

# Cyngor Sir CEREDIGION County Council

**REPORT TO:** Corporate Resources Overview and Scrutiny Committee

**DATE:** 19 July 2023

**LOCATION:** Hybrid

**TITLE:** Draft Workforce Plan 2023-2028

**PURPOSE OF REPORT:** To review and recommend draft Workforce Plan 2023 – 2028

**REASON SCRUTINY  
HAVE REQUESTED THE  
INFORMATION:** Pre-decision scrutiny - to review new strategy

## **BACKGROUND:**

A workforce plan is a strategic document that outlines the Council’s approach to managing its workforce to meet its current and future service delivery needs. It involves analysing the organisation's workforce requirements, identifying any gaps, and focussing on the development plans to address them.

Developing a workforce plan is essential for several reasons:

- *Strategic Alignment:* aligns human resources strategies with the Council’s strategic goals. The plan allows the Council to identify critical roles, competencies, and skills required to achieve our corporate objective.
- *Recruitment and Retention:* provides an understanding of the skills and competencies needed to fill future roles. This will allow effective recruitment and retention strategies to be developed which will allow successful engagement with employees with a view to increasing motivation, reducing turnover rates and enhancing employee satisfaction.
- *Succession Planning:* enables the identification of critical posts and potential successors, allowing development, training and mentoring programmes or opportunities to mitigate risks associated with key employees leaving
- *Agility and Adaptability:* by anticipating future workforce needs and skills requirements, the Council can proactively address emerging challenges and capitalise on new opportunities.

As was the case for the 2017–2022 plan, a Strategic Workforce Planning toolkit was used to guide Corporate Lead Officer and their teams through the process. The toolkit assisted in analysing the current workforce before extending that analysis to identify future workforce requirements, skills and competencies which will be needed to deliver new or improved services.

## **WORKFORCE PLAN 2023–2028**

At the start of the year the People and Organisation Service met with each Service area to introduce the toolkit and to provide a range of workforce data to assist each service area in completing toolkit. This information was then collated, analysed and assessed in line with the workforce objectives within the Corporate Strategy and the requirements of the Sustainability Principles' five ways of working to develop key themes for the Workforce Plan 2023-2028.

The Workforce Plan 2023-2028 recognises the achievements over the course of the previous plan, the link with other corporate strategies, our workforce profile and sets out four key themed priorities to meet the identified challenges.

The four themed priorities set out in the plan are:

1. Realising Potential
2. Candidate Experience and Talent Attraction
3. New Ways of Working
4. Our Culture

The Workforce Plan 2023-2028 sets out an overview of each theme before detailing the actions which will be taken to meet the requirements of the Plan. A set of proposed measures are included at end of the document to allow effective monitoring of progress over the course of the three-year plan.

	<b>Has an Integrated Impact Assessment been completed? If not, please state why</b>	Yes
	<b>Summary:</b>	
	<b>Long term:</b>	Whilst the plan responds to current challenges it also considers the longer term challenges with the aim of ensuring the workforces possesses the correct skills and capacity to meet these.
<b>WELLBEING OF FUTURE GENERATIONS:</b>	<b>Integration:</b>	Through maintaining a motivated and stable workforce, the majority of whom live within the county boundary, the Plan will positively impact on people (our staff) and the local economy.
	<b>Collaboration:</b>	All Corporate Lead officers and their Senior team have contributed to the plan through the completion of the Service-specific Workforce Plan toolkit. The plan will be shared with our corporate trade union partners for comment.

**Involvement:** The Plan has been developed by involving all Corporate Manager and Corporate Lead Officer to capture their view on the current and longer term needs of their particular service areas.

**Prevention:** Focus is given to the current recruitment and retention difficulties and the impact this has on meeting future demands. The Plan introduces strategies to encourage wider employment entry paths and opportunities to meet a sustainable future workforce.

**RECOMMENDATION (S):**

- To recommend the approval of the Workforce Plan 2023-2028 by Cabinet

**REASON FOR RECOMMENDATION (S):**

- To support the adoption of a new workforce plan to support the workforce meeting its current and future service delivery needs

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**Designation:** Corporate Lead Officer – People & Organisation  
**Date of Report:** 28/06/2023  
**Acronyms:**



Cyngor Sir  
**CEREDIGION**  
County Council

# Workforce Plan 2023-2028

*Team Ceredigion: A team to be proud of*



**GYRFA GWAITH DYSGU**  
**CAREER WORK LEARN**

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# Introduction

Our Workforce Plan 2023-2028 sets out how we will attract, develop and retain our most valuable asset – our people. The effectiveness of our organisation hinges not just on attracting the best talent, but also in creating a strong workplace community that supports its people, and recognises the unique attributes of every Team Ceredigion member.

We are passionate about fostering a culture where our employees feel supported, valued and empowered. Our goal is to advocate for, and build upon, our 'Team Ceredigion' ethos. Promoting our sense of belonging, connection and shared purpose. We aspire for all Team Ceredigion members to be proud of the work that they do, and to recognise the significance of their contribution to the overall success of our organisation and the communities we serve.

We strongly believe all team Ceredigion members deserve the opportunity to excel and thrive in an environment that allows them to reach their full potential, now and in the future. Through this strategy we aim to foster a skilled, outcome focussed, innovative and progressive workforce, dedicated to delivering high quality and efficient services for the people of Ceredigion.



# Corporate Strategy 2022-2027

Our Workforce Plan 2023- 2028 outlines how we will develop the capacity and capability of our workforce to support the priorities identified in our Corporate Strategy 2022-2027.

The priorities outlined in the Corporate Strategy aim to enable the delivery of services that will enhance the social, economic, environmental and cultural well-being of the people of Ceredigion. Underpinning the success of our Corporate Strategy is a high performing workforce, operating in a way that is innovative, digitally mature and sustainable.

**Vision:** *Ceredigion County Council delivers value for money, sustainable bilingual public services, that support a strong economy and healthy environment, while promoting well-being in our people and our communities.*

The Corporate Strategy sets out our priorities, called Corporate Well-Being Objectives, along with our ambitions and the steps to achieve these over the period 2022-27. The Strategy informs everything the Council does. 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. It is based on a wide-ranging review of evidence and needs-assessments.

The strategy outlines four well-being objectives, which include:

- **Boosting the economy, supporting businesses and enabling employment**
- **Creating caring and healthy communities**
- **Providing the best start in life and enabling learning at all ages**
- **Creating sustainable, green and well-connected communities**



# The Well-being of Future Generations Act (Wales) 2015

## National Well-being Goals

The Well-being of Future Generations Act seeks to improve the social, economic, environmental and cultural well-being of Wales by requiring public bodies to work together to create a sustainable Wales. It is intended to help to create a Wales that we all want to live in, now and in the future. There are 7 national well-being goals that set out a shared vision for all public bodies to work towards (shown right).

Our Corporate Well-being Objectives have been developed based on evidenced local needs and on the views of local people. The steps we plan to take to achieve our Corporate Well-being Objectives will help us improve outcomes for local people and also maximise our contribution to the national Well-being Goals.





## Sustainable Development Principle









In working towards achieving the Well-being Goals it is necessary for us as a public body to consider how we apply the sustainable development principle. The sustainable development principle is defined as *'acting in a manner that seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs'*. To meet the expectations of the sustainable development principle, it is necessary to consider the Five Ways of Working: long-term; prevention; integration; collaboration; and involvement.

The development of this strategy is underpinned by the sustainable development principle, and its five ways of working:



# Other Corporate Strategies

Our strategy takes account of and aims to support the following corporate strategies:

-  Employee Health and Wellbeing Strategy
-  Hybrid Working Strategy
-  ICT & Digital Strategy (in progress)
-  Through Age Wellbeing Strategy
-  Tackling Hardship Strategy
-  Economic Strategy
-  Welsh Language Strategy
-  Medium Term Financial Strategy
-  Strategic Equality Plan



# What we've achieved

## Workforce Plan 2017-2022

The following 4 key themes of work were identified in our previous workforce plan.



### Engagement and Opportunity

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



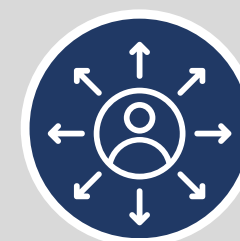
### Flexible and Agile Workforce

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



### Promote a Bilingual workforce that will serve the community

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



### Leadership & Management Development

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

# Engagement and Opportunity

## What we set out to do

- Adopt a pro-active and planned approach to promoting our opportunities at School and University Careers fayres and events.
- Employ an Apprenticeship & Work Experience Coordinator who will promote the Apprenticeship Scheme, support apprentices and coordinate work experience placements across all services for post 16 applicants.
- Develop an 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.
- 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.
- Promote recruitment opportunities on social media and other platforms.

## What we achieved

- Attendance at a range of virtual and face to face recruitment events and fairs
- Apprenticeship & Work Experience Coordinator appointed.
- Apprenticeship scheme created. Range of opportunities offered. 16 apprenticeships completed. 12 employed by Ceredigion County Council.
- Work undertaken to develop corporate processes to identify and support work experience opportunities.
- Aberystwyth University students hosted on employability modules. 60 students accommodated.
- Trainee Social Scheme established. 12 Trainee Social Workers recruited. 5 other employees sponsored on an independent route to qualify as Social Workers. 16 employed as Social Workers by Ceredigion County Council.
- 5 Swansea University Social Work students completed hosted placements and were employed as Ceredigion County Council Social Workers.
- 80 student Social Work placements provided.
- 22 employees have been supported to undertake a Certification in Higher Education, out of which 9 have continued onto the Social Work degree.
- Developed and launched new look careers website to showcase opportunities of working for Ceredigion County Council and living in Ceredigion.
- Implemented range of alternative marketing solutions including radio advertising, banners, virtual information sessions, promotional videos.
- Opportunities and good news stories promoted on new dedicated Facebook and LinkedIn pages. 3.3k Facebook followers in April 2023.

# Flexible and Agile Workforce

## What we set out to 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

## What we achieved

- Centralisation of support services including ICT, Creditors, Finance and Procurement, Business Support
- Restructure of senior leadership and service areas. 2 Corporate Director roles, 12 Corporate Lead Officer and 39 Corporate Manager roles established and appointed
- 'Train the Trainer' training provided. 91 workforce subject matter experts have delivered training.
- 2251 various training sessions have been delivered by our subject matter experts and our Corporate Trainers.
- Corporate development programmes established which have supported cross organisation career pathways and professional development.
- Annual training schedule for corporate and social care employees with a wide variety of training opportunities.
- Ceri Learning & Development module utilised and embedded across all Services to promote, book and record training and ensure 'one training record' across the Council
- Significant upskilling of workforce in use of technologies in response to the COVID pandemic and supported by training opportunities.
- Rolling programme of Customer First training to all service areas
- Corporate Induction event developed, embedded and scheduled on a monthly basis.

# Promote a Bilingual workforce that will serve the community

## What we set out to do

- Continue to develop the work of the Welsh in the Workplace 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

## What we achieved

- Work Welsh Training Officer appointed.
- Welsh in the Workplace Group established
- Range of Welsh language classes offered including: - Beginner, Intermediate, Advanced as well as Welsh Language Written.
- 287 Work Welsh learners
- Welsh language 'ffrindiau iaith – Welsh friend' scheme introduced to support Welsh learners
- 'More than just words' strategy and active offer campaign promoted to all services via training and communication campaigns
- Welsh Language Awareness e-learning course developed and designated mandatory for all staff.



# Leadership & Management Development

## What we set out to 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 Ceri Net 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

## What we achieved

- 6 module Ceredigion Manager Programme developed, implemented and designated mandatory for all managers.
- Range of additional management development opportunities provided including: Difficult Conversations, Finance for Non-Finance, Procurement, Project Management , Support Health and Wellbeing of Employees, Managing Change and more.
- 'Aspiring Managers' and 'Managing for the First Time' modules introduced.
- Workforce and succession planning included in Ceredigion Manager Programme course.
- Comprehensive manager's toolkit published on Ceri Net as a source of information, advice and assistance for managers and headteachers
- Use of webinars, townhall sessions and newsletters to disseminate information to managers.
- Corporate managers and senior leadership workshop established and meeting regularly on a quarterly basis.

# Other achievements

Qualification Panel Established	Implemented new Learning Management System, Ceredigion Learning Pool	22 Mental Health First Aiders appointed	ILM Level 5: 12 managers certified, with 4 managers nearing completion	Implemented Online DBS checks system	Transitioned to virtual delivery of learning events	Interim Hybrid Working Policy developed and implemented
Successful restructure of Through-Age Wellbeing services	Replaced Cardinet with new Ceri Net staff intranet site	Carer's Policy developed and implemented	Hybrid Working Strategy developed and being implemented	Increased collaborative working with Aberystwyth University on range of careers initiatives	Supported the national WeCare.wales social care campaign	Health and Wellbeing Strategy developed and being implemented
99% of eligible employees working in a hybrid way	Implemented new incident reporting system, Alcumus	ILM Level 4: 30 managers certified, with 24 managers nearing completion	Annual Appraisals process successfully established	Audit of workforce digital skills undertaken	3 Employee Health and Wellbeing Surveys conducted	New look weekly news format developed and implemented
New people processes e-forms platform (dodl) developed	8 Health and Wellbeing Champions recruited	Revised Ceredigion Manager Programme	Bespoke development programme for CLO, CMs and TMs to implement the TAW Strategy	University of Wales Trinity Saint David Youth Work student placements offered	Team Ceredigion staff Teams channel introduced	Social work placements provided to Swansea University and Open University students



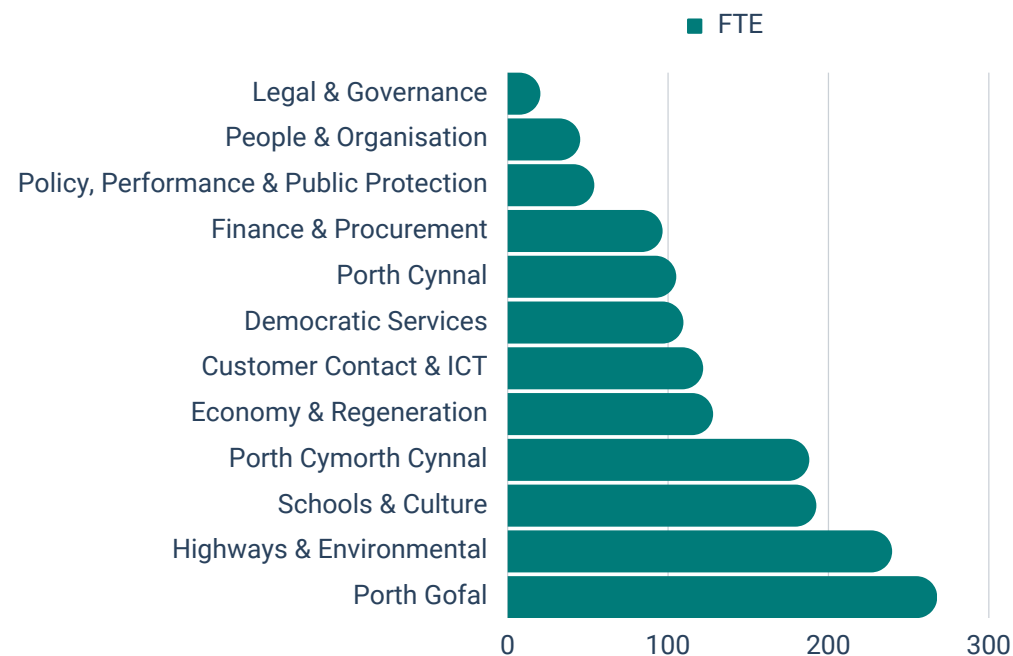
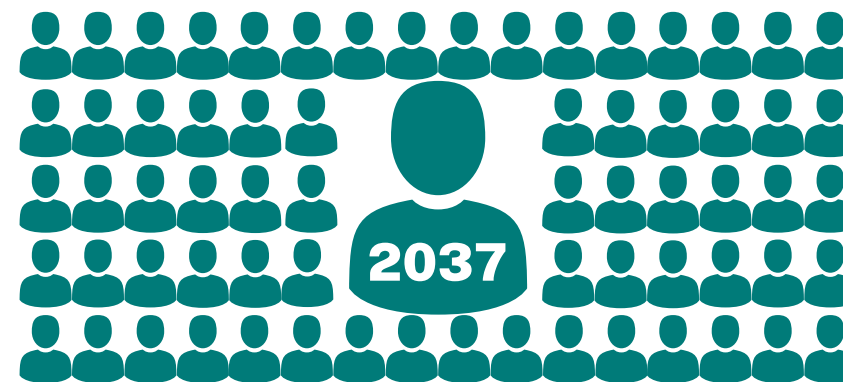
# Current Context

## Our workforce

Our ability to successfully deliver services and continuous improvement depends on 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 our goals and serve the residents of Ceredigion.

In May 2023 our corporate workforce is made up of 2037 employees (1,567 FTE). During the last decade a leaner senior management structure has been achieved, with a 30% reduction in senior leadership posts.

Employee costs account for 45.4% of the Council's gross expenditure. 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.



## Told us they're Disabled



3%

## Gender



65% female  
35% male

## Managers



14.5%

## Working Pattern



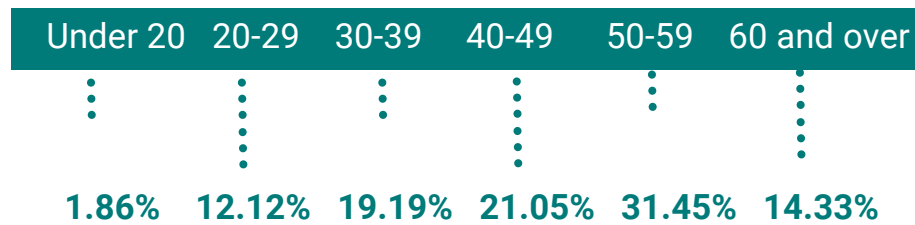
56% full-time

## Hybrid Working

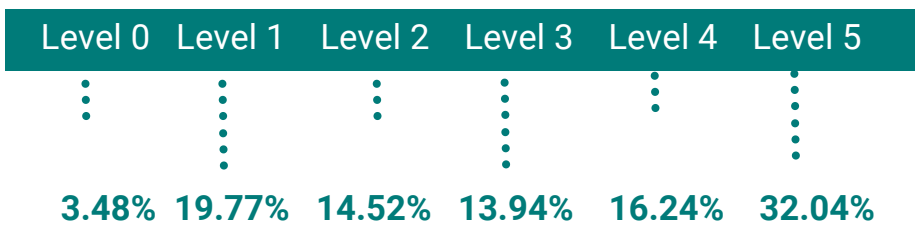


43%

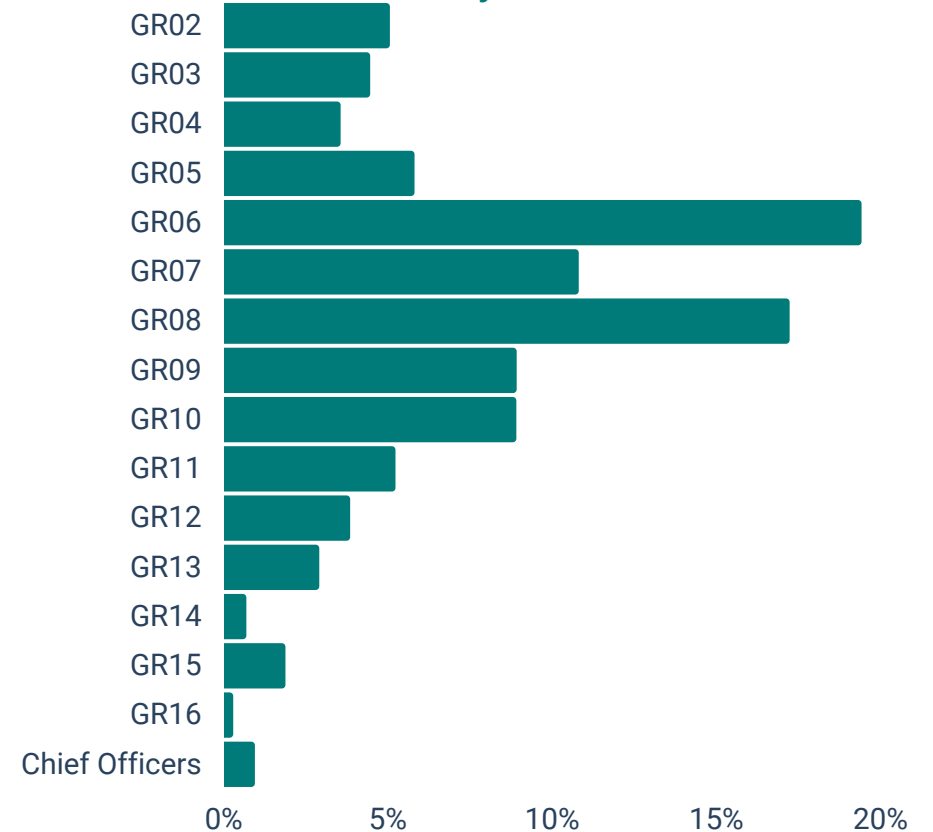
## Age



## Welsh Language Skills



## Pay



# What our workforce has told us

Over the duration of the previous workforce plan we have worked hard to gather employee sentiment in relation to their experiences so as to inform the work we do and prioritise our resources. Below are recent findings from various staff surveys.

## Employee Health and Wellbeing Survey



## Recruitment Selection & Appointment Survey



# Current challenges

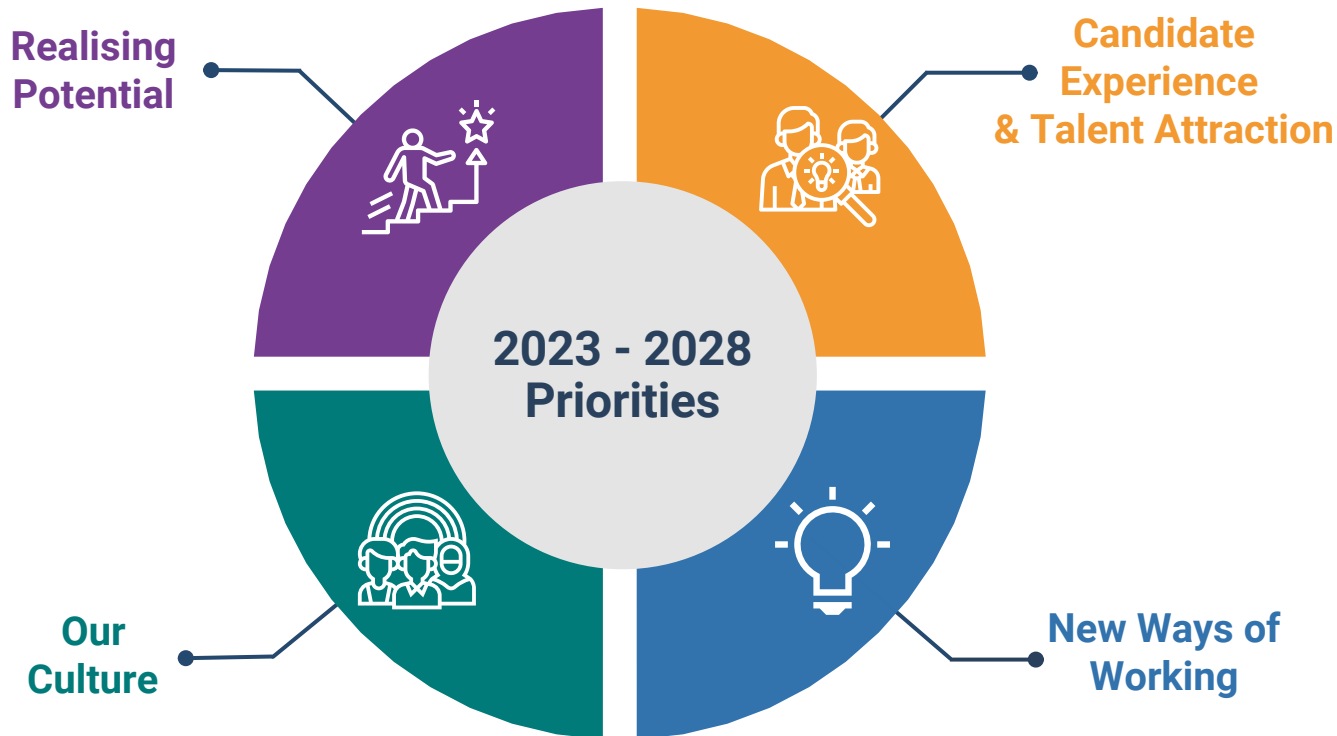
A comprehensive workforce planning exercise was undertaken by all service areas late 2022. The purpose of this exercise was to gain an in depth understanding of the workforce in terms of the skills, competencies and capacity which will be needed to deliver new, different and/or improved services and priorities in the future. As part of this exercise the following key challenges, faced by our services were identified.



# What we want to achieve

## 2023-2028 Priorities

Having analysed the findings of the workforce planning exercise conducted in 2022, as well as insights gained via various employee surveys, the following priority areas of work have been identified to enable our workforce to deliver new, different and/or improved services and priorities in the future.



## Candidate Experience and Talent Attraction

2022 has seen a historic high in vacancies in the UK and the lowest rate of unemployment since 1974. Attracting the right people with the right skills has never been more challenging. 2022 saw our average number of applications per recruitment campaign fall to 3.81. In addition, during this time we experienced a number of persistently difficult to fill positions including, but not limited to, qualified social workers, occupational therapists, developers, engineers, planners, fleet technicians and occupational training advisors. The recruitment of Social Workers has recently been designated a corporate risk.

Skills scarcity has resulted in unprecedented pressures on some service areas and necessitated the adoption of alternative measures to maintain statutory services and other business critical roles, including the recruitment of agency workers. In response to these challenges and the consequential impact experienced across our service areas it is critical we simplify and streamline the way our applicants submit job applications while also maintaining and enhancing the positive candidate experience our candidates tell us we provide. It will also be critical that we are able to easily monitor and analyse our recruitment data so as to identify hard to fill positions and prioritise our resources accordingly.





In a highly competitive labour market, against a backdrop of increased demand on services and less resource, it is vital that we actively showcase the unique benefits of working for us and establish ourselves as an employer of choice.

We will continue to use various marketing methods such as our careers site, social media, marketing boards, candidate open days, and community outreach work to promote our brand and increase talent attraction. We will also look to reward our brand ambassadors by introducing an employee referral scheme. We will keep our marketing and recruitment methods under review to ensure vacancies are reaching talented people with the right skills.

In line with cultural goals we will look to include a values-based approach to recruitment to ensure candidates are assessed on their behavioural values, as well as knowledge, skills and aptitude.

# Candidate Experience and Talent Attraction

## We will:

### Marketing:

- Conduct an employer brand positioning analysis and develop an **employer branding strategy** to establish and showcase our brand
- Develop and introduce a '**Job Alerts**' solution which informs candidates of opportunities of interest
- Develop marketing campaigns to promote our **apprenticeship** opportunities
- Develop marketing campaigns to promote the new **graduate scheme** and the opportunities offered
- Work in partnership with **Job Centres** and other organisations to promote our brand and increase talent attraction
- Introduce an **Employee Referral Scheme** which will reward employees who's referral has led to the successful permanent appointment of a new employee to the organisation
- Develop a coordinated approach to **work experience placements** and promote opportunities

### Processes:

- Ensure we can use data to easily identify **hard to fill vacancies**
- Remove the 'essential criteria' requirement for short-listing and adopt an '**interview on potential**' approach where essential criteria is tested at interview stage
- **Reduce our standard application form** and allow for the uploading of CVs
- We will create an '**express an interest**' form for certain positions that are difficult to fill. Based on the level of interest shown, managers may either conduct a second stage of screening or directly invite the candidates to interview
- Ensure our **Job Descriptions** are candidate friendly. The Job Evaluation process will be supported with a supplementary form
- We will adopt a continuum approach to the **attainment of linguistic standards**. Successful candidates will be expected to demonstrate a steady, continuous improvement in their linguistic skills
- Conduct benchmarking **review of salary pay grading** of local authorities in Wales





## Our Culture

We are passionate about fostering a culture where our employees have a shared sense of purpose, are supported and well led, feel valued and empowered, and experience a safe and inclusive environment. We want working life to be a positive experience for everyone. We strongly believe all team Ceredigion members deserve the opportunity to excel and thrive in an environment that allows them to be true to themselves and reach their full potential.

Our goal is to advocate for, and build upon, our 'Team Ceredigion' ethos. Promoting our sense of belonging, connection and shared purpose. We aspire for all Team Ceredigion members to be proud of the work that they do, and to recognise the significance of their contribution to the overall success of our organisation.

Employee engagement is central to our culture and we want to ensure all our people feel they have a voice and that voice is heard. We will continue to provide easily accessible engagement channels that prioritize employee well-being and foster a culture of transparency, trust, and collaboration. Consistent employee engagement, recognition, and comprehensive well-being support will remain crucial to our success in becoming the employer of choice.

We want to explore and identify our organisational values and bring these to life. This will help us provide a consistent approach to how we work and make decisions. It will also create a set of standards that we can uphold when collaborating with colleagues and serving our customers. Recognising and celebrating when our values are being demonstrated will help our employees to feel valued and motivated. This is an important factor in recruiting and retaining the right people.

We acknowledge the importance of recognising and celebrating when things are going well. It's also important that we provide a safe environment to have constructive conversations when things aren't working as we would like. Our goal is to foster a collaborative culture where we can work together, reflect and learn to find solutions.



## Our Culture

### We will:

- Identify our **Team Ceredigion values** and embed our values into the way we work
- Develop and introduce a **recognition framework** to ensure success, loyalty and commitment is celebrated
- Build on our employee engagement activities and continue to ensure all **our people's voices inform decision-making**
- Conduct periodic surveys to determine how we can best support the **health and wellbeing of our workforce**, ensuring the support we provide is responsive, targeted and well received
- Continue to actively promote our **bilingual culture** and our **work welsh development** opportunities
- Identify and implement a solution to enable us to analyse the efficacy of our **internal communication** channels to ensure reach is maximised amongst the workforce
- Hold **quarterly meetings with service area senior managers** to provide support in relation to people and culture matters



## New Ways of Working

Our organisation is made up of exceptionally talented individuals. Their resourcefulness and adaptability was highlighted during the Covid-19 crisis. They succeeded to support our residents and maintain services, whilst in many cases introducing and adopting new ways of working. To ensure continued success, it is crucial we capitalise on this talent and unlock its full potential.

We are operating in a challenging environment with escalating budgetary pressures. To meet our corporate objectives whilst maintaining effective and efficient services our workforce's journey must be one of continuous review and change. It is critical we maintain an innovative and agile approach, are open and resilient to change, with the skills to support smarter ways of working in a digitised world.

With the increasing digitisation of workplaces, across all settings, digital competency is essential. To better support our workforce with regards digital skills we will introduce a digital competency framework. The framework will provide clear digital skill expectations in terms of recruitment and selection criteria, performance management, as well as identifying development needs across the workforce.

Our workforce tells us that hybrid working has realised many benefits including increased productivity, reduced travelling and improved work life balance. It is also widely recognised that the flexibility of hybrid working improves retention and recruitment. We will review our existing hybrid working model to capture these benefits as part of a permanent hybrid working policy.

Our aim is to enhance the efficiency of our internal processes and systems, enabling us to measure our performance effectively. This will align with our moral and corporate responsibility towards sustainability and environmentally friendly practices.



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## New Ways of Working

### We will:

- Review of our **hybrid working** model and propose permanent approach for adoption
- Appoint **HR Systems Development & Integration Officer** to progress our digital working ambitions
- **Develop dodl**, our e-forms system, so all People & Organisation processes are paperless
- Develop **new digital records and document creation** system
- Introduce a **digital competency framework** and conduct a role and employee skills analysis
- Roll out organisation wide programme of **digital upskilling**
- Review of all **People and Organisation policies** to ensure they are fit for purpose, compliant, accessible and reflect our culture
- Support the delivery of **transformation programmes** with employee engagement and development opportunities



## Realising potential

We are passionate about employee development and ensuring every Team Ceredigion member is supported and has the opportunity to fulfil their potential and career aspirations. We already provide a wide range of training to support the learning and development needs of our workforce. We also frequently offer a range of professional qualifications to support our employees in progressing their careers. We would like to build on this work by developing clear career and skills development pathways to ensure our workforce development is fully aligned to business planning and organisation needs.

As part of this work, and to address critical skills gaps within the workforce, we intend to attract new talent via our apprenticeships scheme as well as introduce a new graduate scheme.



We recognise the importance and value of workforce planning and the need to use the insight and data available to forecast future organisational capacity and capability. In line with this, we will review our workforce planning process and develop a robust and streamlined succession planning model.

Our managers are key to ensuring our ability as an organisation to embrace and embed new ways of working, and achieve excellence in the future. Our managers have significant impact on our culture and the day to day employment experience of our workforce. They play a pivotal role in building teams that embody a collaborative outlook, and are motivated and able to turn challenges into opportunities for innovation and excellence.

Alongside the existing management development programmes we will deliver an annual update session in order that our managers stay up-to-date on the latest trends and best practices to ensure they are equipped to navigate the ever-changing landscape and drive our organisation forward.

# Realising potential

## We will:

### Workforce development:

- Develop a **succession planning model** that reduces risk and disruption to business continuity
- Review our **annual appraisal** process to capture employee development aspirations, identify future potential and audit skills and competencies
- Review our **corporate and team induction programs** to ensure our new recruits are receiving the best introduction to their new role
- Maximise the use of our **learning management system** 'Ceredigion Learning Pool' to make full use of its potential
- To overcome recruitment challenges we will adopt a targeted approach to our **apprenticeship opportunities**
- Develop and introduce a **graduate scheme** to attract and retain talent in the county of Ceredigion
- Continue to offer a range of **Welsh language development** opportunities to meet service delivery needs and support our bilingual culture
- Further develop and expand our **blended learning** to offer greater access and improve outcomes.

### Manager and leader development:

- Utilising our internal talent and experience, develop and introduce a **Manager Mentoring / Coaching Scheme**
- Develop and deliver an **annual update session** to ensure our managers are up-to-date with the latest developments and best practices
- Continue to offer **ILM opportunities** to grow our pool of future leaders

# Measuring Success

This strategy is designed to evolve with the needs of our organisation and our employees. The People and Organisation Service will work with senior management to review and drive the evolution of the strategy with improvements being made as needed along our journey.

We will continually measure progress using a variety of means, including employee and stakeholder surveys, appraisals and a range of key performance indicators. The four priorities contained within this strategy will be reported annually using the following measures:

## Candidate Experience & Talent Attraction

Increase in average number of applicants per campaign

No of work experience opportunities offered

Number of corporate vacancies

## Our Culture

Percentage of employees feel the Council cares about their health and wellbeing

Number of employees who have improved their Welsh language skills (continuum)

Employee turnover

Sickness Absence

## New Ways of Working

Number of roles with digital competency levels identified

Number of employee digital competency levels recorded

Number of forms on dodl

Number of people who have attended digital skills training

## Realising Potential

Number of apprentices recruited

Number of graduates recruited under graduate scheme

Number of managers with recognised leadership and/or management qualification







**General enquiries:**

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[clic@ceredigion.gov.uk](mailto:clic@ceredigion.gov.uk)

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**People & Organisation Service**

01970 633949

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# Cyngor Sir Ceredigion County Council - Integrated Impact Assessment (IIA)

An integrated tool to inform effective decision making



This **Integrated Impact Assessment tool** incorporates the principles of the Well-being of Future Generations (Wales) Act 2015 and the Sustainable Development Principles, the Equality Act 2010 and the Welsh Language Measure 2011 (Welsh Language Standards requirements) and Risk Management in order to inform effective decision making and ensuring compliance with respective legislation.

## 1. PROPOSAL DETAILS: (Policy/Change Objective/Budget saving)

Proposal Title	Workforce Plan 2023-2028				
Service Area	People & Organisation	Corporate Lead Officer	Geraint Edwards	Strategic Director	James Starbuck
Name of Officer completing the IIA	Geraint Edwards	E-mail	geraint.edwards2@ceredigion.gov.uk	Phone no	01545 572019

Please give a brief description of the purpose of the proposal

The Workforce Plan 2023-2028 sets out how we will attract, develop and retain our most valuable asset – our people. The effectiveness of our organisation hinges not just on attracting the best talent, but also in creating a strong workplace community that supports its people, and recognises the unique attributes of every Team Ceredigion member. The Workforce Plan 2023- 2028 outlines how we will develop the capacity and capability of our workforce to support the priorities identified in our Corporate Strategy 2022-2027.

Who will be directly affected by this proposal? (e.g. The general public, specific sections of the public such as youth groups, carers, road users, people using country parks, people on benefits, staff members or those who fall under the protected characteristics groups as defined by the Equality Act and for whom the authority must have due regard).

The Workforce Plan will affect Council employees, excluding those directly employed by school Governing Bodies.

**VERSION CONTROL:** The IIA should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development, Welsh language and equality considerations wherever possible.

Author	Decision making stage	Version number	Date considered	Brief description of any amendments made following consideration
	<i>e.g. Budget Process, LG, Scrutiny, Cabinet etc.</i>			<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal. Have you considered and applied the sustainable development principle and Well-being Goals?</i>
Geraint Edwards	Scrutiny	V1	25/06/2023	

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## COUNCIL STRATEGIC OBJECTIVES: Which of the Council's Strategic Objectives does the proposal address and how?

Boosting the economy, supporting businesses and enabling employment	The Workforce Plan 2023-2028 will develop the capacity and capability of the workforce to support delivery of high quality services
Creating caring and healthy communities	The Workforce Plan 2023-2028 will develop the capacity and capability of the workforce to support delivery of high quality services
Providing the best start in life and enabling learning at all ages	The Workforce Plan 2023-2028 will develop the capacity and capability of the workforce to support delivery of high quality services
Creating sustainable, green and well-connected communities	The Workforce Plan 2023-2028 will develop the capacity and capability of the workforce to support delivery of high quality services

**NOTE:** As you complete this tool you will be asked for **evidence to support your views**. These need to include your baseline position, measures and studies that have informed your thinking and the judgement you are making. It should allow you to identify whether any changes resulting from the implementation of the recommendation will have a positive or negative effect. Data sources include for example:

- *Quantitative data - data that provides numerical information, e.g. population figures, number of users/non-users*
- *Qualitative data – data that furnishes evidence of people's perception/views of the service/policy, e.g. analysis of complaints, outcomes of focus groups, surveys*
- *Local population data from the census figures (such as Ceredigion Welsh language Profile and Ceredigion Demographic Equality data)*
- *National Household survey data*
- *Service User data*
- *Feedback from consultation and engagement campaigns*
- *Recommendations from Scrutiny*
- *Comparisons with similar policies in other authorities*
- *Academic publications, research reports, consultants' reports, and reports on any consultation with e.g. trade unions or the voluntary and community sectors, 'Is Wales Fairer' document.*
- *Welsh Language skills data for Council staff*

## 2. SUSTAINABLE DEVELOPMENT PRINCIPLES: How has your proposal embedded and prioritised the five sustainable development principles, as outlined in the Well-being of Future Generations (Wales) Act 2015, in its development?

Sustainable Development Principle	Does the proposal demonstrate you have met this principle? If yes, describe how. If not, explain why.	What evidence do you have to support this view?	What action (s) can you take to mitigate any negative impacts or better contribute to the principle?
<b>Long Term</b>	Whilst the plan responds to current challenges it also considers the longer	Each service has completed a workforce	

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Balancing short term need with long term and planning for the future.	term challenges with the aim of ensuring the workforces possesses the correct skills and capacity to meet these.	planning toolkit to identify the challenges in their areas. These were all considered as part of this plan's development.	
<b>Collaboration</b> Working together with other partners to deliver.	All Corporate Lead officers and thier Senior team have contributed to the plan through the completion of the Service-specific Workforce Plan toolkit. The plan will be shared with our corporate trade union partners for comment.		
<b>Involvement</b> Involving those with an interest and seeking their views.	The Plan has been developed by involving all Corporate Manager and Corporate Lead Officer to capture their view on the current and longer term needs of their particular service areas.		
<b>Prevention</b> Putting resources into preventing problems occurring or getting worse.	Focus is given to the current recruitment and retention difficulties and the impact this has on meeting future demands. The Plan introduces strategies to encourage wider employment entry paths and opportunities to meet a sustainable future workforce.	We will monitor and gather evidence on staff recruitment and turn over	
<b>Integration</b> Positively impacting on people, economy, environment and culture and trying to benefit all three.	Through maintaining a motivated and stable workforce, the majority of whom live within the county boundary, the Plan will positively impact on people (our staff) and the local economy.		

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<b>3. WELL-BEING GOALS:</b> Does your proposal deliver any of the seven National Well-being Goals for Wales as outlined on the Well-being of Future Generations (Wales) Act 2015? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal. We need to ensure that the steps we take to meet one of the goals aren't detrimental to meeting another.			
Well-being Goal	Does the proposal contribute to this goal? Describe the positive or negative impacts-	What evidence do you have to support this view?	What action (s) can you take to mitigate any negative impacts or better contribute to the goal?
<b>3.1. A prosperous Wales</b> Efficient use of resources, skilled, educated people, generates wealth, provides jobs.	The Plan's aim is to foster a skilled, outcome focussed, innovative and progressive workforce, dedicated to delivery high quality and efficient service to the people of Ceredigion.	The Council is the largest employer in the county and ensuring job security in well paid roles is key.	Develop range of employment entry opportunities and career pathways which allow staff to meet their potential
<b>3.2. A resilient Wales</b> Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change).			
<b>3.3. A healthier Wales</b> People's physical and mental wellbeing is maximised and health impacts are understood.	The Plan recognises the importance of employee health and wellbeing and through periodic surveys will identify how best this can be supported with targeted strategies if necessary	Annual staff surveys to monitor employees view of their health	Continual review of health and wellbeing guidance and strategies in response to local and nationwide issues
<b>3.4. A Wales of cohesive communities</b> Communities are attractive, viable, safe and well connected.			
<b>3.5. A globally responsible Wales</b> Taking account of impact on global well-being when considering local social, economic and environmental well-being.			

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<p><b>3.6. A more equal Wales</b>                  People can fulfil their potential no matter what their background or circumstances.</p> <p><i>In this section you need to consider the impact on equality groups, the evidence and any action you are taking for improvement.</i>  <i>You need to consider how might the proposal impact on equality protected groups in accordance with the Equality Act 2010?</i>  <i>These include the protected characteristics of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or beliefs, gender, sexual orientation.</i>  <b>Please also consider the following guide::</b>  <a href="#">Equality Human Rights - Assessing Impact &amp; Equality Duty</a></p>	<p>Describe why it will have a positive/negative or negligible impact.</p> <p><i>Using your evidence consider the impact for each of the protected groups. You will need to consider do these groups have equal access to the service, or do they need to receive the service in a different way from other people because of their protected characteristics. It is not acceptable to state simply that a proposal will universally benefit/disadvantage everyone. You should demonstrate that you have considered all the available evidence and address any gaps or disparities revealed.</i></p>	<p>What evidence do you have to support this view?</p> <p><i>Gathering Equality data and evidence is vital for an IIA. You should consider who uses or is likely to use the service. Failure to use <u>data</u> or <u>engage</u> where change is planned can leave decisions open to legal challenge. Please link to <b>involvement</b> box within this template. Please also consider the general guidance.</i></p>	<p>What action (s) can you take to mitigate any negative impacts or better contribute to positive impacts?</p> <p><i>These actions can include a range of positive actions which allows the organisation to treat individuals according to their needs, even when that might mean treating some more favourably than others, in order for them to have a good outcome. You may also have actions to identify any gaps in data or an action to engage with those who will/likely to be effected by the proposal. These actions need to link to Section 4 of this template.</i></p>																
<p><b>Age</b>                  Do you think this proposal will have a positive or a negative impact on people because of their age? (Please tick ✓)</p> <table border="1" data-bbox="69 991 786 1369"> <thead> <tr> <th></th> <th>Positive</th> <th>Negative</th> <th>None/ Negligible</th> </tr> </thead> <tbody> <tr> <td>Children and Young People up to 18</td> <td style="text-align: center;">✓</td> <td></td> <td></td> </tr> <tr> <td>People 18-50</td> <td style="text-align: center;">✓</td> <td></td> <td></td> </tr> <tr> <td>Older People 50+</td> <td style="text-align: center;">✓</td> <td></td> <td></td> </tr> </tbody> </table>		Positive	Negative	None/ Negligible	Children and Young People up to 18	✓			People 18-50	✓			Older People 50+	✓			<p>The Council's Equality Report 2022 has been used to inform the Plan. The age profile of the current workforce is included in the document and the ageing workforce is evident with 45.78% being 50 years old or over. The Plan sets out how the aging workforce can be supported in their roles whilst also introducing strategies to attract young people to a career in the Council</p>	<p>The Equality Report 2022 provides data on the Council workforce by protected characteristics. The Equality Report is published annual and will be monitored</p>	
	Positive	Negative	None/ Negligible																
Children and Young People up to 18	✓																		
People 18-50	✓																		
Older People 50+	✓																		
<p><b>Disability</b></p>																			

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Do you think this proposal will have a positive or a negative impact on people because of their disability? (Please tick ✓)				The Council's Equality Report 2022 has been used to inform the Plan. 3% of the current workforce has told use they are disabled. The Plan is expected to encourage applications from those who have a disability whilst also supporting those employees who become disabled to remain in employment.	The Equality Report 2022 provides data on the Council workforce by protected characteristics.  20% of people living in Ceredigion identified as disabled with 8.5% disabled and limited a lot, and 11.5% disabled and limited a little (2021 Census).	
Hearing Impairment	Positive	Negative	None/ Negligible			
	✓					
Physical Impairment	Positive	Negative	None/ Negligible			
	✓					
Visual Impairment	Positive	Negative	None/ Negligible			
	✓					
Learning Disability	Positive	Negative	None/ Negligible			
	✓					
Long Standing Illness	Positive	Negative	None/ Negligible			
	✓					
Mental Health	Positive	Negative	None/ Negligible			
	✓					
Other	Positive	Negative	None/ Negligible			
			✓			
<b>Transgender</b> Do you think this proposal will have a positive or a negative impact on transgender people? (Please tick ✓)				The Workforce Plan has a focus on the culture of the organisation and seeks to foster a culture where employees are supported, feel valued , and experience a safe and inclusive environment.	The Equality Report 2022 provides data on the Council workforce by protected characteristics.	
Transgender	Positive	Negative	None/ Negligible			
			✓			

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<b>Marriage or Civil Partnership</b> Do you think this proposal will have a positive or a negative impact on marriage or Civil partnership? (Please tick ✓)				The Workforce Plan has a focus on the culture of the organisation and seeks to foster a culture where employees are supported, feel valued , and experience a safe and inclusive environment.		
Marriage	Positive	Negative	None/ Negligible			
			✓			
Civil partnership	Positive	Negative	None/ Negligible			
			✓			
<b>Pregnancy or Maternity</b> Do you think this proposal will have a positive or a negative impact on pregnancy or maternity? (Please tick ✓)				The Workforce Plan has a focus on the culture of the organisation and seeks to foster a culture where employees are supported, feel valued , and experience a safe and inclusive environment.		
Pregnancy	Positive	Negative	None/ Negligible			
			✓			
Maternity	Positive	Negative	None/ Negligible			
			✓			
<b>Race</b> Do you think this proposal will have a positive or a negative impact on race? (Please tick ✓)				The Workforce Plan has a focus on the culture of the organisation and seeks to foster a culture where employees are supported, feel valued , and experience a safe and inclusive environment.	The Equality Report 2022 provides data on the Council workforce by protected characteristics.  Race includes nationality, ethnicity and culture.  3.8% of people living in Ceredigion are from a non-white background, compared	
White	Positive	Negative	None/ Negligible			
			✓			
Mixed/Multiple Ethnic Groups	Positive	Negative	None/ Negligible			
			✓			
Asian / Asian British	Positive	Negative	None/ Negligible			



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			✓		to 6.2% across Wales (2021 Census).	
Black / African / Caribbean / Black British	Positive	Negative	None/ Negligible			
			✓			
Other Ethnic Groups	Positive	Negative	None/ Negligible			
			✓			

<b>Religion or non-beliefs</b> Do you think this proposal will have a positive or a negative impact on people with different religions, beliefs or non-beliefs? (Please tick ✓)				The Workforce Plan has a focus on the culture of the organisation and seeks to foster a culture where employees are supported, feel valued , and experience a safe and inclusive environment.		
Christian	Positive	Negative	None/ Negligible			
			✓			
Buddhist	Positive	Negative	None/ Negligible			
			✓			
Hindu	Positive	Negative	None/ Negligible			
			✓			
Humanist	Positive	Negative	None/ Negligible			
			✓			
Jewish	Positive	Negative	None/ Negligible			
			✓			
Muslim	Positive	Negative	None/ Negligible			
			✓			
Sikh	Positive	Negative	None/ Negligible			
			✓			
Non-belief	Positive	Negative	None/			

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			Negligible			
			✓			
Other	Positive	Negative	None/ Negligible			
			✓			

<b>Sex</b> Do you think this proposal will have a positive or a negative impact on men and/or women? (Please tick ✓)				The Workforce Plan has a focus on the culture of the organisation and seeks to foster a culture where employees are supported, feel valued , and experience a safe and inclusive environment.		
Men	Positive	Negative	None/ Negligible			
			✓			
Women	Positive	Negative	None/ Negligible			
			✓			

<b>Sexual Orientation</b> Do you think this proposal will have a positive or a negative impact on people with different sexual orientation? (Please tick ✓)				The Workforce Plan has a focus on the culture of the organisation and seeks to foster a culture where employees are supported, feel valued , and experience a safe and inclusive environment.	The Equality Report 2022 provides data on the Council workforce by protected characteristics.	
Bisexual	Positive	Negative	None/ Negligible			
	✓					
Gay Men	Positive	Negative	None/ Negligible			
	✓					
Gay Women / Lesbian	Positive	Negative	None/ Negligible			
	✓					
Heterosexual / Straight	Positive	Negative	None/ Negligible			
	✓					



**Having due regards in relation to the three aims of the Equality Duty - determine whether the proposal will assist or inhibit your ability to eliminate discrimination; advance equality and foster good relations.**

**3.6.2. How could/does the proposal help advance/promote equality of opportunity?**

*You should consider whether the proposal will help you to:*

- Remove or minimise disadvantage
- To meet the needs of people with certain characteristics
- Encourage increased participation of people with particular characteristics

The Workforce Plan has a focus on the culture of the organisation and seeks to foster a culture where employees are supported, feel valued, and experience a safe and inclusive environment. The Council is committed to promoting equality and valuing diversity in all its roles as community leader, service provider and employer.

**3.6.3. How could/does the proposal/decision help to eliminate unlawful discrimination, harassment, or victimisation?**

*You should consider whether there is evidence to indicate that:*

- The proposal may result in less favourable treatment for people with certain characteristics
- The proposal may give rise to indirect discrimination
- The proposal is more likely to assist or impede you in making reasonable adjustments

**3.6.4. How could/does the proposal impact on advancing/promoting good relations and wider community cohesion?**

*You should consider whether the proposal will help you to:*

- Tackle prejudice
- Promote understanding

**Having due regard of the Socio-Economic Duty of the Equality Act 2010.**

**Socio-Economic Disadvantage is living in less favourable social and economic circumstances than others in the same society.**

*As a listed public body, Ceredigion County Council is required to have due regard to the Socio-Economic Duty of the Equality Act 2010. Effectively this means carrying out a poverty impact assessment. The duty covers all people who suffer socio-economic disadvantage, including people with protected characteristics.*

**3.6.5 What evidence do you have about socio-economic disadvantage and inequalities of outcome in relation to the proposal?**

Describe why it will have a positive/negative or negligible impact.

The Plan is expected to have a positive impact on the socio-economic situation of current and future employees of the Council through providing stable employment, skill development and career pathway opportunities.

What evidence do you have to support this view?

There are areas of high and moderate deprivation in the County.

What action(s) can you take to mitigate any negative impacts or better contribute to positive impacts?

Planned strategies are widely promoted to ensure awareness across the County

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<b>3.7. A Wales of vibrant culture and thriving Welsh language</b> Culture, heritage and Welsh Language are promoted and protected. <i>In this section you need to consider the impact, the evidence and any action you are taking for improvement. This in order to ensure that the opportunities for people who choose to live their lives and access services through the medium of Welsh are not inferior to what is afforded to those choosing to do so in English, in accordance with the requirement of the Welsh Language Measure 2011.</i>				Describe why it will have a positive/negative or negligible impact.	What evidence do you have to support this view?	What action (s) can you take to mitigate any negative impacts or better contribute to positive impacts?
Will the proposal be delivered bilingually (Welsh & English)?	Positive	Negative	None/ Negligible	The Workforce Plan is bilingual document and any engagement or communication will be delivered in both Welsh and English		
	✓					
Will the proposal have an effect on opportunities for persons to use the Welsh language?	Positive	Negative	None/ Negligible	The Workforce Plan will actively promote the Council's bilingual culture and committed to increasing the Welsh language skills across the organisation.		
	✓					
Will the proposal increase or reduce the opportunity for persons to access services through the medium of Welsh?	Positive	Negative	None/ Negligible	The Workforce Plan is directed towards Council employees but by increasing their Welsh language skills there is expected to be a greater availability of services through the medium of Welsh.		
	✓					
How will the proposal treat the Welsh language	Positive	Negative	None/ Negligible	The Workforce Plan is bilingual document and any engagement or		
	✓					

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no less favourably than the English language?				communication will be delivered in both Welsh and English		
Will it preserve promote and enhance local culture and heritage?	Positive	Negative	None/ Negligible	The Workforce Plan is directed towards Council employees but as a high number of these live within the County, increasing Welsh languages skills and understanding of the county's heritage will have a positive benefit.		
	✓					

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**4. STRENGTHENING THE PROPOSAL:** If the proposal is likely to have a negative impact on any of the above (including any of the protected characteristics), what practical changes/actions could help reduce or remove any negative impacts as identified in sections 2 and 3?

**4.1 Actions.**

What are you going to do?	When are you going to do it?	Who is responsible?	Progress
The Workforce Plan will be reviewed annually and progress will be reported through the Council's governance structure.	Annually	People & Organisaition	

**4.2. If no action is to be taken to remove or mitigate negative impacts please justify why.**  
*(Please remember that if you have identified unlawful discrimination, immediate and potential, as a result of this proposal, the proposal must be changed or revised).*

**4.3. Monitoring, evaluating and reviewing.**

*How will you monitor the impact and effectiveness of the proposal?*

The Workforce Plan will be reviewed annually and progress will be reported through the Council's governance structure.

**5. RISK:** What is the risk associated with this proposal?


Impact Criteria	1 - Very low	2 - Low	3 - Medium	4 - High	5 - Very High
Likelihood Criteria	1 - Unlikely to occur	2 - Lower than average chance of occurrence	3 - Even chance of occurrence	4 - Higher than average chance of occurrence	5 - Expected to occur
Risk Description	Impact (severity)		Probability (deliverability)		Risk Score
If Plan is not implemented, there is likely to be significant challenges	4		2		8

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in the workforce's ability to meet the future needs of of the organisation.			
Does your proposal have a potential impact on another Service area?			
The implementation of the workforce plan will have a positive and cross-cutting impact for employees across all service areas			

6. SIGN OFF			
Position	Name	Signature	Date
Service Manager			
Corporate Lead Officer	Geraint Edwards		25/06/2023
Strategic Director	James Starbuck		26/06/2023
Portfolio Holder	Cllr Bryan Davies		