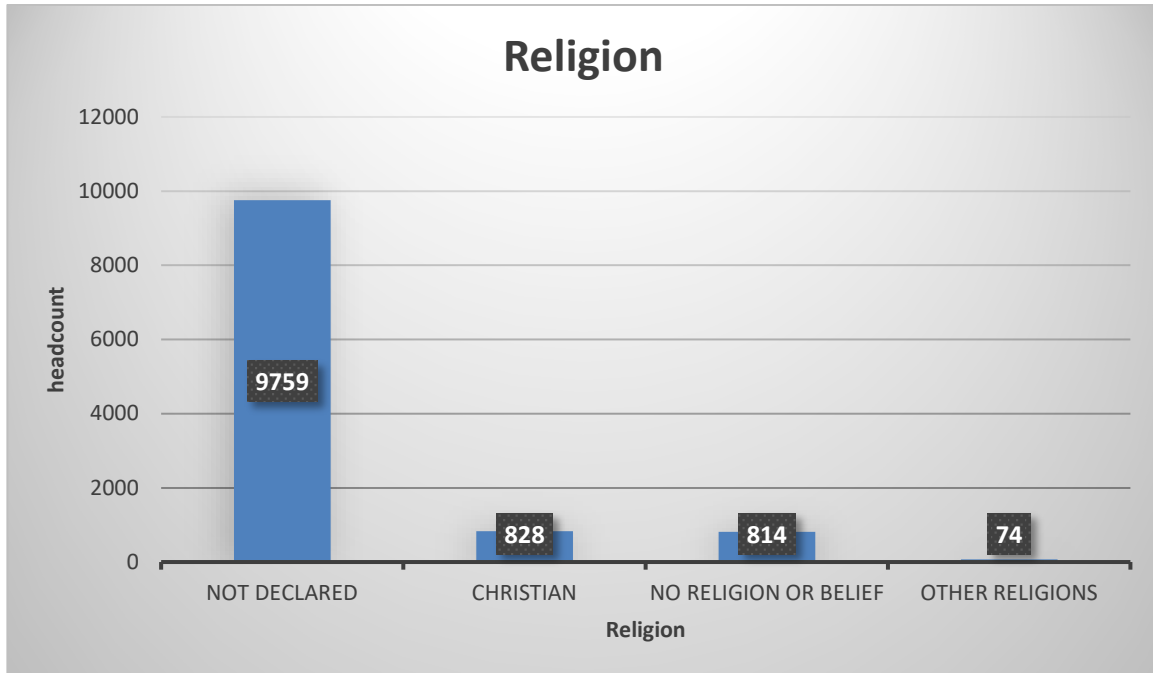
### Disability

|                     |               |
|---------------------|---------------|
| <b>Not Declared</b> | <b>10,845</b> |
| <b>Declared No</b>  | <b>573</b>    |
| <b>Declared Yes</b> | <b>47</b>     |



## Religion

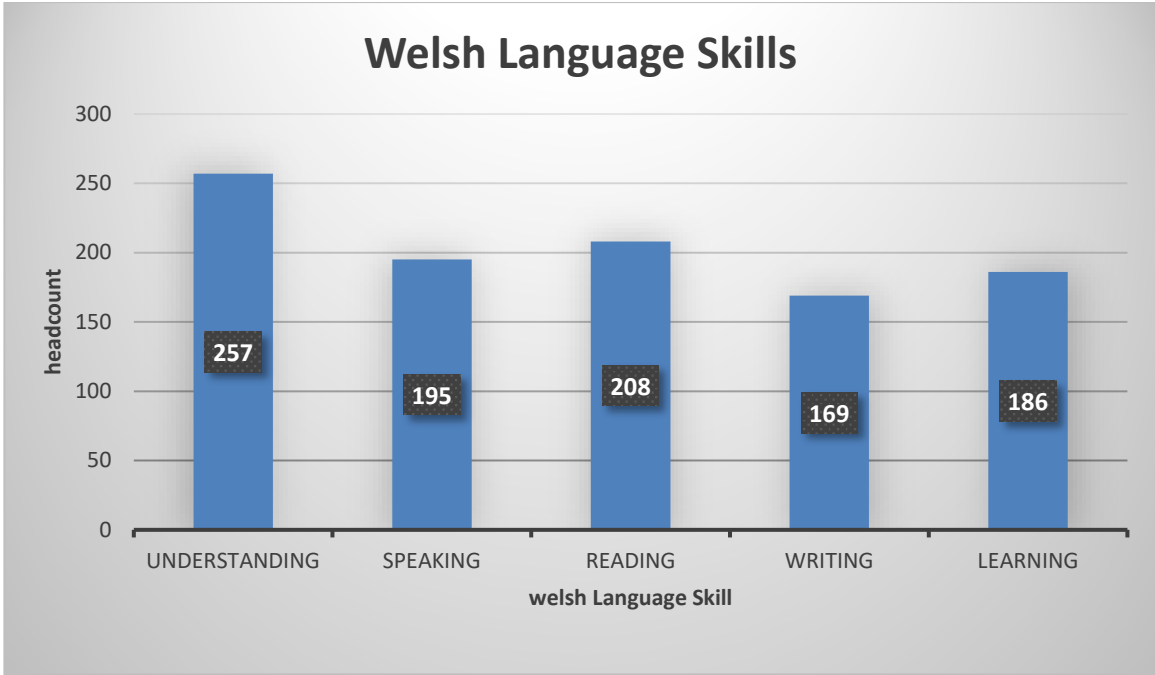
|                              |             |
|------------------------------|-------------|
| <b>Not Declared</b>          | <b>9759</b> |
| <b>Christian</b>             | <b>828</b>  |
| <b>No Religion or Belief</b> | <b>814</b>  |
| <b>Other Religions</b>       | <b>74</b>   |



## 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;

| <b>Ability</b> | <b>Numbers</b> |
|----------------|----------------|
| 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**



**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

## **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.

## **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.

## **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:

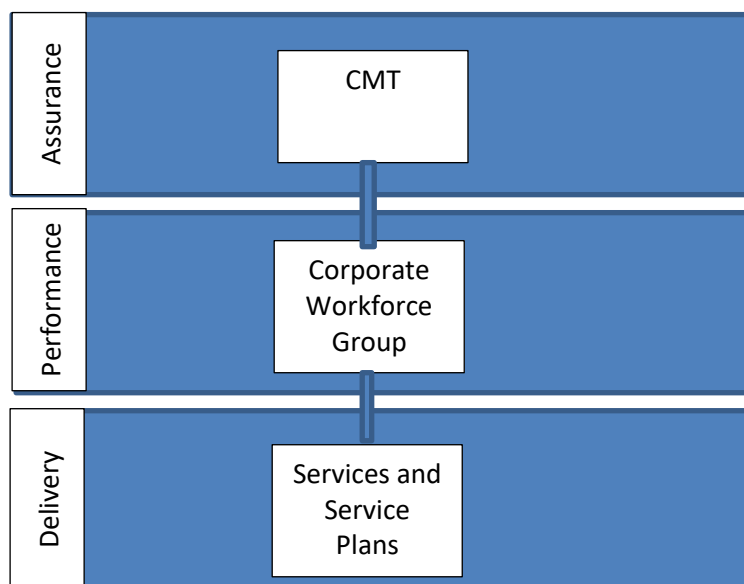
- 1 Focus on the outcomes in the Council Corporate Plan
- 2 Engage constructively with our employees and trade unions
- 3 Make informed and value for money decisions
- 4 Promote equality, diversity and inclusion

### 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:

|          |  |                              |
|----------|--|------------------------------|
| <b>1</b> | The consideration of workforce issues as part of the service planning process                                    | October-December each year   |
| <b>2</b> | The framing of local service based workforce plans   | October-December each year   |
| <b>3</b> | The review of strategic themes to inform the corporate workforce planning process                                | December each year           |
| <b>4</b> | The updating of the workforce planning actions to capture the strategic themes and develop responding strategies | January - February each year |
| <b>5</b> | 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  |
|--|---|---|
| <b>Time taken to recruit</b>                 | 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 |
| <b>Absence</b>                               | Days lost per FTE   | Manage overall levels, and identify potential costs.  |
| <b>Turnover (Voluntary)</b>                  | 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                            |
| <b>Apprentice securing role with Council</b> | % of apprenticeships/Traineeships successfully completed                    | To indicate success of apprenticeship schemes in achieving workforce needs.   |
| <b>Staff Survey (Council as an employer)</b> | % employees stating positively that Council is a good employer              | Overall measure of employee satisfaction, engagement and manage retention   |
| <b>Gender Pay Gap</b>                        | % gap in Mean and median earnings of male and female employees              | To track success in addressing/reducing gender pay gap  |
| <b>Diversity and inclusion</b>               | 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          |
| <b>External competitor pay check</b>         | Key roles where Council pay/benefits package varies from competitors        | To manage recruitment and retention hotspots and challenges   |

# Appendices

## 1<sup>st</sup> Year (2022/23) Workforce Strategy Delivery Plan

| <b>Corporate Action Plan 2022/23</b>   |  |   |   |                        |                                      |   |  |
|--|--|---|---|------------------------|--------------------------------------|---|--|
| Action point No.                       | Action   | Success criteria & Outcomes   | Milestones  | Finish date            | Officer responsible                  | Resource required from within council                                 | Status and update  |
| <b>Leadership and Management</b>       |  |   |   |                        |                                      |   |  |
| <b>Strand 1 Culture and Behaviours</b> |  |   |   |                        |                                      |   |  |
| <b>1.1</b>                             | 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 |
| <b>1.2</b>                             | 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<br><br>Head of HR   | Engagement with Members, CMT, Leadership Team, Staff and Trade unions |  |
| <b>1.3</b>                             | 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 Communications and Marketing | TBA   |  |
| <b>Strand 2; Future Leadership</b>     |  |   |   |                        |                                      |   |  |
| <b>2.1</b>                             | 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.   |   |   |            |   |  |
| <b>2.2</b> | A Coaching and Mentoring strategy across the Council. | <p>Research coaching qualifications &amp; providers for the qualification. Identify coaching solutions for Grades 12, Directors and Councillors.</p> <p>Create an over-arching strategy along with supporting policies &amp; 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 &amp; 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)<br>Chris Peters-Bond/Internal Comms for promotion<br>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 |
| <b>2.3</b> | 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 &amp; 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.  |
| <b>Strand 3; Future Shape of the Organisation</b> |   |   |   |  |                          |  |  |
| 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 |                             |   |  |
| <b>3.3</b> | 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  |  |
| <b>3.4</b> | “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   |  |  |                           |   |   |
| <b>3.5</b> | Review of future additional learning needs provisions           | a) Delivery of specialist teaching facilities (STFs) review.<br>b) Central provision of ALN reviewed following 2020 re-structure.<br>c) Consideration of additional further specialist places in schools<br>d) Head of vulnerable learner service re-introduced. | a) Implementation of changes to STFs in Swansea<br>b) Fit for future ALN central staff<br>c) Possible single special school in Swansea<br>d) Post holder in place and managers configured for service area | TBC. Consultation would commence September 2022 (STFs)<br>Review of ALN central structure completed December 2021.<br>Special school considerations by 2027<br>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 |
| <b>3.6</b> | 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 |
| <b>3.7</b> | 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   |   |
| <b>3.8</b>  | 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.   |
| <b>3.9</b>  | 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  |
| <b>3.10</b> | 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<br><br>Education structure implemented September 2021<br><br>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**

|   |   |  |   |   |                            |                                    |  |
|---|---|--|---|---|----------------------------|------------------------------------|--|
| <b>4.1</b>                                | 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<br>Refreshment of training on Workforce planning techniques  | Ongoing                                 | Directors Heads of Service | HR&OD                              | Work ongoing   |
| <b>4.2</b>                                | 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                                    |
| <b>4.3</b>                                | 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 |
| <b>4.4</b>                                | Optimal management of Agency Workers  | Adherence to Agency Worker policy.   | Ongoing   | Ongoing                                 | Directors HoS              | Procurement HR&OD Agency providers | Audit in last quarter 2022                               |
| <b>Strand 5 – Recognising Performance</b> |   |  |   |   |                            |                                    |  |
| <b>5.1</b>                                | 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.                                    |
| <b>5.3</b> | 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<br>Delivery of revised Performance Management Policy<br>Corporate and Directorate Objectives Reviewed and Agreed | Oracle Fusion implemented October 2022<br>Rollout to Council by March 2023            | March 2023 | Head of HR | Oracle fusion team HR&OD<br><br>CMT<br>Leadership Team<br>Trade Unions | Engagement with Oracle Fusion team ongoing                |
| <b>5.4</b> | Delivery of Action Plan to address Gender, Disability and Race Pay Gap Issues.  | Delivery on Actions identified through Plan<br>Develop readiness for Disability and Race Pay Gap issues   | Establishment of Workforce Equalities Group<br>Appointment of Pay and Grading Officer | March 2023 | Head of HR | Workforce Equalities Group<br>Pay and Grading Officer                  | Funding received for recruitment of Pay & Grading Officer |
| <b>5.5</b> | 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

|            |   |  |                                       |            |            |   |  |
|------------|---|--|---------------------------------------|------------|------------|---|--|
| <b>6.1</b> | 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<br>Service Centre<br>Hiring Managers<br>Workforce Equalities Group | Funding received for recruitment of Recruitment Specialist |
| <b>6.2</b> | 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<br>Service Centre<br>IT<br>Recruitment Specialist                    | Funding received for recruitment of Pay & Grading Officer  |

|   |   |   |  |                |                              |   |   |
|---|---|---|--|----------------|------------------------------|---|---|
| <b>6.3</b>                              | 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<br>Service Centre<br>Hiring Managers   | Funding received for recruitment of Recruitment Specialist                            |
| <b>6.4</b>                              | 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<br>Service Centre<br>Hiring Managers<br>Workforce<br>Equalities Group<br>Corporate L&D<br>Team | Funding received for recruitment of Recruitment Specialist and Corporate L&D Officers |
| <b>6.5</b>                              | National Education staff recruitment campaign               | Participation in the Educators Wales recruitment Portal.  | Appointment of Recruitment Specialist                          | September 2022 | Head of HR                   | Recruitment Specialist<br>Service Centre<br>Hiring Managers   | Funding received for recruitment of Recruitment Specialist and Corporate L&D Officers |
| <b>Strand 7 – Workforce Development</b> |   |   |  |                |                              |   |   |
| <b>7.1</b>                              | 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<br>Heads of Service<br>Council L&D teams  | Funding received for recruitment of Corporate L&D Officers                            |
| <b>7.2</b>                              | 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                            |
| <b>7.3</b>                              | 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.<br><br>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.<br><br>Develop an offer for care experienced young people drawing in best practice from other LAs  |
| <b>7.4</b> | 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"> <li>• Updated Sustainable Development (WFG) Policy</li> <li>• IIA Training</li> <li>• WFG Training</li> </ul> | March 2023     | Future Generations Act lead | Corporate L&D Team   | <ul style="list-style-type: none"> <li>• Draft online WFG training developed with sustainable development focus</li> <li>• Draft IIA Training in progress</li> <li>• Redrafting based on policy update required once confirmed</li> </ul> |
| <b>7.5</b> | 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<br>Welsh Language Skills Training Group | Framework paper to be presented to CMT in February. Funding provided for Welsh Language Skills training   |
| <b>7.6</b> | 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   |   |                  |  |  |  |
| <b>7.7</b>  | 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.<br>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<br>Heads of Service   |  |
| <b>7.8</b>  | 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<br>Work with training officers to develop non mandatory training for staff and members on Net Zero<br>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<br>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<br>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 |  |
| <b>7.9</b>  | 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                   |  |
| <b>7.10</b> | Schools Leadership Development  | Growing leaders in Swansea schools so that we;<br>Support development of leaders and practitioners in schools<br>Have a new and acting headteacher induction programme in Swansea<br>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**

|            |   |  |  |                 |  |  |   |
|------------|---|--|--|-----------------|--|--|---|
| <b>8.1</b> | 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                   |
| <b>8.2</b> | 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<br><br>Raise awareness through promotion through newsletters and Staffnet<br><br>Advertise and recruit volunteers across Authority<br><br>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 |
| <b>8.3</b> | 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.<br>Engagement with JCC and CMT   | June 2022       | Head of HR                             | Trade Unions   | Work ongoing on this activity   |
| <b>8.4</b> | 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.<br>Review of Management of Attendance Policy | Milestones and success criteria to be determined in respect of each Service area   | Ongoing         | Heads of Service<br><br>Head of HR     | Trade Unions   | Sickness Absence Officers appointed   |
| <b>8.5</b> | 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.<br><br>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<br><br>Online audit approved by CX submitted<br><br>Onsite inspection and interview with CX complete<br><br>SEQOHS accreditation achieved   |            | Wellbeing Manager                      | Support of the Chief Executive, to read and approve submission and interview with SEQOHS assessment Team<br><br>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<br><br>Action plan developed and implemented<br><br>Evidence folders developed<br><br>Delivery of health fairs and health promotion<br><br>Themed staff wellbeing survey implemented<br><br>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<br><br>Support from Comms team to promote activity through Staffnet & newsletters<br><br>NB: If staffing resources not in place this objective is unattainable |  |

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|  |  |  | 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

|            |   |   |   |            |            |  |  |
|------------|---|---|---|------------|------------|--|--|
| <b>9.1</b> | 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                                      |  |
| <b>9.2</b> |   | 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   |  |
| <b>9.3</b> |   | 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.  |
| <b>9.4</b> | 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. |

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