

**Conwy County Borough Council**

# **People Strategy 2022 - 2027**

**“Team Conwy - Great People Doing Great  
Things for the People of Conwy”**

**Mae'r ddogfen hon ar gael yn Gymraeg hefyd.  
This document is also available in Welsh.**

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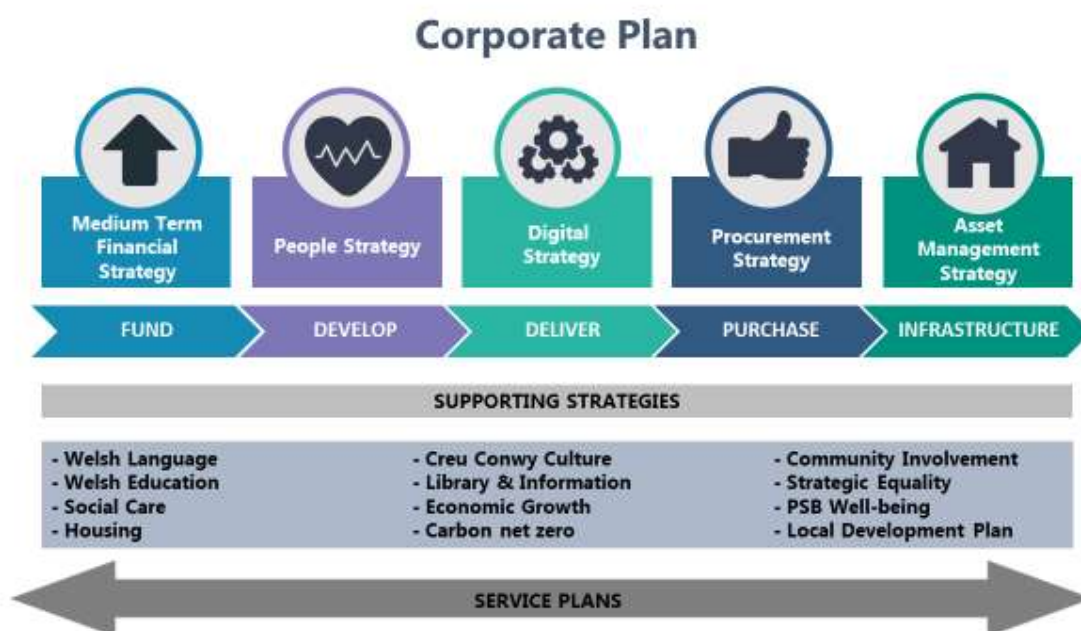
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**This Strategy will be reviewed every year as part of the Sevice performance review for People and Performance Service. Minor amendments will be delegated to the Head of People and Performance, e.g, terminology issues, title descriptions, legal changes that have to be implemented.**

**Changes to the Strategy will not be introduced without prior consideration with trade unions recognised by the Council.**

# 1 Introduction

- 1.1 Welcome to Conwy County Borough Council's People Strategy 2022 – 2027. Our plan sets out our ambitions to attract, support, develop and retain our staff in order to build upon our 'Team Conwy' Culture, and make a difference for the People of Conwy.
- 1.2 The pressures our communities face as a result of the Covid -19 pandemic and subsequent worldwide economic events are significant. Our Corporate Plan 2022 – 2027 sets out the key priorities we will aim to deliver to renew and rebuild, as we work towards a new normal. The focus on renewal includes new low carbon initiatives; growing the economy; accommodation schemes; new skills; embracing diversity; promoting the Welsh language; hybrid working (for certain job roles); the increased use of technology in business processes; and the retention of some of the working adjustments we made during the Covid restrictions.
- 1.3 We cannot deliver our goals without our most vital and valued resource, – our staff. Prioritising staff well-being, developing their skills, inspiring creativity, rewarding, listening and engaging with our teams, are vital for the successful delivery of our services. Developing talent, succession planning, cross functional working and upskilling are vital practices to make our services resilient for the future. We are proud to have a highly trained and motivated workforce. This strategy sets our key priorities to continue to support and develop staff to make a difference for the people of Conwy.
- 1.4 Our council delivers a wide range of community services, from education, social care, libraries, waste, theatres and leisure, to name but a few. The corporate Plan does not aim to reflect every area of council work we cover, but is supported by more detailed plans. The People Strategy is therefore a key strategy to support our Corporate Plan 2022-2027 outcomes.



## What are the interdependencies?

The People strategy is a medium term strategic plan. It is supported by, and has interdependencies with the following plans and programmes:

Corporate Learning & Development Plan  
People & Performance Programme Board  
Workwise 2020 Framework  
Strategic Equality Plan 2020-2024  
Welsh Language Strategy  
Health and Social Care Workforce Strategy  
North Wales Skills and Employment Plan 2023 - 2025  
Social Care Wales Workforce Strategy



## 2 People Strategy Vision

2.1 Our People Strategy Vision is outlined in our [Corporate Plan 2022 – 2027](#)

The Corporate Plan Vision is “*A progressive county creating opportunity*” and that’s exactly what we aim for with our staff – providing them with opportunities.

The People strategy particularly links to Citizen Outcome 9 in the Corporate Plan:

**Conwy County Borough Council is a resilient, well-run organisation  
& a good employer.**

We will aim to meet the needs of the present without compromising future generations. We will endeavour to make the best decisions we can in light of the financial restraints we face and we will work within the budget available.

***We will work to deliver new, more productive ways of working that create opportunity and improved outcomes for all. We are a listening organisation and we will continue to develop ways to talk with and listen to our citizens and staff.***

## 2.2 People Strategy Themes

Our People Strategy Priorities are framed within the themes of the employee life cycle:



## 3 Our Culture

Our culture and the way we work is outlined in our values

Our values represent the beliefs of our organisation and the expected behaviour from everyone working for Conwy County Borough Council. Our Values are:



We care about what we do



We are fair to all



We are innovative



We are team players

## 4 Senior Management Team Charter 2022

In addition, our Senior Management Team collectively develop and agree an SMT Charter. This Charter sets out our SMT's individual and collective commitment to Conwy County Borough Council's Vision and Values. The Charter was reviewed and updated in 2022.

### 4.1 Conwy – a progressive county creating opportunity

'The county' (the people and the place) is at the front of our minds in relation to everything we do.

We always aim for continuous improvement, being innovative and openly exploring new approaches.

We value our culture, our heritage and our environment. We are determined to be a bilingual Authority that respects and promotes the use of the Welsh language and we commit to being a carbon net zero organisation by 2030.

### 4.2 Our Values

#### We care about what we do

We care very much about our colleagues and through a coaching and mentoring approach help them each to reach their potential.

We care about the people of Conwy – seeking to deliver services and opportunities that improve the lives and wellbeing of our people and our communities.

We value any external or internal challenge and feedback and encourage self-assessment and reflection on our work as an opportunity to show that we care and to improve what we do.

#### We are fair to all

Fairness to all isn't just the Council motto – it is fundamental to our work.  
We embrace and respect diversity.  
And we listen.

#### We are innovative

We innovate to improve what we do and how we do it.

We try new things and are not afraid of things going wrong because we support each other – especially if things go wrong because there is always an opportunity to learn and improve from experience.

We embrace change, rather than fear or avoid it.

#### We are team players

We work together - no silos.

We have collective as well as individual responsibility.

We help each meet our statutory and regulatory responsibilities as well as service needs.

We are open to fair challenge from team colleagues and will respond positively.

As a team, we are more than the sum of our parts.

We will revisit this Charter at an SMT meeting at least once every year to check that, as the senior leaders in the Council, we are constantly role modelling these values and behaviours as well as abiding by these core principles:

Selflessness

Integrity

Objectivity

Accountability

Openness; and

Honesty

Leadership

## 6 About our workforce

### 6.1 Joining

We ensure all our opportunities for external recruitment are advertised through accessible channels, such as via our accessible website, Jobs Centre and via the Conwy Employment hub. We welcome applicants from all sections of the community and provide support with application process for anyone who requests it. However, recent national trends in recruitment and retention (e.g. 'The Great Resignation') have been reflected to some extent in our employment figures. Between the 1<sup>st</sup> April 2021 and the 31<sup>st</sup> March 2022 there were 1,022 positions advertised across all services. This figure includes posts that were re-advertised and where there were multiple vacancies for one job advert. This was a 78% increase in the number of positions advertised when compared to the previous year (572 positions advertised in 2020/21).

While the number of vacancies advertised increased this year, the average number of applicants per vacancy fell from 4.49 in 2020/21 to 3.89 in 2021/22, highlighting the challenges that some services are experiencing in terms of filling vacancies. However this is a national problem, not specific to Conwy.

The table below highlights the Council's staff turnover rates over the past three years. The drop in turnover during 2020/21 may have been caused by people not looking to change jobs during the early stages of the pandemic, however turnover levels in 2021/22 have returned to pre-pandemic levels.

CCBC Turnover 2019-20	CCBC Turnover 2020-21	CCBC Turnover 2021-22
8.37%	5.98%	8.31%

The tables below provide a snapshot of the current position (as of December 22) in terms of vacancies across service areas (permanent and fixed-term positions only), as well as a vacancy rate which shows the proportion of vacancies in relation to positions within each area:

Service	Audit & Procurement	Corporate Financial Service	Economy and Culture	Education	Environment Roads & Facilities
Number of Positions	12	45	369	2306	503
Current Vacancies	1	1	54	114	52
Vacancy Rate	8.3%	2.2%	14.6%	4.9%	10.3%

Service	Information Technology	Law & Governance	People and Performance	Regulatory & Housing Services	Revenues & Benefits Service	Social Care	Overall
Number of Positions	68	69	38	152	67	795	4454
Current Vacancies	9	6	3	9	2	78	329
Vacancy Rate	13.2%	8.7%	7.9%	5.9%	3.0%	9.8%	7.4%

### 6.2 Learning

Our [Learning and Development plan](#) (L&D plan) is fundamental to supporting our recruitment, retention and development of our staff. When our staff know we are investing in them, it is more likely that they will be inclined to invest their energy in supporting Conwy. Meanwhile, by investing in learning, they are actively improving the skills that help us innovate and grow. This forms a continuous cycle that helps drive staff retention, and a more successful outcomes and workforce overall.



Opportunities for progression are an important factor in staff retention, and as one of the largest employers in the area, this should be a key asset for our recruitment and retention plan.

L&D programs help staff develop greater understanding, challenge thoughts and beliefs, and grow the skills that can help them progress, either via promotion or transferable skill sets to other areas of the authority which may peak their career interest. This, in turn, can relieve job boredom and promote new skills without needing to leave the organisation.

In addition, L&D plans have a fundamental role with nurturing Team Conwy Culture. With the introduction of hybrid working and the diversity of job roles and locations Conwy offers, L&D plays a key role in bringing together colleagues from all service areas, who may not normally interact, and supports collaboration and team belonging. Whilst online learning has its place, in person learning and socialising is also vital. Strong L&D programs provide opportunities for employees to learn together, and from one another.

Our L&D Plan is reviewed annually and is funded corporately. The current training offer is grouped as follows:

- a) Health, Wellbeing and Financial
- b) Developing Working Skills
- c) Developing IT Skills
- d) Developing Welsh Language Skills
- e) Governance Workshops
- f) Developing our Managers
- g) Supporting our Managers
- h) Online Resources
- i) Working Safely
- j) Civil Contingencies
- k) Encouraging a Healthy Lifestyle

We regularly monitor the completion rates of mandatory online training eg safeguarding, violence against women, modern slavery, cyber security and GDPR.

In 2022/23 Conwy employed 11 Modern Apprenticeships and 148 Existing employees were upskilling (through an apprenticeship framework) via Llandrillo Grwp. Many professions also have a service programme of CPD (Continual Professional Development) which they building into their work programmes and monitor within the service area. Going forward, we will also aim to encourage more peer to peer learning in addition to formal training.

### **6.3 Working**

Team Conwy involves almost 5,000 staff working together to provide vital services to residents, visitors and businesses across the county in a progressive and forward thinking manner. This makes us one of the largest employers in the area and we take pride in the work that we do to make a difference in communities across the county.

There is huge variety in terms of the work that people carry out and the ways that people work across the Council - with a combination of 'frontline' and office-based staff filling more than 7,000 full-time, part-time or casual positions across our 11 service areas. Over 1,300 people hold multiple positions with us, often across different services. Our biggest area of employment is Social Care and Education, which makes up more than 70% of the workforce.

Most people who work for us do so on a permanent or fixed-term basis, or are engaged on a casual 'as and when' basis, as seen in the table below. In terms of permanent and fixed-term positions there are more part-time positions than full-time, with women significantly more likely to be working part-time than men. There are some workers who work for us through an Agency and this process is controlled via the Agency Worker Framework.

Sex	Permanent		Fixed Term		Casual	Total
	Full time	Part time	Full time	Part time	Variable hours	
Female	1115 (16%)	1713 (24%)	230 (3%)	299 (4%)	2046 (29%)	<b>5403 (77%)</b>
Male	803 (11%)	226 (3%)	73 (1%)	45 (1%)	503 (7%)	<b>1650 (23%)</b>
	<b>1918</b>	<b>1939</b>	<b>303</b>	<b>344</b>	<b>2549</b>	<b>7053</b>

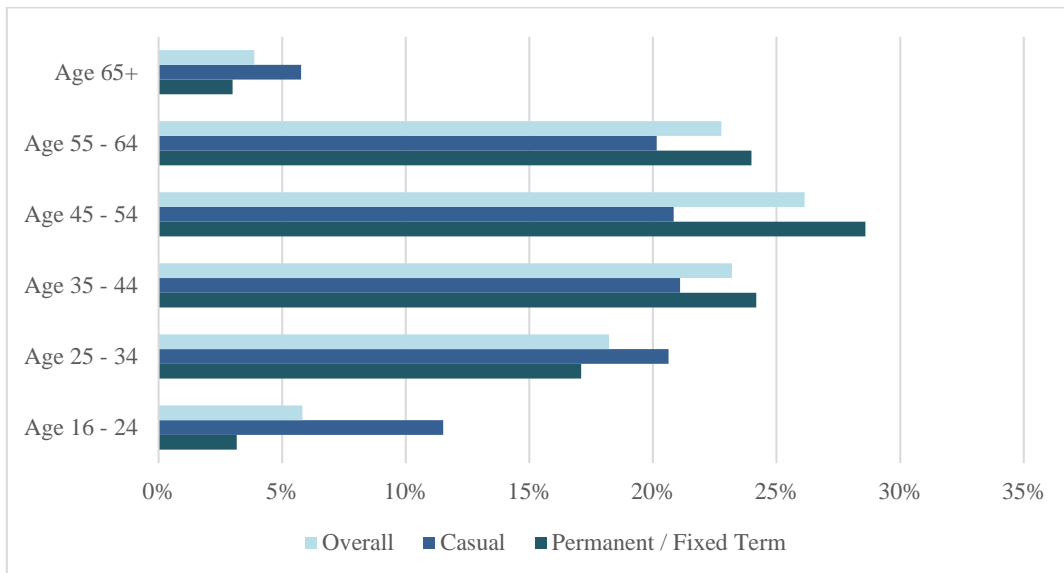
#### 6.4 Employment Monitoring Figures

Our overall workforce profile (including all permanent, fixed term and casual positions) consists of 25% males and 75% females, although this ratio can vary significantly from service to service. Over 25% of all positions across the workforce are grade G01 positions held by women. (The grading Structure can be found on our website [here](#)).

In terms of permanent and fixed-term positions there are more part-time positions than full-time, with women significantly more likely to be working part-time than men:

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In terms of the age profile of the workforce approximately 55% of permanent and fixed-term staff are aged 45 and over, whilst 56% of the casual workforce are aged 44 and below:



The figures above have been taken from the Council's Employment Monitoring Report for 2021/22, which represents a snapshot of the workforce on the 31<sup>st</sup> March 2022. The report contains a full overview of the Council's workforce, including a breakdown of protected characteristics from the Equality Act 2010, and is part of our work to eliminate discrimination and encourage diversity amongst our workforce. The report is updated annually and is published on the Council's website each year (available [here](#)).

We hold the following equality monitoring data for staff in Conwy:

Protected Characteristic	2020-21 (%)	2021-22 (%)
Sex	100	100
Age	100	100
Marital/civil partnership status	99	99
Race	54	55
Disability	49	52
Religion/Belief	45	47
Sexual Orientation	44	47
Transgender	39	43

Our Employment Monitoring report for 2021-2022 shows that we employ 4112 permanent or fixed term contract staff (64 more than last year), of whom 75% are female and 25% are male; 53% have stated they are married or in a civil partnership; 2% have a disability; 1% are Lesbian, Gay or Bisexual; 1% are Ethnic Minority.

As a baseline, 49% of applicants were shortlisted after applying for vacancies. 49% of female applicants were shortlisted and 46% of disabled applicants were shortlisted (3.77% of the total shortlisted). 25% of Ethnic Minority applicants were shortlisted (1.06% of the total shortlisted). 739 appointments were made during the year, of which 69% were female and 31% male, 3.65% of appointments were disabled, (up from 1.9% in the previous year and compared to 1.58% in the workforce). 1.89% of appointments were Ethnic Minority (compared to 1.05% in the workforce).

## **6.5 Reward**

### **Equal Pay & Job Evaluation**

Pay and grading of jobs must be fair and non-discriminatory, complying with Equal Pay legislation, Equalities Act 2010 and associated Codes of Practice. To meet these objectives, for all staff under NJC terms and conditions, we use the Greater London Provincial Council (GLPC) Job Evaluation Scheme to provide a standardised and methodical method of measuring the relative value of posts to assign a salary scale to each post in the Council's structure. For Chief Officers we use the Hay job evaluation scheme. Job evaluation is a tool for determining the 'size' of a job, usually in the form of a number of 'points' which allows trained staff to compare different jobs across the organisation, which in turn enables us to determine where jobs should be placed on the pay scale, thus ensuring equal pay for work of equal value.

Conwy County Borough Council Local Employee (Green Book) Pay Scales for each financial year are agreed by the National Joint Council for Local Government Services.

The Chief Executive pay agreement for each financial year is agreed by the Joint Negotiating Committee for Chief Executives of Local Authorities. The Strategic Director & Chief Officer pay agreement for each financial year is agreed by the Joint Negotiating Committee for Chief Officers of Local Authorities.

Educational Improvement Professionals', Young People's/Community Service Managers' pay spine and Educational Psychologists' pay agreements for each financial year is agreed by the Soulbury committee.

### **Staff Benefits**

In addition to salaries and learning & Development benefits, our staff benefits package is designed to support and retain our staff, as well as supporting some of the day to day challenges that people can face with modern living.

### **Money & Lifestyle**

- Excellent pension (including employer contribution) accessible from age 55
- Cycle to Work Scheme
- Staff discounts and offers ( Conwy Rewards)
- Healthcare Cashback Schemes
- Car Schemes
- Workplace Giving
- Shared cost Additional Voluntary contribution scheme (AVC)
- Financial wellbeing – money helper
- Arriva bus travel discount

### **Health & Wellbeing**

- Care First Counselling
- Care First Zest
- Occupational Health
- Employee Assistance Programme
- Physiotherapy & Back care advice
- Health & Wellbeing initiatives
- Discounted Ffit Conwy leisure membership
- Eye care plan

## Work-Life Balance

- Hybrid working (dependent on job role)
- Flexible working options including part time or job share
- Flexi time Scheme allowing staff to work flexibly
- Work-Life Balance policies to help maintain a balance between home and work
- Excellent maternity and paternity leave
- Generous Annual Leave starting from 26 days per annum
- Excellent Pension Scheme with just under 20% employer contribution
- A variety of special leave options
- Conwy Loyalty Awards for long service in Local Government

## 6.6 Leaving

There were 532 leavers in total during 2021/22 (including 439 voluntary leavers). This is a 60% increase on figures from 2020/21 when there were 332 leavers in total (including 267 voluntary leavers). As highlighted, there were significantly more voluntary leavers this year than in the previous year which, when combined with having fewer applicants on average per vacancy, has created pressures when vacancies have not been able to be filled.

In terms of the most recent figures, reasons for leaving were as follows:

<b>Reason for Leaving</b>	<b>Number (and %)</b>
Resignation – No Reason Recorded	168 (31.6%)
Resignation – Left for Another Job	135 (25.4%)
Involuntary	89 (16.7%)
Retirement – Age	64 (12%)
Retirement – Early Voluntary	25 (4.7%)
Resignation – Gone to Another Authority	21 (3.9%)
Resignation – Ill Health	15 (2.8%)
Other (e.g. mutual agreement, voluntary redundancy, relief not worked for 18 months and death in service)	9 (1.7%)
Resignation – Other (e.g. left the area or returned to education)	6 (1.1%)

From these figures it appears that approximately two-thirds (64.8%) of leavers were as a result of resignations, one-sixth (16.7%) were as a result of retirements and one-sixth (18.4%) were as a result of other reasons including involuntary leavers and voluntary redundancies.

Whilst we cannot anticipate all leavers, we can work to assess our workforce and succession plan for key posts and planned retirements. We are working to improve and digitise the exit interview process so that we can assess reasons for leaving in more detail.

## People Strategy Priorities

### 1 JOINING A WARM WELCOME

**Our Aim: Conwy is known as an employer of choice that celebrates and welcomes diversity.**

We attract a good and diverse choice of applicants for all vacancies and we are able to employ internal/ external candidates with the right skills for our jobs.

We have welcomed and supported new members of staff to the organisation through a well organised and timely corporate and local staff induction.

All staff and elected members work together with mutual respect.

All new starters will have had regular in person contact with their team as part of their induction.

Staff understand how their role contributes to our corporate objectives and how they make a difference.

We will promote our approach equality so that we do not discriminate and there is respect for diversity.

Ref	Action	What will success look like?	What are the actions to achieve success?	What are the resources required?
1	We will review our recruitment processes	<ol style="list-style-type: none"> <li>1. A streamlined process which enables us to move from vacancy to advertisement and appointment as quickly as possible.</li> <li>2. A recruitment offer which attracts talented individuals</li> <li>3. Regular discussions with schools, college and universities regarding our career opportunities &amp; post exam result campaign</li> <li>4. A recruitment pack which provides sufficient information to appoint, but keeps the process as simple as possible for candidates.</li> <li>5. Staff being aware how their role contributes to our Corporate Plan</li> <li>6. A healthy turnover of staff</li> <li>7. Successfully filling vacancies</li> </ol>	Implement the corporate recruitment project in order to improve our approach to recruitment and retention (Corp plan A8.4)	Project management support Advertising budget Rebrand budget Recruitment Training
2	We will review our Strategic Equality Plan	An updated Strategic Equality plan which continues to reflect our long term goals: Achieving positive outcomes for employees and customers. Aiming to ensure that equality is integral to our policies, functions and service delivery. Aiming to make all our practices and policies fully inclusive, eliminating discrimination, promoting equality and embracing diversity in everything we do		Staff time
3	We will review our onboarding process to reflect hybrid working	<ol style="list-style-type: none"> <li>1. A warm welcome to all new staff that introduces them to our culture, working practices and enables them to meet their colleagues</li> <li>2. Encourage staff to refresh their knowledge by undertaking induction 'refreshers' or access information from our onboarding pages.</li> </ol>	<ol style="list-style-type: none"> <li>1. A review of the Corporate induction process</li> <li>2. A review of service induction processes</li> </ol>	Staff time

		3. In person on boarding – that all new staff attend in a timely manner, supported by online supplementary information	3. Monitoring that this happens for all new staff 4. Completion of 6 monthly probationary period reviews	
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## 2 LEARNING SUPPORTING OPPORTUNITY & GROWING LEADERS

**Our aim:** A skilled workforce that is supported to learn, develop and progress via the Conwy Conversation.

We recognise that our employees are our most important resource, and we will continue to support their health and well-being as well as their personal and professional development

We welcome and support work experience

We support staff to apply for secondments to further their experience and bring back learning to our organisation

We continue to fulfil our corporate parenting role to support Children who are looked after with work experience and employment opportunities.

All our staff have the right competencies for the job they are employed to do

All our staff have regular team discussions and 'check-ins' with their line manager via the Conwy Conversation

All our staff have the opportunity try new experiences and develop their skill set.

All our staff are empowered to think creatively to propose innovative solutions- they are informed, included, and listened to.

As well as welcoming new staff, we have 'grown our own' and supported our staff to gain new skills, think creatively, contributed new ideas and have the opportunity to progress within the organisation.

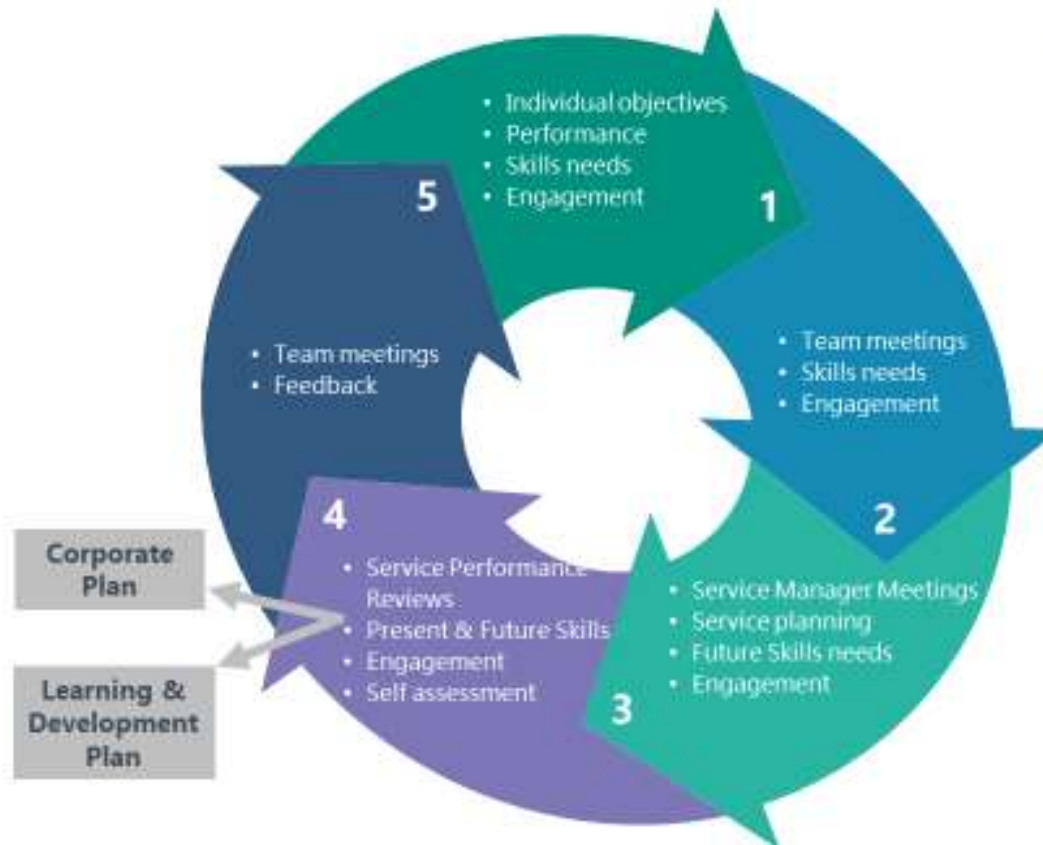
Where feasible we have assessed and anticipated future skills needs


We embrace a variety of learning styles to meet individual needs – such as on line learning, workshops, peer to peer support, personal research and mentoring.




We will support our staff to embrace a culture of continuous improvement and implement and adjust to organisational change. We will do this by developing a corporate staff commitment to aim for an allocation of 37 hours annually for learning.





# Conwy Conversation



Ref	Action	What will success look like?	What are the actions to achieve success?	What are the resources required?
1	Implement a new performance development framework (The Conwy Conversation). Corp Plan A8.1)	<ol style="list-style-type: none"> <li>1. All staff have regular check ins</li> <li>2. They have a learning and development plan and where appropriate professional development plans to meet CPD requirements.</li> <li>3. They understand and value how their role makes a difference</li> <li>4. Conversations are meaningful and enable performance to be managed more flexibly</li> </ol>	<ol style="list-style-type: none"> <li>1. Roll out training on the new Conwy conversation</li> <li>2. Set up the additional module on iTrent</li> <li>3. Management feedback is regularly available to assess the authorities' skills needs and skills gaps</li> </ol>	Coaching Culture training software Communication plan to roll out the new framework
2	 Building on the successful approach during Covid, explore options to provide staff with the opportunity to do in house work placements.	Staff are able to build experience in other departments in order to build and develop transferable skills as a path to career progression	Explore a model of in house work placements.	Staff capacity to co-ordinate this scheme Staff capacity for managers to release staff to go on work placements Staff capacity to plan meaningful work placements
3	As part of the ICT digital Strategy, develop and roll out a plan for staff digital skills	Staff have been supported to learn new digital skills as part of the roll out of new technology for the ICT Strategy	Explore what training is needed to support staff with digital skills for current it provision and explore future digital skills needs for digital change which is on the horizon	Training on new schemes may require funding

4 	We will explore a programme of summer student employment and /or unpaid work experience, to support their access to work, and understanding of the variety of career opportunities in the authority.	Where appropriate and feasible financially, during the summer period school leavers and undergraduates will be offered short term contracts to support their opportunity of paid work experience. Alternatively and or in addition, a programme of unpaid work experience placements will be developed.	<ol style="list-style-type: none"> <li>1. To develop a model of summer work placements</li> <li>2. To develop a programme of unpaid work experience placements.</li> <li>3. To cost the model</li> <li>4. To seek funding for the model</li> </ol>	Staff capacity to implement An analysis of service budgets for affordability.
5 	Explore a development programme to offer trainee and graduates placements	<ol style="list-style-type: none"> <li>1. A culture of learning &amp; development</li> <li>2. A rolling programme of training placements are available to staff or external candidates</li> </ol>	<ol style="list-style-type: none"> <li>1. To develop a model for a training scheme</li> <li>2. To cost the model</li> <li>3. To submit a business case to fund the model</li> <li>4. To develop a roll out plan for the model and invite services to bid for placements</li> </ol>	Staff time to research the model and cost it Funding to implement the model
6 	Explore the roll out of more career grade posts which provide a framework and training plan for staff career progression	Staff have a clear plan and motivation to progress their learning and experience in order to progress to a higher grade	Work with services to roll out career grade posts in line with the career grade framework	Staff capacity to develop more models Budgets to support an increase in salary as staff progress
7	Explore and develop a Leadership development programme for senior leaders and future leaders	<ol style="list-style-type: none"> <li>1. A culture of learning &amp; development</li> <li>2. Opportunities for senior leaders to develop their skills</li> <li>3. Opportunities for staff to develop their understanding of managing in local government and the democratic process</li> </ol>	<ol style="list-style-type: none"> <li>1. To work with WLGA and the Future Generations Academy to build upon the WLGA Senior leadership development offer</li> <li>2. To work with Academy Wales, LGA and SOLACE to build up on their leadership offer</li> </ol>	Externally commissioned training and development will need to be costed

		4. Equipping our future managers and leaders to have the skills, knowledge and resources to effectively lead, engage, and develop a team	3. To develop an in house democracy training day	
8 	Explore and develop a senior management mentor programme – particularly for newly appointed senior managers	Opportunities for senior managers to learn from external challenge and mentoring	To work with Academy Wales to explore the development of a programme	Costs associated with this will need to be considered
9	Continue to develop and promote the New Managers programme	To continue to offer a management development programme to prepare newly appointed managers to develop their management skills		Within existing resources
10	Continue to support the development of a bilingual workforce	1. A staff culture that supports bilingualism 2. Staff are supported to learn and practice speaking Welsh	Continue to support the Welsh Language promotion strategy	Within existing resources
11	Develop a suite of financial management training	A management culture that is confident in financial management and associated governance procedures	To continue to support and grow staff understanding of how the council is funded, what grants are accessible, how to build income generation and ensure we continue to follow sound financial management procedures	Within existing staff and training budget resources
12 	Explore and continue to horizon scan future skills needs and adapt our L&D plan accordingly	An L&D plan that has assessed present and future staff skill needs so that staff are ready for service delivery changes	To work with the Wellbeing of Future Generations Office, Academi Wales, local colleges, Data Cymru and Regional Skills Partnership to assess future skills needs	Staff capacity Ongoing discussions via SPRs on service views on staff skills development

13	Explore and maximise external funding opportunities to support individual learning	Appropriate resource is in place to enable individual learning	Work with the regional skills Board to access funding schemes and support staff to access individual funding sources eg Personal Learning Accounts	Staff capacity Overview of funding that can be applied for
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## 2 WORKING - ENJOYING YOUR WORK WITH TEAM CONWY

Our Aim: We have motivated staff who feel valued, listened to, and are engaged and happy in their job role. Our staff embrace our core values and we have good staff attendance & retention

We will do this by ensuring that we engage and listen to our Trade unions and our staff

Staff are able to provide feedback on their experiences of working for Conwy and we listen and learn from this feedback

We have a good balance and approach to hybrid working, which ensures we retain our team culture of regular in person contact, whilst supporting our carbon reduction commitments

Where possible, we will support a flexible working day

We will encourage and support a healthy work/life balance

We will support and empower the health and well-being of our staff and encourage them to maintain a healthy lifestyle

Where possible we will support staff through various life circumstances


We will ensure that we have a safe work environment


We will support disabled staff to remain in work with appropriate reasonable adjustments

We will encourage an inclusive work culture where staff feel comfortable to be themselves


We will continue to maintain our zero tolerance culture to inequality, bullying and harassment

Ref	Action	What will success look like?	What are the actions to achieve success?	What are the resources required?
1	Review and reflect on our approach to Hybrid working to ensure that we retain the right balance for productivity, team culture and staff retention	Successfully realising the benefits outlined in the Workwise 2020 Framework	Implementing our Workwise Framework and hybrid working model– which aims to build and maximise upon the beneficial ways of working realised during lockdowns and to do things differently to the benefit of carbon reduction, staff welfare, service delivery to the public and efficiency	Project management support A review of our office estate

			across the organisation. ( Corp plan A8.2)	
2	Review and resubmit our Corporate Health Standard	Our staff are supported to remain healthy and we resubmit for accreditation	A review of the Health standard and associated actions	There will be a fee for accreditation. Staff time will be required to apply for re accreditation
3	Continue to promote and initiate Time to Change Wales initiatives	Our staff are supported to remain healthy and we have an open and supportive culture which supports mental health	Promotion of the scheme and staff champions to support scheme initiatives	Staff time and capacity
4	Support the development of Digital processes to support our carbon zero target and hybrid working	We have considered business processes that reduce cost, duplication and effort. Business processes work more seamlessly with hybrid working	Assessment of business processes Strategic action plan on what order and via what platform to digitise	Staff time and IT skills Potentially investment in new software to improved digitisation
5	Develop our approach to staff engagement, including where appropriate, forums for professional development (CPD).	<ol style="list-style-type: none"> <li>1. An engaged workforce that feels listened to and motivated to share ideas</li> <li>2. A celebration of success</li> <li>3. Staff who understand how their role makes a difference</li> <li>4. Staff support / forums for specific professions</li> </ol>	Continuing to develop ways to talk with and listen to our staff. (Corp Plan A8.3)	Staff time to co-ordinate and promote staff engagement Staff time to implement new initiatives Possibly budgets to support new initiatives
6	Continue to work closely with our recognised Trade Unions and retain a good working relationship	Excellent TU relations and partnership working	Regular meetings with Trade Unions to engage and develop staff/ work initiatives	Staff time
7 	Explore, and develop a workforce plan and succession planning	Workforce planning is one of the seven core organisational activities listed in the statutory guidance to the Well-being of Future Generations (Wales) Act.	1. Implement a workforce training to ensure managers have the skill set to develop a workforce plan.	Investment in training will be required prior to developing appropriate processes to implement workforce planning.

		<ol style="list-style-type: none"> <li>1. A workforce planning process that identifies the gap between the workforce available and future workforce needs</li> <li>2. A process to identify and fill business critical roles</li> <li>3. All services have an understanding of both their current and future workforce required, in order to deliver their objectives.</li> </ol>	<ol style="list-style-type: none"> <li>2. Work with services to collect and analyse the current workforce, determining future workforce needs and solutions</li> </ol>	
8	Ensure we have a workforce that has core competencies for their role and a safe work environment	<ol style="list-style-type: none"> <li>1. Staff who have tailored training plans for their job role competencies</li> <li>2. A reduction in H&amp;S indicators</li> <li>3. A reduction in key wellbeing indicators eg stress &amp; Anxiety</li> </ol>	As a phase 2 of the corporate recruitment project, job descriptions will be reviewed to identify key job role competencies and training plans	Staff capacity to review job descriptions Staff capacity to develop and co-ordinate training plans.
9	 Explore a new case management system to support our Investigation processes	A streamlined approach to HR investigations	A review of options that could support an investigations case management system	Depending on options, there may be financial implications, but this could reduce admin staff time.
10	In line with our Corporate Plan actions, implement the Anti-racist Wales Action Plan and when published, the LGBTQ+ Action plan	<p>There is a significant culture change to do things differently to make Wales an Anti-racist Nation.</p> <ol style="list-style-type: none"> <li>1. We have helped make a real difference to current and future generations of ethnic minority and</li> </ol>	To develop and implement the key actions for Local Authorities outlined in the Anti-Racist Wales Action plan	Staff Capacity to implement change in partnership with 3 <sup>rd</sup> sector and public sector organisations.



		LGBTQ+ people. We want them to thrive, and to continue to help make Wales a greener, stronger and fairer nation. We want a Wales where everyone thrives and feels valued.	To review the EQIA form and work to digitise it to improve monitoring	
11 	Review and update our HR policies	Policies are regularly reviewed and considering in line with other workforce strategic developments	To Develop the resource to review and update policies in a timely manner and in alignment with other workforce changes	This is an area which is under resourced and we will explore ways to increase capacity to ensure there is dedicated resource to this important role.
12	Undertake a whole council staff survey	Staff can share their views via a number of ways, eg Conwy conversation, team meetings, staff suggestion scheme etc. A staff survey enables detailed analysis to be undertaken and to compare the views of colleagues with previous staff surveys. This will support the achievement of our strategic goal to be a resilient, well-run organisation and a good employer.	Develop a staff questionnaire building upon previous questionnaire questions to enable comparisons.	Staff time and managerial support to ensure all staff an encouraged to respond

#### 4 REWARD – A FAIR AND RESPONSIBLE EMPLOYER

Our aim: We have a fair and transparent pay structure to ensure all staff receive equal pay for equal work

Rewarding our staff is important if we are to retain and motivate staff, and to compete in an increasingly competitive labour market.

We will ensure that we have a fair and transparent job evaluation process and annually publish our pay policy

We will continue to explore other reward options for our staff to support their work life balance and maximise our offer as an employer of choice

We will continue to explore alternative staff benefits - both financial and no financial to support our staff

We will continue to thank our staff for their long service

Ref	Action	What will success look like?	What are the actions to achieve success?	What are the resources required?
1	Review our staff rewards framework	<ol style="list-style-type: none"> <li>1. Staff Reward &amp; Benefits that support wellbeing</li> <li>2. A good work life balance</li> </ol>	<ol style="list-style-type: none"> <li>1. Retender our staff rewards</li> <li>2. Explore other staff options</li> </ol>	Staff time and budget
2	Review of Job Evaluation Policy and Procedures	The Job Evaluation process continues to be respected as a fair and transparent process to ensure staff receive equal pay for equal work.	An updated Job Evaluation policy, evaluation framework, training programme and database is implemented.	Staff & Trade Union Time
3	Publish the equal pay audit and action plan	Ensure staff continue to receive equal pay for equal work	Finalise the draft equal pay audit and develop an action plan to address any discrepancies	Staff time

## 5 LEAVING – AN OPPORTUNITY TO LEARN AND SAY THANK YOU

Our Aim: All staff who choose to leave our employment are supported to do so through an off boarding process.

A healthy staff turnover is an inevitable part of being an employer: but it is vital that the leaving process is well managed as it can lead to reduced loss of employees in the future and increase the likelihood of retaining current talent and re employing leavers in the future. Off Boarding offers insights on why employees are leaving which can aid and enhance other areas of talent management such as recruitment, performance and retention.

Staff who choose to leave are thanked for their contribution to the organisation

Staff who choose to leave are able to provide exit interview feedback on their experiences of working for Conwy and the organisation listens and learns from this feedback

Staff at the end of their career are provided options for flexible retirement

Ref	Action	What will success look like?	What are the actions to achieve success?	What are the resources required?
1	Review our banked leave policy	Staff are supported to bank and use leave to enable them to plan for exceptional life events or extended holidays	Staff are able to book time off for exceptional life events  The practice of accruing significant leave which is utilised to remove notice periods ceases.	Staff time
2	Review our Exit interview process	1. We are able to learn from exit interview data 2. We make changes based on the feedback from exit interview data	Review the exit interview policy Digitise the exit interview process Develop data indicators to assist with organisational learning	Staff time

## 8 What are the challenges to deliver this strategy?

The People strategy outlines the aspirations we wish to achieve during the 5 year period. This is set in a landscape of ongoing staff pressures and budget reductions. However we must balance this with the need to ensure that our most vital resource, our staff, are supported to deliver.



Therefore for some actions, it is clearly stated that we will *explore* the action. This is indicated by the magnifying glass symbol. This is to acknowledge that in order to implement we will need to find ways of funding to deliver them. Some objectives will also be subject to staff capacity. As part of the development, there will be a need to initiate training for staff to ensure they have the skill set to implement actions. On this basis, the People Strategy will be reviewed on an annual basis to ensure that the proposed actions remain achievable and relevant, allowing for flexibility to amend in line with the challenging and changing circumstances the authority has to deliver.

## 9 How will we measure progress?

It is important that we base people strategy developments based on evidence based decisions supported by accurate workforce data and projections. To this aim we will develop target completion dates and a suite of metrics in order assess the progress of this strategy. However, it should also be noted that not everything which is important can be measured by a metric, and that staff engagement and feedback will also play significant qualitative factor such as:

1. Staff survey responses
2. Exit interview feedback
3. Staff engagement and staff ideas
4. Learning and Development evaluations
5. Improved organisational performance evidenced through our Corporate self-assessment process

It is our ambition to develop a suite of People analytics which can be accessed via an online dashboard.

The outline data analytics we will explore and develop include:

<b>1 Joining</b>
a) Service turnover
b) No of adverts & re- advertisement
c) Geographic spread of applications – in county/ in N Wales/ wider
d) No of staff we redeploy
e) % of posts appointed internally
f) No of agency workers
g) Employment Monitoring data ( already a comprehensive report)
h) No of work experience placements
i) No of apprenticeships
j) No of Trainees / graduate trainees
<b>2 Learning</b>
a) Completion of corporate, H&S and service induction
b) Mandatory training compliance
c) Service take up of training offered
d) % of managers who have participated in a development course
e) % of staff who agree they get the training and development they need to do their job well
f) Service feedback on training needs
g) Staff feedback on training evaluation
<b>3 Working</b>
a) Office attendance
b) Sickness Absence
c) Return to work interviews
d) Improvement notices
e) DSE compliance
f) Care First usage
g) H&S reporting – audits, accidents, enforcements, investigations, training.
h) Feedback in SPRs on staff engagement
i) Staff Surveys feedback – % of staff who are proud to work for Conwy (and other key indicators)
j) No of Grievances

- k) No of Disciplinaries
- l) % of hr policies reviewed
- m) Staff engagement activities
- n) Celebration of success activities
- o) Future trends analysis

#### **4 Reward**

- a) No of staff receiving Honoraria
- b) No of JE new post scoring
- c) No of JE re- evaluations
- d) No of JE re – evaluations that go up/ down/ stay same
- e) No of first stage appeals that go up/ down/ stay same
- f) No of Second stage appeals go up/ down/ stay same
- g) % in pension scheme
- h) AVCs take up

#### **5 Leaving**

- a) No of leavers and reason
- b) % of staff staying more than 1 year/ 5 year/ 10 years
- c) Average length of service
- d) % of Exit Interviews done
- e) Analysis of exit interview anonymised data

## Workforce Profile – 2021/22

Every year we publish an [Employment Monitoring Report](#) to evaluate the fairness and accessibility of key employment practices within the Council.

	Conwy Census / Mid-Year Population Estimates*	CCBC (including Schools and Casual Staff) - 31/03/22	
	118,200	Total Headcount	4,979
	Percentage	Headcount in Category**	Percentage
<b>Age Bands</b>			
16-24	8.5	294	5.9
25-34	9.9	888	17.8
35-44	9.8	1,125	22.6
45-54	12.9	1,298	26.1
55-64	15.0	1,155	23.2
65+	27.8	219	4.4
<b>Sex</b>			
Female	51.3	3,667	73.6
Male	48.7	1,312	26.4
<b>Ethnicity</b>			
White British	95.4	2,666	97.9
Ethnic Minority	2.4	58	2.1
<b>Disability</b>			
Yes	6.2	87	3.5
No	-	2377	96.5
<b>Religion</b>			
Christian	64.7	1,160	52.6
Buddhist	0.3	*	0.3
Hindu	0.2	*	0.1
Jewish	0.1	*	0.1
Muslim	0.5	*	0.3
Sikh	0.0	*	0.0
Any other religion	0.4	51	2.3
Agnostic	-	57	2.6
Atheist	-	106	4.8
No religion	26.1	815	37.0
<b>Sexual Orientation***</b>			
Heterosexual / Straight	94.4	2,103	97.4
Gay / Lesbian	1.9	39	1.8
Bisexual	1.0	17	0.8
<b>Gender Reassignment</b>			
	Gender reassignment data is collected as part of employment monitoring but has not been included as there is currently no comparison data available at Conwy or Wales level. The 2021 Census included a question on gender reassignment and this section can be updated when data has been released.		


\*Conwy/Wales comparison figures have been taken from the April 2022 Equalities Bulletin

\*\*Figures in this table exclude 'Prefer Not to Say' and 'No Data' responses from the employment monitoring data

\*\*\*Wales data has been included as Conwy-level data is not available

As of February 2023, the Chief Officers on the Senior Management Team comprises of 15 senior managers: 8 Females and 7 Males (53% female/ 47% male). Whilst there has been a change in personnel, the gender balance is unchanged, however there is 1 vacant Strategic Director post.

North Wales SKILLS AND EMPLOYMENT Plan  
2023 – 2025 (Public Sector extract)




### Public Sector

**Challenges**

- ❖ Sector perception is poor
- ❖ Recruitment is challenging with some vacancies being re-advertised more than twice
- ❖ Retention of staff is an issue, people leaving the sector for better pay elsewhere
- ❖ Lack of talent pipeline
- ❖ Economic/financial challenges due to reduced funding

**Things to focus on:**

- ❖ Raise awareness of cross-sector occupations available within certain organisations and develop clear pathways into jobs including progression routes through education and training
- ❖ Support the sector to develop a pipeline of talent, including upskilling the existing workforce
- ❖ Support the development of new apprenticeship frameworks/pathways where there is evidenced demand, with a focus on L3+ apprenticeships, including degree apprenticeships
- ❖ Support the increase in demand for Welsh language skills
- ❖ Support the sector to increase funded opportunities to upskill the current workforce



### Future Skills




**Skills for the Future**

Skills that were in short supply before the pandemic have become increasingly sought after.

Digital skills, skills supporting the transition to Net Zero and a nature-positive future, transferable skills, new values and ways of working will play a major part in the future work in the region

**Transferable and Employability Skills**

- ❖ Adaptability and ability to learn, together with transferable skills are priorities for many employers who want their workforces to be ready for what the future holds
- ❖ Skills such as emotional intelligence, critical thinking, teamwork, creativity, problem solving are in high demand
- ❖ Strong foundation skills can help support a resilient, agile workforce, able to respond to rapid changes in the workplace

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