

*“Empowering our people  
to be their best”*



# The Workforce Plan

2017 - 2022



Cyngor Sir  
**CEREDIGION**  
County Council



Caru Love  
**Ceredigion**

# Welcome to Ceredigion County Council's Workforce Plan

## What is Workforce planning?

Workforce planning is a process shaped by organisational strategy, it is about ensuring the right number of people with the right skills are in the right place at the right time to deliver organisational objectives.

## The Corporate Strategy 2017-2022

The Council's Workforce plan is one of 4 key documents that link with the Council's 2017-2022 Corporate Strategy. The Corporate Strategy sets out the priority areas for the Council over the next five year period. It aims to ensure that our Council continues to be rated as one of the top performing authorities in Wales and continues to provide high quality, safe, efficient and effective services to the residents of Ceredigion.

## The Corporate Strategy 2017-2022 priorities are:

**Building the  
Economy**

**Investing in  
People's  
Future**

**Enabling  
Individual  
and Family  
Resilience**

**Promoting  
Environmental  
and  
Community  
Resilience**



## Our Workforce

Ceredigion County Council's ability to successfully deliver services and continuous improvement depends on the Council having the right people with the right skills in the right place at the right time.

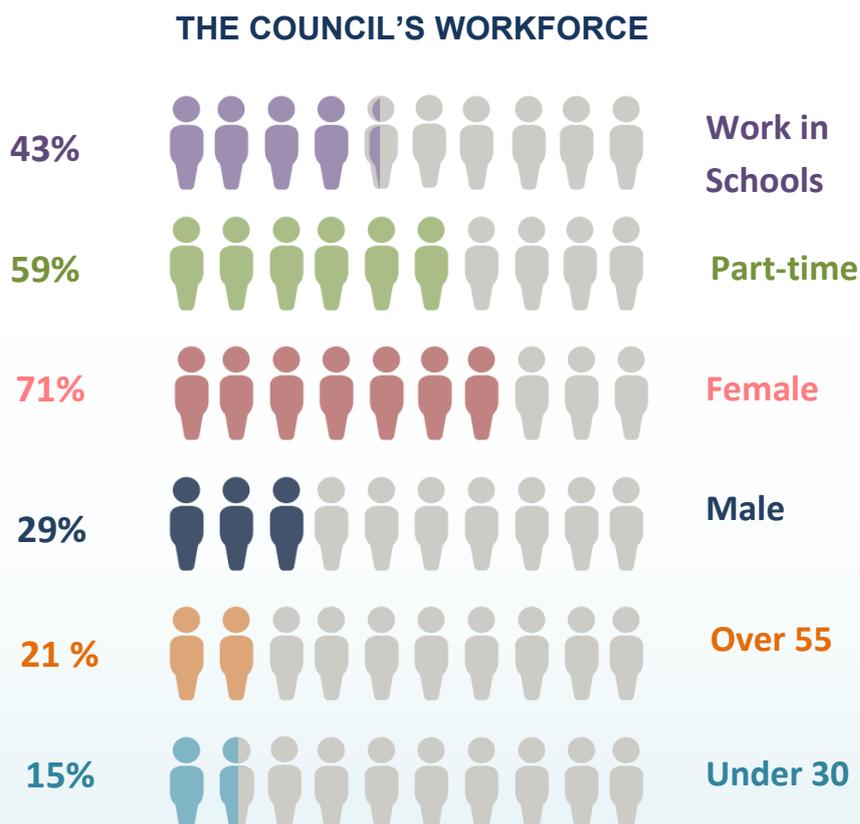
Workforce planning is about having a thorough knowledge and understanding of the current workforce, analysing that information in order to identify the workforce skills, competencies and capacity which will be needed in future. This will ensure we have the capacity and capability to deliver new, different and/or improved services and priorities that will align to the organisation's goals and serve the residents of Ceredigion.

### The Workforce

The overall size of our workforce has reduced within the last two years from **2,698 FTE** in April 2015 to **2,505 FTE** in April 2017. This trend is expected to continue. This reflects the changing nature of the services, reductions in Council budgets and the need to achieve efficiencies in our delivery.

Some of our key frontline services operate **24 hours a day, 365 days a year** and there is a drive to ensure all services are delivered when people wish to access them. We have a wide variety of jobs with the Council ranging from frontline care workers to solicitors

Salaries account for 43% of the Council's net budget.



## Our Workforce Plan Themes

A comprehensive workforce planning exercise was undertaken by all Services during 2017. The purpose of this exercise was to gain an in depth understanding of the workforce in terms of the skills, competencies and capacity which will be needed to deliver new, different and/or improved services and priorities in the future.

As a result of this exercise the following four key themes have been identified that will meet the future needs of the workforce whilst achieving the Council's strategic priorities



## Engagement and Opportunity

**We will engage with our staff and communities to promote Ceredigion County Council as a great place to work.**

Ceredigion County Council acknowledges the importance of attracting, retaining and training people with the skills needed for the future. In order to retain talent, employees must be rewarded fairly and given opportunities to develop and progress. It is therefore essential that the Council actively promotes employment and work experience opportunities within Ceredigion. Offering schemes within the Council to 'grow its own' and providing opportunities for people to stay within the area by offering prospects to develop and learn whilst they earn will be key to achieving this.

### **We have already:**

- ✓ Attended some School and University fayres to promote career opportunities in CCC
- ✓ Undertaken a workforce planning exercise that identifies the service areas and posts that could utilise apprenticeships
- ✓ Identified a learning provider that has established links with Ceredigion CC and can provide relevant apprenticeship frameworks
- ✓ Developed links with Aberystwyth University and offered academic work placements for 8 students during 2017/2018 academic year
- ✓ Agreed to review the current arrangements for Social Work trainees and establish new arrangements for the September 2018 cohort.
- ✓ Utilised technology to post vacancies to a number of job boards
- ✓ Publicised articles within the local press about the work of Council employees
- ✓ Promoted regional working opportunities and been the host employer for some regional collaboration

### **What we will do:**

- Ensure a pro-active and planned approach to promoting Ceredigion County Council at School and University Careers fayres and events.
- Develop a 'Ceredigion Council apprenticeship scheme' that will offer a range of opportunities at different levels and across services.
- Promote benefits of structured work experience opportunities to Schools and Universities and encourage Service areas to provide work experience placements.
- Maintain and strengthen arrangements for university student placements from Universities across the County.
- Employ an Apprenticeship & Work Experience Coordinator who will:
  - promote the Apprenticeship Scheme
  - Support Apprentices
  - Coordinate work experience placements across all services for post 16 applicants.
- Establish a Social Work trainee scheme to replace the current arrangements
- Explore alternative and innovative ways of promoting and advertising employment opportunities
- Communicate the benefits of Ceredigion County Council as an employer. Sharing good news stories
- Establish recruitment opportunities on social media and other platforms

## Flexible & Agile Workforce

**We will develop and support our staff to work flexibly across the County working effectively with communities and the third sector.**

Serving a population with such a variety of needs requires a workforce that is flexible and adaptable to change and can be scaled and shaped to meet local requirements. We will develop our employees' skills and knowledge to meet service requirements, enhance their performance and increase organisational mobility.

There are opportunities for the Council to work more closely with other public and third sector organisations, so that people receive a seamless service. We are committed to providing the best possible services for the people of Ceredigion within our available resources and believe that by working together with others we can strengthen our resilience and increase productivity, helping to create local services for the future.

### **We have already:**

- ✓ Centralise Corporate functions such as Human Resources, Complaints, and Customer Services.
- ✓ Commenced Phase 1 of a Corporate restructure involving Chief and Senior Officers
- ✓ Established a Corporate Training Panel that ensures corporate training needs are addressed in an innovative and cost effective way.
- ✓ Developed an internal 'Customer First' training course that promotes customer service and team working
- ✓ Worked with Trade Union colleagues to provide training opportunities through WULF funding to upskill staff in digital skills. Winning an Inspire Adult Learning Awards for Large Employer of the Year in June 2017.

### **What we will do:**

- Continue with the restructuring of support services centralising teams wherever possible
- Review the Council's staffing structure through a phased approach to ensure that there is officer capacity and capability to meet the priorities of the Corporate Plans and objectives
- Offer train the trainer opportunities to staff in order to utilise the expertise within the workforce
- Develop a workforce with wider organisational knowledge that will allow staff to be deployed across services
- Continue to provide innovative and cost effective learning and development opportunities
- Utilise the Ceri Learning & Development module across all Services to promote, book and record training and ensure 'one training record' across the Council
- Promote the upskilling of staff in technologies in order to promote and gain access to digital services
- Promote a customer service ethos with all staff and teams by offering Customer First training to all service areas
- Introduce an agile working policy that maximises and rationalises office space across the Council
- Introduce a Corporate induction programme for new staff and new managers.

## Promote a bilingual workforce that will serve the community

### We will promote the use of the Welsh language across the workforce and our community

Ceredigion County Council is committed to supporting the Welsh language and Welsh culture, ensuring that its services and activities promote and encourage the use of Welsh across the County. The Council has adopted the principle that, in Wales the Welsh language should be treated no less favourably than the English language and that persons in Wales should be able to live their lives through the medium of the Welsh language if they choose to do so. Welsh and English will be the official language of the Council and will enjoy the same status and validity in the Council's administration and work. Ceredigion is proud that over 60% of its workforce can speak Welsh.

#### We have already:

- ✓ Provide bilingual documentation to staff
- ✓ Provide bilingual CeriNet and Ceri websites
- ✓ Encourage staff to use the 'speak Welsh' icon on Lync and email
- ✓ Provide translation facilities for written Welsh and at meetings
- ✓ Provide Cysill and Cysgeir IT programmes to assist staff in the use of correct Welsh
- ✓ Provide a range of Welsh language courses at various levels
- ✓ Offer intensive and residential courses to staff
- ✓ Record the ALTE levels of all staff with current staffing levels providing over 60% of staff at ALTE 3 and above in spoken Welsh
- ✓ Provide an online Welsh course for beginners

#### What we will do:

- Continue to develop the work of the Welsh in the Workplace Training Group
- Maximise the opportunities offered by the National Centre for Learning Welsh
- Provide a range of Welsh language training opportunities that address the range of abilities within the workforce
- Introduce a Welsh language 'ffrindiau iaith – Welsh friend' scheme to support Welsh learners
- Promote the 'More than just words' strategy and active offer campaign to all services
- Ensure that Welsh learners are supported to meet their linguistic goals
- Promote an understanding of Welsh language and cultural knowledge with all staff via an e-learning course

## Leadership & Management Development

**We will develop the leadership and management skills of our workforce to face the challenges ahead.**

Effective leaders and managers are never more critical than in times of austerity and significant change. Developing the skills of our leaders and managers to respond to the rapidly changing environment is essential to our success.

We will strengthen leadership capability and ensure that leaders and managers have the skills to develop and motivate high performing teams and individuals.

We will develop the ability of our managers to engage and communicate more effectively with their teams and colleagues, working collaboratively to identify innovative solutions to the challenges we face.

### **We have already:**

- ✓ Offer advice and information to assist Managers via the CeriNet website – Managers toolkit and Ceri system knowledge base
- ✓ Utilise a strategic workforce planning toolkit to assist Senior Officers to identify talent and manage succession planning
- ✓ Provide a range of training and development courses for managers
- ✓ Undertaken a Leadership and Management survey to identify key leadership and management competencies and areas for development
- ✓ Support senior leaders to attend Academi Wales events on 'Leading in the Welsh Public Service'
- ✓ Developed a Performance Management module on Ceri that will assist managers to support the effective performance and development of staff

### **What we will do:**

- Devise and promote a 'Ceredigion Manager' Development Plan with a core framework of mandatory training
- Offer a range of additional management and development opportunities that will meet the training and development needs of a 'Ceredigion Manager'
- Introduce a 'New Manager's' induction programme
- Develop Talent Management process through the strategic workforce planning toolkit
- Ensure that effective succession planning is in place in order to retain organisational knowledge
- Develop whole organisation knowledge for Leaders and Managers to effectively implement change and improve decision making
- Further promote the use of CeriNet with managers as a source of information advice and assistance
- Expand the use of webinars for information sharing with managers
- Develop a Corporate managers network that will meet regularly with Senior Leadership