

# Workforce Strategy 2021 - 2026

*“Agile Services delivered  
by an Agile Workforce”*



## FOREWARD

This Workforce Strategy aims to build on existing good practice and continuing to promote the Council as a good place to work – developing a workforce that feels connected to and can meet the current and future needs of our community. The Council is the major employer in Blaenau Gwent and any action which impacts on the workforce will also directly impact the community and levels of aspiration, income and employment. It provides and commissions some of the most important services to the community, working with a range of other public, private and voluntary organisations in ensuring that public services are delivered to high standards.

The Workforce Strategy demonstrates the Council's commitment and investment in its workforce and wants staff to feel engaged and motivated so that the best services can be delivered to the residents of Blaenau Gwent.

There are clear drivers for change focussed on agility and sustainability by reducing environmental impact as well as property related costs that can be reinvested into front line services, improve resilience, organisational and individual outcomes, customer focus, and create a better work life and corporate social responsibility.

This is a five-year strategy focussed on the future, integrating the Council's vision, objectives, financial planning arrangements and improving the Council as an employer. This includes working with services to achieve ambitions for the community and schools to become sector leading.

The COVID-19 pandemic has changed the way we live, work and travel. Many of our people have worked away from the office during lockdown. This Strategy will support the workforce to transition from responding to the emergency situation and act as a key lever to facilitate culture change and continue with transformational change and performance improvement.



Handwritten signature of Nigel Daniels in black ink.

Councillor Nigel Daniels  
Leader of the Council



Handwritten signature of Michelle Morris in black ink.

Michelle Morris  
Managing Director

## AIMS OF THE STRATEGY

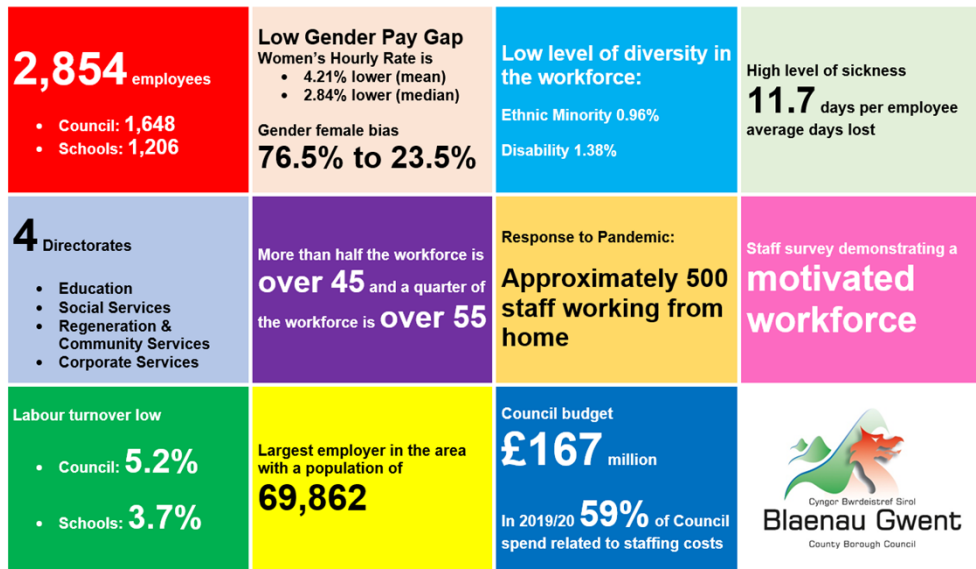
- The workforce voice will be heard and have influence in shaping the future of the Council
- The right people with the right skills, in the right place, at the right level and at the right cost
- An agile collaborative workforce delivering high quality services to the residents of Blaenau Gwent
- Safe working situations/environments and promotion of workforce health and well being
- The workforce demonstrates expected behaviours, standards and culture in line with the Council's values
- The workforce will be performance/outcome and results focussed with recognition of effort and accountability
- The workforce has the opportunity to develop and learn
- Promote diversity and equality



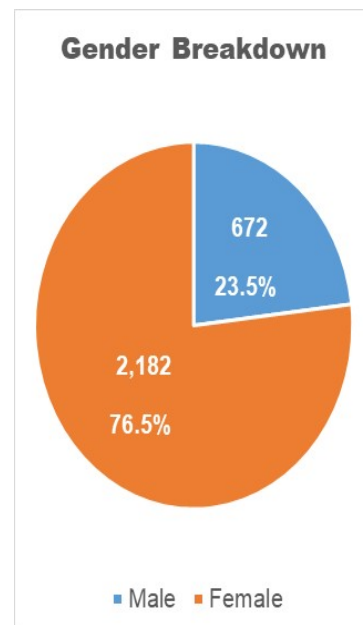
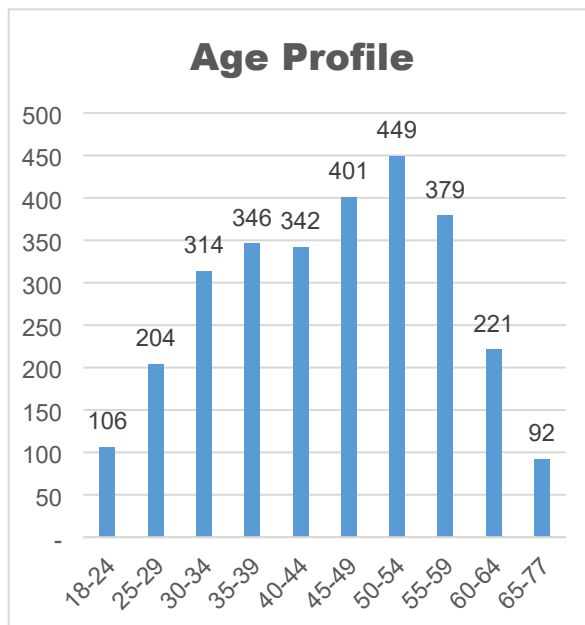
## WHERE ARE WE NOW?

Blaenau Gwent serves a population of just under 70,000 with 62.1% of whom are of working age and 24.7% who are economically inactive. It is expected that funding will continue to be a challenge over the next 5 years, while demand for services and demographic pressures continues to increase. The Council has strived to realise efficiencies by for example; the introduction of a Commercial Strategy, financial efficiency, optimising income generation, redesigning services, reviewing service delivering models and reshaping the workforce. 2020/2021 has been a challenging year in responding to the COVID-19 pandemic and continuing to deliver services to the residents of Blaenau Gwent.

## What do we currently look like?



Workforce Profile		
Age Profile	See graphic below	31.3.21
Gender Profile	See graphic below	31.3.21
Turnover (Quarter 4)	4.69% (9% target)	1.4.20 - 31.3.21
Disability (Quarter 4)	1.38%	31.3.21
Ethnic Origin (Quarter 4)	0.96%	31.3.21
Sickness (Quarter 4)	11.67	1.4.20 - 31.3.21



## Workforce Engagement

The Council recognises the critical need to communicate and engage staff in service delivery, transformation, change, new commercial thinking and financial efficiency. This is currently undertaken through a number of methods:

- Regular one to one performance coaching
- Annual performance review
- Team meetings
- Staff meetings
- Management team meetings
- Wider Leadership group
- Regular newsletter from the Managing Director
- Staff newsletter
- Managers brief
- Engagement in financial planning
- A dedicated engagement and consultation framework with trade unions
- Bi-annual staff surveys and pulse surveys

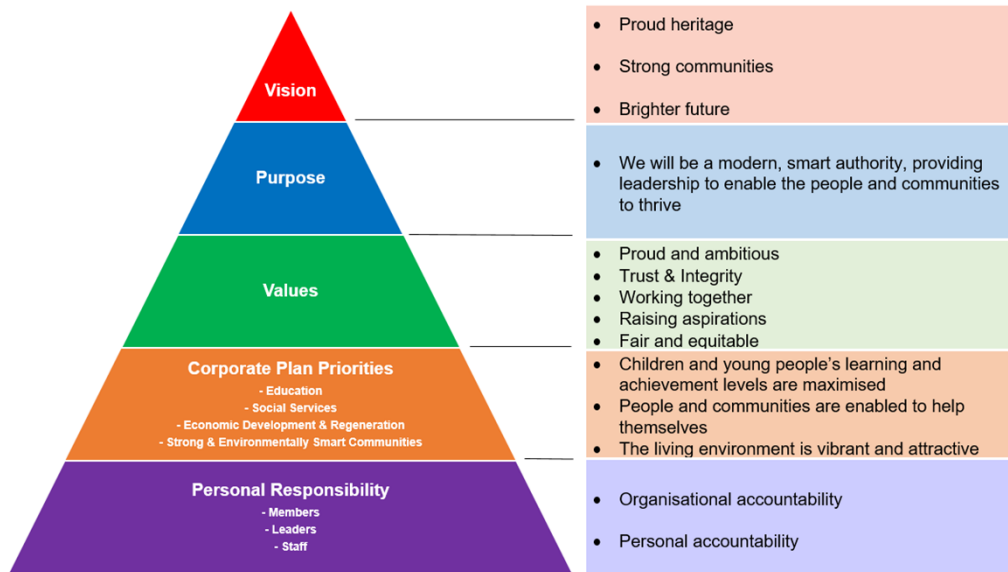




## WHERE DO WE WANT TO BE?

### The Council's Vision and Organisational Ambition

The Council's primary role is to facilitate the delivery of services that are high quality and the future model of service delivery is aiming to be sustainable, affordable and demonstrate the best value for money maintaining customer focus. The Council wants to be proactive, looking to embrace potential national, regional, partnership and local opportunities over the next few years to better meet the needs of the community. The Council has a clear ambition with a vision for the future articulating the organisational purpose, values and accountability.



## WHAT DOES THE COUNCIL NEED TO LOOK LIKE?

To meet the challenges ahead the Council will not be able continue as it is and will need to prioritise planning and how its budget is spent. The organisation has significantly changed over the past few years and will need to continually change and will look differently in the future in creating agile services delivered by an agile workforce. The following list is not exhaustive but outlines some ambitions:

- Engaged, motivated and resilient – workforce well engaged and resilient to meet challenges
- Customer focus – ensuring the best customer service at all times
- Digitally competent
- Demonstrate leadership – demonstrable, visible, fair and proactive leadership ensuring staff are supported, but where there is poor performance it is identified and managed effectively
- Working in a safe, healthy and supportive environment – enabling staff to perform at their best
- One Council – internal and external collaboration
- Commercially minded, agile and business focussed with delivering services in different ways, tight management of spend, trading where possible, using technology
- Outcome focussed and high performing – identifiable outcomes for our residents with everyone working to 100%
- Council priorities and values – staff are clear about the direction of the organisation and how they contribute and the values that need to be demonstrated



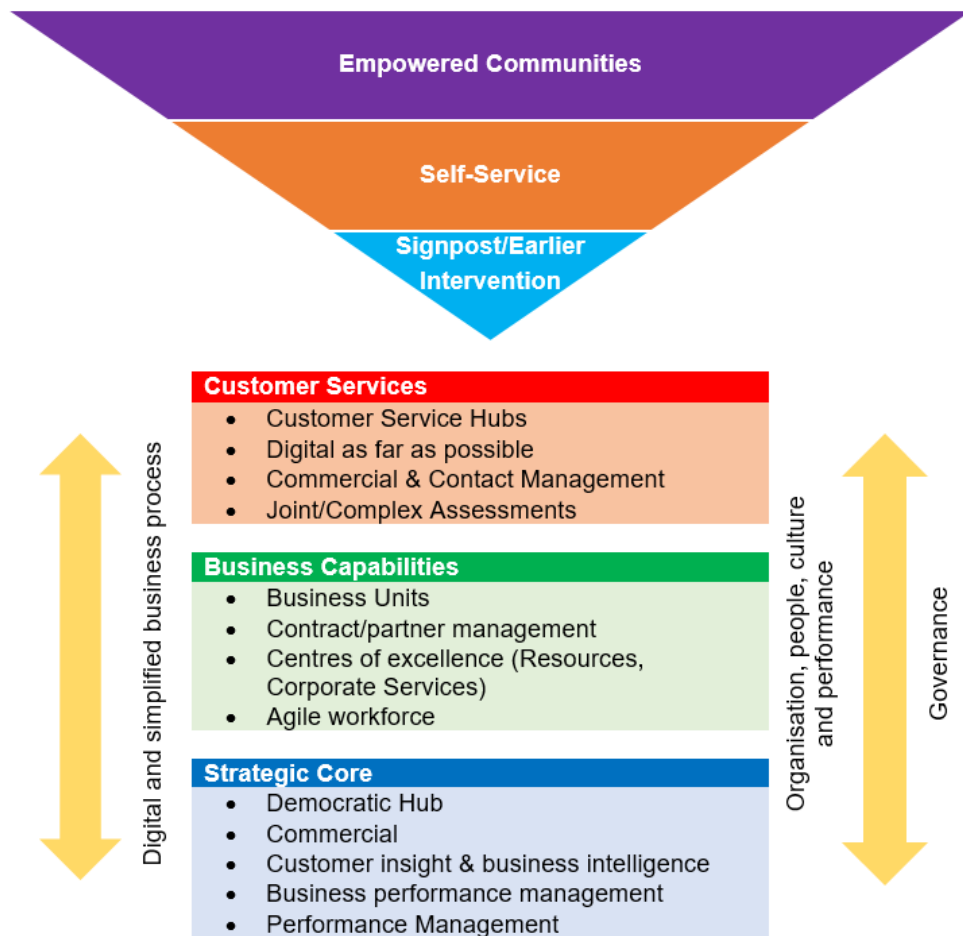
# THE FUTURE SERVICE DELIVERY MODEL

The Council’s future delivery model will see the Council’s role focus on community leadership. Building community capacity through empowerment and cross-public sector collaboration. Promotion of early intervention and self service will support the reduction of dependence on the Council. A strong strategic core will enable the delivery of modern customer focussed services.

This will be achieved by:

- Promoting self-assessment and enabling self service
- Designing services around the customer
- Developing strong strategic capability
- Improving business processes and capabilities by taking a commercial approach and optimising the opportunity of digital technology

The following diagram illustrates the future service delivery model:





## HOW ARE WE GOING TO GET THERE?

### Workforce Strategy Priority Outcomes

#### *Healthy Culture, Effective Leadership*

- Leadership development
- 'Sparkly Leaders' to motivate and develop workforce
- Constructive partnership working with elected leaders to generate and deliver solutions
- Elected Members Development Programme
- Promotion of diversity and equality in everything
- Work in social partnership with trade unions

#### *Excellence in management across the Council*

- Development of managerial skills
- Consistent, robust and easy to follow HR policies
- Positive employee relations
- Commercial and financially astute in all we do
- Performance management and accountability
- Workforce policies and practices embraced, embedded and consistently applied

#### *A highly motivated and engaged workforce*

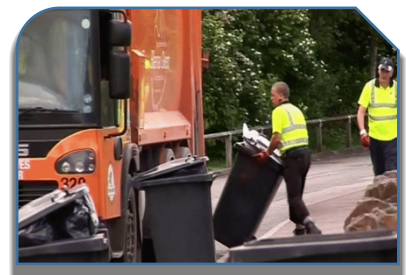
- Suggestions and feedback are valued – organisational listening and action
- Modern ongoing opportunities to engage
- Equipped to be flexible to respond to future challenges
- Staff empowered to make decisions and participate in service delivery and development

#### *Evidence based decision making, planning and delivery*

- Accurate workforce data, management information
- Optimisation of digital
- Workforce profiling and planning to assess future needs

#### *Modern Employer of Choice*

- Recruitment and retention align to workforce plans
- Reward and recognition align to workforce plans
- Employee engagement levels increase as staff identify the Council as a good place to work
- Career development and talent management
- Workforce health, well being and safety is prioritised



## WORKFORCE STRATEGY: ACTION PLAN 2021/2022

The first action plan of the Workforce Strategy will focus on the transition from responding to the COVID-19 pandemic and transition to a future working model – “**Agile Services delivered by an Agile Workforce**”.

### **Healthy Culture, Effective Leadership**

- Engagement and planning for future working model
- Leadership Development Model
- Transitional Leadership training/development
- Strategic Leadership and Managing an agile workforce training and development

### **Excellence in management across the Council**

- Implementation of key strategies; Commercial, Digital and Communication
- Agile working policy and guidance
- Review of other HR policy to support agility in the workforce

### **Modern Employer of Choice**

- Implementation of the agile and flexible working model
- Review and improvements to recruitment processes
- Increase the offer of the staff benefits scheme
- Implementation of modern agile designed workspace
- Initiatives to increase the diversity in the workforce

### **A highly motivated and engaged workforce**

- Workforce engagement and communication plan and implementation – future Council Operating Model
- Learning and development for the workforce to support delivery of the future working model

### **Evidence based decision making, planning and delivery**

- Development and implementation of digital solutions to support delivery of modern HR/Payroll service
- Review information requirements in line with key strategies e.g. Carbon Neutral ambitions
- Health, Safety and wellbeing to support through continued pandemic and transition to future working model
- Support schools causing concern