

Conwy County Borough Council People Strategy 2022 - 2027

A WARM WELCOME

Conwy is known as an employer of choice that celebrates and welcomes diversity

Joining

ENJOYING YOUR WORK WITH TEAM CONWY

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

Working

AN OPPORTUNITY TO REFLECT AND SAY THANK YOU

All staff who choose to leave our employment are supported to do so through a process of learning and thanks for their contribution

Leaving

Learning

SUPPORTING OPPORTUNITY & GROWING LEADERS

A skilled workforce that is supported to learn, develop and progress via the Conwy Conversation

Reward

A FAIR AND RESPONSIBLE EMPLOYER

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

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

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
1	We will review our recruitment processes
2	We will implement our Strategic Equality Plan
3	We will review our on boarding process to reflect hybrid working

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

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

Ref	Action
1	Implement a new performance development framework (The Conwy Conversation). Corp Plan A8.1)
2 	Building on the successful approach during Covid, explore options to provide staff with the opportunity to do in house work placements.
3	As part of the ICT digital Strategy, develop and roll out a plan for staff digital skills
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.
5 	Explore a development programme to offer trainee and graduates placements
6 	Explore the roll out of more career grade posts which provide a framework and training plan for staff career progression
7	Explore and develop a Leadership development for senior leaders and future leaders
8 	Explore and develop a senior management mentor programme – particularly for newly appointed senior managers
9	Continue to develop and promote the New Managers programme
10	Continue to support the development of a bilingual workforce
11	Develop a suite of financial management training
12 	Explore and continue to horizon scan future skills needs and adapt our L&D plan accordingly

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.

3 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
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
2	Review and resubmit our Corporate Health Standard
3	Continue to promote and initiate Time to Change Wales initiatives
4	Support the development of Digital processes to support our carbon zero target and hybrid working
5	Develop our approach to staff engagement
6	Continue to work closely with our recognised Trade Unions and retain a good working relationship
7 	Explore, and develop a workforce plan and succession planning
8	Ensure we have a workforce that has core competencies for their role and a safe work environment
9 	Explore a new case management system to support our Investigation processes

10	In line with our Corporate Plan actions, implement the Anti-racist Wales Action Plan and when published, the LGBTQ+ Action plan
11 	Review and update our HR policies
12	Undertake a whole council staff survey

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
1	Review our staff rewards framework
2	Review of Job Evaluation Policy and Procedures
3	Publish the equal pay audit and action plan

5 LEAVING – AN OPPORTUNITY TO REFLECT AND SAY THANK YOU

Our Aim: All staff who choose to leave our employment are supported to do so through a process of learning and thanks for their contribution.

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
1	Review our banked leave policy
2	Review our Exit interview process