

Report



Cabinet Member for Community and Resources

Part 1

Date: 7 March 2018

Subject People and Culture Strategy 2018 - 2022

Purpose For the Cabinet Member for Community and Resources to approve the People and Culture Strategy 2018 – 2022 to build on the work completed in the People Plan 2013 – 2017.

Author Rhys Cornwall, Head of People and Business Change

Ward All

Summary The People and Culture Strategy is a central underpin to the Council's Corporate Plan as our greatest asset is our resource. The Council will not be able to deliver the Corporate Plan to our residents if it does not invest in a People and Culture Strategy to outline the ways in which the workforce will be supported and developed in order to achieve the aims in the Corporate Plan.

The 2018 - 2022 People and Culture Strategy sets out how the Council intends to prioritise, develop and deliver people related matters over that period. There are five main themes of the plan: Organisational Development, Employee Engagement, Workforce Wellbeing, Reward and Recognition and Workforce Planning. To support each of these themes, the Strategy outlines what employees can expect or be expected to do, thereby introducing consistency and accountability. As the People Plan 2013 - 2017 expired in December 2017, a new strategy is required.

Proposal The Cabinet Member for Community and Resources to consider and approve the new People and Culture Strategy 2018 - 2022.

Action by Cabinet Member for Community and Resources

Timetable February 2018

This report was prepared after consultation with:

- Chief Executive and Strategic Directors
- Heads of Service
- Human Resources
- Trade Union representatives
- Employee Panel

Signed

Background

The Corporate Plan “Building a Better Future...Building on Success” sets out the agenda for officers and politicians from 2018 – 2022. We are facing an unprecedented challenge – significantly reducing resources combined with increasing demand for and expectations of public service. To meet this challenge we must think carefully about what the workforce will deliver, and more importantly, how this will be achieved.

As the Corporate Plan states, ‘We want Newport to be an employer of choice in the City and across local government in Wales. We want our staff to be committed and inspired by the work they do and proud to work for the City Council. To achieve this, we will invest in our staff, ensure there are clear career pathways and enable our staff to work autonomously and flexibly to deliver the best possible outcomes.’ The People and Culture Strategy will outline how, through the Council’s greatest asset – it’s people – the aims and objectives of the Corporate Plan can be achieved. Investment and development in our people will enable us to deliver high quality services for the residents of Newport and demonstrate a commitment towards being an employer of choice in the region.

As one of the largest employers in the region, Newport City Council employs approximately 6,000 people, of which roughly half work in our schools. Our workforce is predominantly female and part-time, is a workforce that is ageing and one that relies on an increasing use of temporary contracts. Gathering data on our workforce helps us to understand the needs of our employees and how we define our policies, particularly how we encourage greater representation from minority groups and our local communities.

The underlying theme throughout the People and Culture Strategy is the embedding of the Council’s values, which underpin our work. These are:

Courageous

We expect our staff to be ambitious and innovative. We expect this to the case whether services are delivered directly by the Council, through regional networks or provided by an external organisation. Having courage means we are not afraid to try new things, we are a learning organisation and we constantly question our approach. It means that we lead the way in the region and in Wales more widely and others look to us as a beacon of best practice.

Positive

As an organisation we are always helpful and constructive, supporting and enabling residents to do more for themselves. Considering the challenges and opportunities facing our city we take a pragmatic, glass half-full approach and we approach tasks and decisions with confidence and tenacity.

Responsible

Being responsible means that we trust our staff to take responsibility and to be accountable for their actions and the quality of their work. To deliver this we take a mature approach to risk management and empower our staff to use their professional judgement to consider the whole system and deploy the most effective approaches which reflect our values and the design principles. Being responsible means that decisions are taken at the lowest appropriate level and our practitioners are empowered experts, who respond to the political direction provided by our administration.

The People and Culture Strategy 2018 - 2022

The People and Culture Strategy 2018 - 2022 will build on foundations set in the 2013-2017 People Plan. The five themes that will be explored cover the full range of activity to develop, engage and reward our employees. In each theme an action plan sets out the changes we will make to further develop our organisational culture.

Organisational Development

- Living our values
- Developing Leadership capabilities
- Evolving organisational change management
- Ensuring meaningful Learning and Development
- Getting people from 'Good' to 'Great'
- Taking a strategic approach to Talent Management

Workforce Planning

- Develop succession plan practices
- Nurture and develop talent
- Build cross functional teams and upskill employees to enable the effective implementation of change
- Ensure the workforce is more representative of the population we serve

Workforce Wellbeing

- Provide a safe and healthy working environment
- Create a healthy workforce
- Support people with manageable health problems or disabilities to maintain access to work
- Improve staff satisfaction and retention
- Achieve and retain the Corporate Health Standard Gold Award

Employee Engagement

- Improving engagement by creating a listening culture that welcomes feedback throughout the organisation
- Helping managers to develop engaged teams
- Contributing to employees feeling better engaged and informed
- Supporting employees to see the connection between their job and the organisation's vision
- Improving levels of trust across the organisation

Reward and Recognition

- Identify innovative ways to reward staff for their performance in non-financial methods
- Build an attractive flexible benefits package
- Recognise exceptional service to the Council
- Continue work on developing equality proofed reward and recognition policies and practices

Prioritising our Actions

This is a five year plan which needs to strike the right balance between delegating resources yet improving our performance. As with everything, this Plan requires us all to prioritise our actions and so we have given each action a timeframe for delivery, whilst acknowledging that priorities and pressures can fluctuate. The strategy will be reported on an annual basis with additional, interim reporting available if required.

As part of developing this strategy views and opinions were sought from a range of stakeholders including the senior leadership team, HR colleagues, trade union representatives and the Employee Panel. Comments received were positive in the development of a framework for improving the working lives of employees in order to bring about improved organisational performance. Some suggestions were made about the practical implication of the strategy and these groups will continue to be involved during the lifetime of the strategy in order to ensure that where possible the strategy meets the need of both the organisation and the workforce.

Measuring our Success

Progress against the objectives in the People Plan will be reported to the Performance Board on a six monthly basis by the Head of People and Business Change. Actions under each strand of the People and Culture Strategy will be contributed to and promoted by all of the Heads of Service for their respective service areas.

We will measure our success by using a range of indicators. These will be reviewed throughout the life of the Strategy and there will be development of further specific measures for each strand of the People Plan should this be necessary. Our generic measures will be:

- Staff retention
- Staff surveys
- Exit interviews
- Attendance rates
- Training evaluations
- Improved personal performance evidenced through Clear Review performance management
- Improved organisational performance evidenced through our Corporate Assessment processes

Financial Summary

There are no financial considerations as part of this report.

	Year 1 (Current) £	Year 2 £	Year 3 £	Ongoing £	Notes including budgets heads affected
Costs					
(Income)					
Net Costs (Savings)					
Net Impact on Budget					

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
Failure to approve a People and Culture Strategy	M	L		Head of People and Business Change

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

Corporate Plan
Wellbeing Plan
Service Plans

Options Available

Option 1

Determine not to proceed with a new People and Culture Strategy for 2018 – 2022.

Option 2

Implement the proposed People and Culture Strategy 2018 – 2022.

Preferred Option and Why

Taking a decision to choose Option 1 would mean that existing support to employees would be provided in line with our policies and procedures but would not provide sufficient direction and ambition to improve the working lives of our workforce.

Option 2 is the preferred option as the strategy will give a framework with which to improve the skills, conditions and culture of the workforce and ultimately give better support to delivering the objectives of the Corporate Plan.

Comments of Chief Financial Officer

There are no direct financial consequences arising from this report. However decisions in relation to implementing the corporate plan and the people and culture strategy will need to be reflected as part of the MTFP process.

Comments of Monitoring Officer

There are no legal issues arising from the Report. The implementation of particular aspects of the People and Cultural Strategy may give rise to specific legal issues in due course, particularly in terms of employment matters, but these will be addressed as an integral part of the various delivery projects. However, the Strategy itself will provide a framework for workforce development and support, in order to underpin the values and deliver the objectives contained within the new Corporate Plan.

Comments of Head of People and Business Change

As the author of the report, commentary is throughout.

Comments of Cabinet Member

The Cabinet Member has been briefed on and approved the content of the report.

Local issues

N/A

Scrutiny Committees

N/A

Equalities Impact Assessment

The report has regard to the Public Sector Equality Duty and implementation of this strategy will seek to better report, understand and identify areas of under or over representation amongst our workforce as compared to our resident population. It will seek to support our workforce in their development and reward with equality proofed policies and procedures, and it will strive to achieve better access to a safe and healthy working environment for all employees. Various projects that take place during the lifetime of the strategy may need an equalities impact assessment and these will be conducted on the basis of when required.

Children and Families (Wales) Measure

N/A

Wellbeing of Future Generations (Wales) Act 2015

The Wellbeing of Future Generations Act requires the local authority to think more about the long term, work better with people, communities and each other, prevent problems and take a more joined up approach to service delivery. The Act places a wellbeing duty on public bodies to set and publish wellbeing objectives. These wellbeing objectives are included in the Council's Corporate Plan. The objectives show how the local authority is working to achieve the seven Wellbeing Goals.

The People and Culture Strategy is a fundamental part of how we will achieve these wellbeing objectives and work towards achieving the national wellbeing goals through our workforce. We will need to ensure we engage the workforce, apply the five ways of working to leadership, learning and development, and ensure the workforce are aware of the wellbeing goals so it becomes part of how we deliver our work.

Crime and Disorder Act 1998

N/A

Consultation

Internal consultation with trade union representatives and the Employee Panel has taken place.

Background Papers

People and Culture Strategy 2018 - 2022

Dated: 7 March 2018

Appendix 1: Action Plans for each strand

Organisational Development

Action we will take as an organisation to achieve our objectives

What	How
Living our Values	<ul style="list-style-type: none"> • Introduce a competency and behavioural framework • Launch a new job description template mapped to values and competencies • Continue to embed our values of Courageous, Positive and Responsible
Developing leadership capabilities	<ul style="list-style-type: none"> • Create a refreshed manager programme, outlining the expected competencies and behaviours to be effective in role • Design development opportunities for employees aspiring to management • Develop an internal coaching and mentoring network
Evolving organizational change management	<ul style="list-style-type: none"> • Reshaping the HR/OD function to become change agents in supporting the organisation through change • Increasing our use of people analytics to evidence decision making • Evaluating and reviewing people interventions to evidence successful implementation and make recommendations for learning
Ensuring meaningful Learning and Development	<ul style="list-style-type: none"> • Evaluation and reshaping of training programme • Create an online system for the booking of Learning and Development courses
Getting people from 'Good' to 'Great'	<ul style="list-style-type: none"> • Establish a reporting protocol for managers on performance management data and how intervention will be targeted • Work with managers to ensure that Clear Review is effectively deployed
Recruit the right people with the right skills	<ul style="list-style-type: none"> • Design a modern, fit for purpose recruitment process linked to our workforce plan – embracing increased use of digital technology for selection techniques • Develop a modern on-boarding process for new starters

Workforce Planning

Action we will take as an organisation to achieve our objectives

What	How
Develop succession plan practices	<ul style="list-style-type: none"> • Develop succession planning template • Investigate job family options • Development of career pathways
Nurture and develop talent	<ul style="list-style-type: none"> • Introduce a graduate programme • Develop the apprenticeship scheme to include all entry level posts
Ensure the workforce is more representative of the population we serve	<ul style="list-style-type: none"> • Identify areas of under-representation in the workforce plan • Embed workforce planning in service planning • Explore ways to make NCC more representative in recruitment
Build cross-functional teams and upskill employees to enable the effective implementation of change	<ul style="list-style-type: none"> • Continue to build cross functional team to implement changes within the organisation to build greater "whole organisation" knowledge, confidence and to improve manager's decision making and judgement

Workforce Wellbeing

Action we will take as an organisation to achieve our objectives

What	How
Provide a safe and healthy working environment	<ul style="list-style-type: none"> Wellbeing policy development e.g. Carers leave, career breaks, menopause support
Create a healthy workforce	<ul style="list-style-type: none"> Creation of a wellbeing hub Increased health promotion through employee communications channel
Support people with manageable health problems or disabilities to maintain access to work	<ul style="list-style-type: none"> Promotion of events e.g. World Mental Health Day Implementation of financial wellbeing support
Improve staff satisfaction and retention	<ul style="list-style-type: none"> Review of staff facilities in line with strategic plans for assets and buildings Review of parking arrangements at the Civic Centre
Achieve and retain the Corporate Health Standard Gold Award	<ul style="list-style-type: none"> Attain Corporate Health Standard Gold Award

Employee Engagement

Action we will take as an organisation to achieve our objectives

What	How
Improve engagement by creating a listening culture that welcomes feedback throughout the organisation	<ul style="list-style-type: none"> Roll out of online publisher tool to improve interactive employee communications Review of two way communication and feedback
Helping managers to develop engaged teams	<ul style="list-style-type: none"> Embedding the Council's values of Courageous, Positive and Responsible Develop a 'Newport Charter' for employee communication, ensuring consistency of approach across service areas
Contribute to employees feeling better engaged and informed	<ul style="list-style-type: none"> Regular, structured focus groups and surveys Improve engagement with groups who do not have access to Council IT
Supporting employees to see the connection between their job and the organisation's vision	<ul style="list-style-type: none"> Review staff conference and roadshows Review of the staff intranet
Improving levels of trust across the organisation	<ul style="list-style-type: none"> Promote events and good news stories across the organisation

Reward and Recognition

Action we will take as an organisation to achieve our objectives

What	How
Identify innovative ways to reward staff for their performance in non-financial ways	<ul style="list-style-type: none">• Set-out a range of options on how effectively performing teams might be recognised/rewarded• Establish a thank you scheme• Promote good news stories• Consider how to implement a peer reward scheme
Build an attractive flexible benefits package	<ul style="list-style-type: none">• Continue to support flexible benefits and identify new areas for promotion• Implement a financial wellbeing support offer to the workforce• Roll out online expense claims
Recognise exceptional service to the Council	<ul style="list-style-type: none">• Recognise long service to the Council• Launch of the extra mile awards for teams and/or individuals with exceptional performance
Continue work on developing equality proofed reward and recognition policies and procedures	<ul style="list-style-type: none">• Review the policy suite to include additional work in equalities based policies• Conduct an equal pay audit and identify any action to take as a result of the findings• Report on the gender pay gap and identify any action to take as a result of the findings• Roll out of new staff handbook

Newport City Council

**People and Culture Strategy
2018-2022**

1. Vision for our future workforce

We know that in order to truly improve people's lives, there needs to be very strong, clear political and managerial leadership supported by motivated, engaged and committed staff. We believe that our employees are agents of change and through our organisational development programme we are ensuring they are empowered and supported to deploy approaches which reflect our values.

Our staffing structure and internal support functions are already strong and over the coming years of this Strategy we propose that they could be further reconfigured to even better enable us to focus on delivering tailored transformative services. We propose, where appropriate and where this delivers best value for money, to rationalise our transactional support functions and for them to be delivered regionally. Our whole-system approach will mean that different parts of the Council act early to prevent issues from escalating, and in instances where active council intervention is required we move quickly, based on evidence, to achieve real improvements in outcomes. All our work, from social work to regeneration to support functions like Finance and HR will be purposeful and framed around clearly defined goals and we have clear and well understood thresholds.

This approach will shift us from where we are today, where some parts of the organisation are outcomes-focused, but others are process-driven and focused on compliance. Our new approach has a fundamental assumption that decisions are taken at the lowest appropriate level and our practitioners are empowered experts, who respond to the political direction provided by our administration. We know that this level of ambition is very challenging and will require strong and uncompromising leadership from the top of the organisation and throughout.

In summary, we know that we must have a motivated workforce and effective and enabling internal support functions to achieve our ambitious plans for the future.

For us this means:

- We want Newport to be an employer of choice in the City and across local government in Wales. We want our staff to be committed and inspired by the work they do and proud to work for the City Council. To achieve this, we will invest in our staff, ensure there are clear career pathways and enable our staff to work autonomously and flexibly to deliver the best possible outcomes.
- We have strong strategic capacity (relating to organisational development, policy, performance, and financial management) which ensures the smooth running of our organisation and enables us to deliver against our mission.
- We have strong real-time understanding of data and evidence. This means we can move quickly to focus our attention in the right areas.
- As we embed flexible and modern ways of working the council operates out of fewer administrative buildings and we review and rationalise our capital assets where there is a business case to do so.

2. Developing our Culture

We have dedicated and talented staff that work extremely hard to provide high quality provision across a wide range of Council services. We recognise that achievement of our strategic objectives will require exceptional commitment from our staff, all of whom will need to

demonstrate a positive attitude, flexibility and dedication to customer service. We need staff who are innovative, creative and entrepreneurial, who put the resident at the centre of everything we do, and who are not afraid to take calculated risks.

The cultural shift required to achieve our ambitions has already started, with a new approach to staff engagement, based on a more transparent and open management style. Staff must be engaged and involved in discussions about what we are collectively trying to achieve, enabling us to transition to a culture in which everyone feels they can influence our future direction and how we achieve it.

We recognise the importance of ensuring a workforce culture, which reinforces our values, is based on an ethos of positivity, equality and continuous improvement. Our workplace culture will be inclusive and one where people feel able to be themselves. As such we will have a zero tolerance approach towards all forms of inequality, including harassment, discrimination and bullying.

Our financial constraints mean that other methods of staff recognition are even more important. We have launched 'My Rewards' and currently have annual events such as the Staff Conference, but we will increase the focus on staff benefits and staff wellbeing. Our aim must be to create a Council where staff choose to come to work because of a sense of public service duty, even if they could earn more elsewhere. In achieving this ambition, it is essential that we foster an open and empowering culture, with appropriate levels of autonomy and associated accountability; that we nurture potential by supporting all staff to learn and develop; and that we are rigorous in addressing poor performance.

This will be a challenging time but also one which offers many opportunities. Our success will rely on the combined talent, knowledge, skills, flexibility, creativity, passion, commitment and goodwill of all staff, working together and supporting each other, with the common goal of individually and collectively giving our best, to achieve our ambitions for the future.

3. Living our Values

Throughout the period of this Strategy, 'modernisation' will be an underlying theme, with a continued focus on changes in working practices, streamlining and simplifying of systems and processes, and eliminating unnecessary bureaucracy.

It is essential that we have a flexible and agile workforce that can immediately respond to customer requirements. This in turn creates a requirement to make sure that our recruitment decisions focus on candidates with the right attitude and the potential to be great at what they do. All of our People activity will have the theme of 'modernisation' integral to its success, and we will seek to enhance our digital competencies and accessibility in each strand of the plan.

The underlying theme throughout the People and Culture Strategy is the embedding of the Council's values, which underpin our work. These are:

Courageous

We expect our staff to be ambitious and innovative. We expect this to be the case whether services are delivered directly by the Council, through regional networks or provided by an external organisation. Being bold means we are not afraid to try new things, we are a learning organisation and we constantly question our approach. It means that we lead the way in the region and in Wales more widely and others look to us as a beacon of best practice.

Positive

As an organisation we are always helpful and constructive, supporting and enabling residents to do more for themselves. Considering the challenges and opportunities facing our city we take a pragmatic, glass half-full approach and we approach tasks and decisions with confidence and tenacity.

Responsible

Being responsible means that we trust our staff to take responsibility and to be accountable for their actions and the quality of their work. To deliver this we take a mature approach to risk management and empower our staff to use their professional judgement to consider the whole system and deploy the most effective approaches which reflect our values and the design principles. Being responsible means that decisions are taken at the lowest appropriate level and our practitioners are empowered experts, who respond to the political direction provided by our administration.

In addition to our core values which set out the way in which we will interact with each other and deliver services to the best of our abilities, we commit to living the five ways of working from the Wellbeing of Future Generations legislation, taking care to reflect on the way we operate, making sure that we role model these ways of working.



Long term: The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.



Prevention: How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.



Integration: Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.



Collaboration: Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.



Involvement: The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.



Working for the Long Term: To safeguard the ability of future generations to meet their own needs, requires real long-term integration and collaboration addressing the well-being of people and communities, economic prosperity and the health of the natural environment.



Always Growing and Improving: We will be at our best for citizens and each other by choosing positive attitudes and behaviours, embracing learning and development and sharing ideas on ways to improve and deliver public services.



Working Together: Where everyone involved in the delivery of public services, values others contributions, shares common principles and collaborates for the benefit of the people of Wales, within and across organisational boundaries and sectors.



Treating Everyone With Respect: Recognising, valuing and respecting the diversity of the people of Wales is central to seeing people as individuals and doing the right thing, at the right time and in the right place for citizens and each other.



Putting Citizens First: Our organisations need to be focussed on the needs of the people of Wales. This requires us to genuinely involve people in decision making which impacts them and their communities.

Leaders are not just those who are managers of people. We are all leaders in different ways and as committed public servants we will strive to demonstrate the common leadership attributes:

- I will reflect honestly on my personal style and its impact on others and I will develop my skills so that I can adapt my style as appropriate.
- I will learn from my successes and mistakes and develop new areas of knowledge and expertise.

- I will maintain a realistic and positive attitude to challenges, adversity and change and support others to do the same.
- I will pursue unpopular initiatives and plans if they represent progress and the 'right thing to do'.

- I will encourage and support others to think differently, to question and to try new ways of doing things, taking appropriate calculated risks.
- I will understand and embrace the benefits of new technology and implement their use for managing and delivering public services.

- I will work with others to generate a shared sense of purpose and a positive view of what the future looks like.
- I will act with agility to adapt my role and purpose in response to the anticipated needs of the service.

- I will seek to understand the different aims and agendas of those with whom I am working, and use this knowledge to address any potential conflict and to achieve a positive outcome.
- I will plan ahead to identify and cultivate relationships that are likely to be important to the successful delivery of services now and in the future.

- I will communicate openly, build credibility, and be straightforward with people to generate trust and confidence in me.
- I will lead across boundaries, see the public service as a single system and seek to break down silo thinking.

- I will communicate with citizens in a way they can understand and relate to; use appropriate channels, harnessing digital technology effectively.
- I will seek to continually improve financial performance and deliver value for money without compromising quality.

- I will continually reinforce a culture of inclusive decision making and shared leadership.
- I will demonstrate trust in others, knowing when to support and when to step back.

4. Delivery of the Strategy

In identifying our key priorities for the future, we will commit to ensuring that the four themes set out in the Corporate Plan will be central to our delivery:

Resilient Communities
 A Thriving City
 Aspirational People
 A Modernised Council

To deliver our strategic aims of ensuring a valued, capable and talented workforce we have developed five people priorities. Through these priorities we will create the right culture and environment for people to do their best for our communities, our colleagues and ourselves.

Our priorities for development are:

Organisational Development
 Workforce Planning
 Employee Engagement
 Wellbeing
 Reward and Recognition

To support the organization through change and modernization the HR service will commence a process of re-positioning itself to a People Services function, in which the focus will be on priorities such as workforce planning; strategic resourcing; leadership development and coaching; staff benefits and well-being; and targeted learning and development.

This will create the necessity for greater emphasis on up-skilling managers in areas such as recruitment and selection, managing discipline and grievance processes, and to foster greater trust in managers to make sound judgements in these fields.

5. Our five People Priorities

i) Organisational Development

We will develop a workplace which fosters a culture of continuous performance management, development and growth; enabling people to be the best versions of them-selves.

Our Organisational Development Strategy will include developing our managers to focus on output and individual performance impact, rather than time spent on input. This will require a greater understanding across the Council of the potential benefits of flexible working practices, and not just time spent at a desk. The value that employees bring is in what outcomes they achieve, and a better understanding of how this approach can be supported is required.

We intend to:



ii) Workforce Planning

Workforce planning is an organisational process that can help ensure service areas make the best use of the resources they have in order to meet the business needs, both now and in the future.

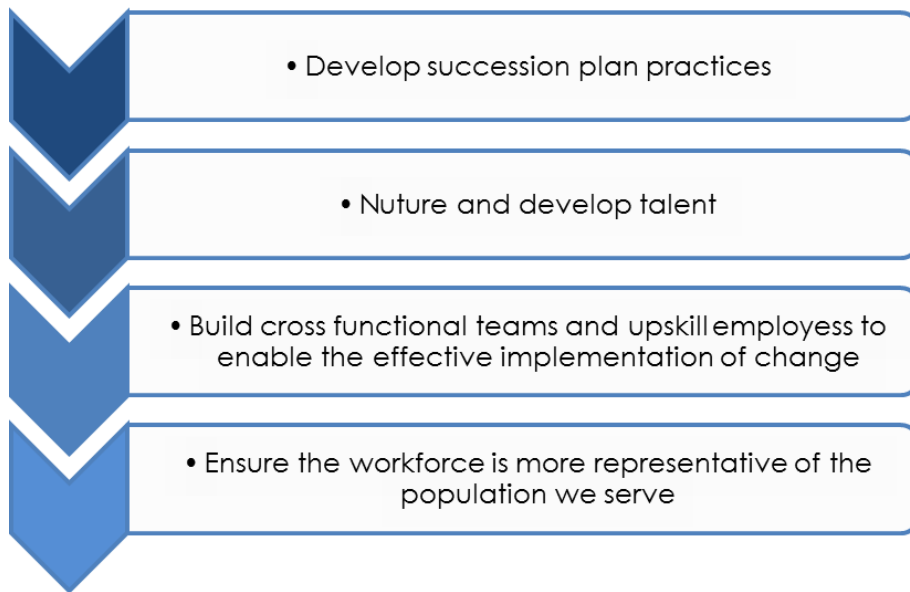
Developing excellent workforce plans are integral to assessing the gap between the current workforce delivering services today, and the future workforce that we will need in coming years. A diverse workforce is our priority, encompassing a representative reflection of the communities that we serve, giving due focus to the importance of developing the use of Welsh language in our City. Supporting and managing changes in the workforce numbers, skills and agility requirements will also be a priority.

It is essential that all service areas develop an understanding of both their current workforce and the future workforce required, in order to deliver their objectives. Developing talent, succession planning, cross functional working and upskilling are vital practices in developing a robust workforce strategy to make the organisation resilient into the future.

A very important strand in workforce planning is to endeavour to make our workforce more representative of the population we serve, encouraging diversity and using data and metrics to inform forecasting and planning/decisions.

We will have the right number of people with the right skills, employed in the right place at the right time, to deliver organisational goals and objectives.

We intend to:

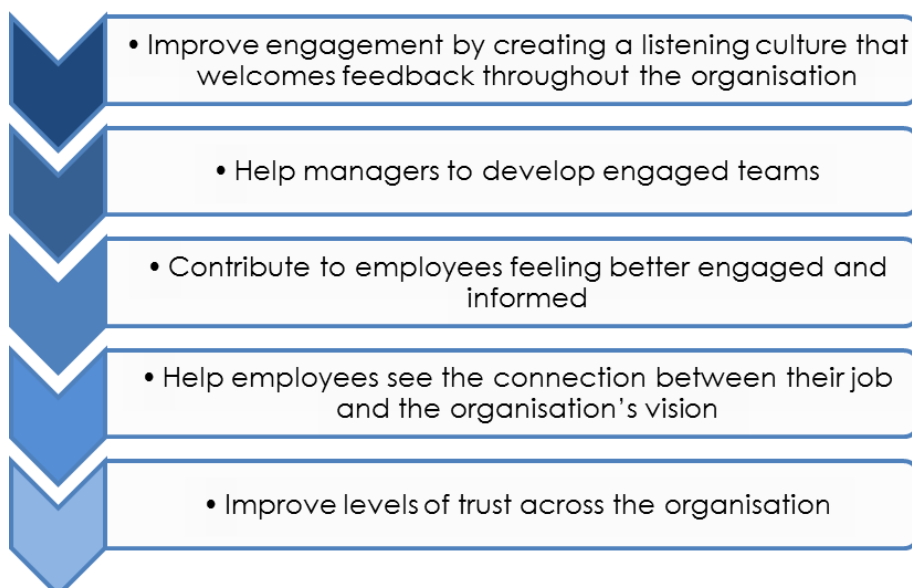


iii) Employee Engagement

Engagement goes to the heart of the workplace relationship between an employee and employer, it can be key to unlocking productivity. Employee engagement enables an adult, two-way relationship where an employee's voice can be heard, communication flows freely and challenges can be met and goals achieved.

Our vision towards employee engagement is *"To have an open approach to communication that focuses on listening to the views of all staff and making every role count. There will be an employee voice running through the organisation with employees knowing they can be heard and that their voice counts."*

We intend to:



iv) **Work place well-being**

We will take a proactive and engaging approach to enhancing the health and wellbeing of our staff, ensuring in the process that the Council's workforce is healthy, safe and fit for purpose. As well as ensuring that the working environment is safe and healthy, it aims to promote personal wellbeing and empower each individual to achieve their personal wellbeing goals. We will provide support for employees to improve their physical and emotional wellbeing and encourage and support employees to develop and maintain a healthy lifestyle. This will be realised through wellbeing initiatives, provision of employee support mechanisms and joint working with staff, trade unions and local partners, to identify and address areas for improvement. We will support staff with manageable health conditions or disabilities to remain in work via wellbeing interventions and improve staff satisfaction and retention.

It is acknowledged that a healthy workforce is:

- A happier workforce
- A motivated workforce
- A stable workforce
- A workforce with reduced sickness absence
- A workforce that has good employee/management relations

We will work to strengthen our current approaches towards volunteering, work experience placements and caring responsibilities. We recognise that unpaid carers are vital partners in the provision of quality care to vulnerable people and we know that an increasing number of our staff will have caring responsibilities, perhaps for an elderly parent or for a young grandchild. As part of our approach towards flexible working we will help and support people who need to balance competing demands on their work life balance.

Key initiatives such as ensuring smoke free environments, raising awareness around domestic violence, supporting mental health and promoting the take up of lifestyle changes will help focus our efforts in improving people's lives. These activities will be supported by our internal Wellbeing Champions who take up representation on our Wellbeing Group, and will ultimately assist us in our efforts to achieve Gold standard against the Corporate Health Standards.

We intend to:



v) **Reward and Recognition**

Newport City Council recognises the importance of pay systems that are appropriate and transparent and which provide value for money and reward employees fairly for the work they perform. It is also vital that employees are recognised, valued and fairly rewarded for their contribution in the workplace, which results in a positive impact on motivation and organisational performance and delivery.

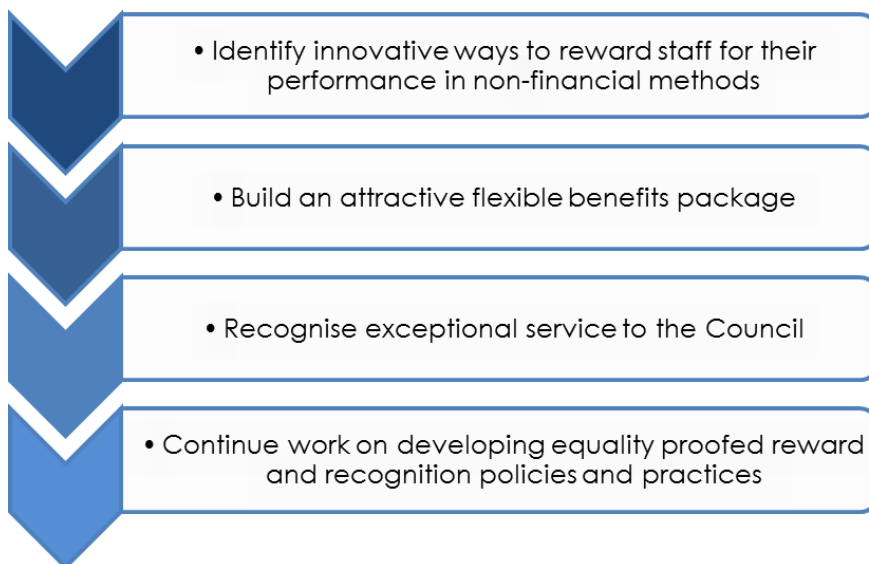
It is acknowledged that reward and positive recognition encourages employees to 'go the extra mile' and also,

- Improves loyalty and commitment
- Improves retention of quality employees
- Strengthens organisational culture and employee alignment with organisational values
- Fosters a sense of 'belonging' to the organisation
- Has a positive impact on productivity and service delivery

Effectively recruiting, rewarding and retaining the workforce is important if we are to have the people we need for the future and compete in a rapidly changing labour market. We will have in place a range of employment options which seek to include a broad range of employees with different needs and aspirations.

We will develop appropriate reward packages which maximize our employment offer and we will have models in place which offer consistency and fairness in pay and reward to protect us from legal challenge. We will also develop a recognition culture which acknowledges and recognizes good performance and service.

We intend to:



6. **Measuring our Success**

We will measure our success by using a range of indicators. These will be reviewed throughout the life of the Strategy and there will be development of further specific measures for each strand should this be necessary. Our generic measures will be:

- Staff retention figures
- Staff survey responses
- Exit interview data
- Attendance at work data

- Learning and Development evaluations
- Improved personal performance evidenced through My Performance
- Improved organisational performance evidenced through our Corporate Assessment processes
- By formally and informally assessing our cultural improvement

Each strand will have an associated action plan and People Services will report on the progress achieved to ensure delivery of the Strategy.