

## WORKFORCE STRATEGY DELIVERY PLAN 2022/23

Strategic Priority Outcome	Actions	Lead Officer	Governance	Timescale	Progress	BRAG	Actions Carry Forward
<b>Healthy Culture, Effective Leadership</b>	• Workforce Strategy Year 1 - Progress Review	Head of OD	CLT and Scrutiny Committee	31 December 2022	• Completed – reported to Scrutiny and Cabinet		
	• Workforce Strategy Year 2 - Action Plan	Head of OD	CLT and Scrutiny Committee	31 December 2022	• Completed – reported to Scrutiny and Cabinet		
	• Review of Agile Working	Head of OD	CLT and Scrutiny Committee	31 March 2023	<ul style="list-style-type: none"> <li>• Workforce engagement through pulse survey and focus groups November/December 2022</li> <li>• Results communicated to the workforce and Elected Members briefing completed</li> <li>• Review of Agile and Flexible Working commenced</li> </ul>		<ul style="list-style-type: none"> <li>• Implementation of actions to improve agile working</li> <li>• Implementation of reviewed agile working and flexible working policies</li> <li>• Final report to CLT and Scrutiny with reviewed agile working and flexible working policies</li> </ul>
	• Development of leadership delivery model	Head of OD	CLT	31 March 2023	<ul style="list-style-type: none"> <li>• Draft leadership development model developed</li> <li>• Discussions held with neighbouring council to consider a joint delivery model</li> </ul>		<ul style="list-style-type: none"> <li>• Options to be developed for a delivery model and facilitation</li> <li>• Issues with resources, affordability and lack of budget</li> </ul>
	• Senior management recruitment	Head of OD	Leader and Council	31 January 2023	<ul style="list-style-type: none"> <li>• Recruitment and appointment process for Corporate Director of Regeneration and Community Services completed</li> <li>• Interim arrangements in place for Chief Executive, Corporate Director of Social Services, Corporate Director of Education to include back fill arrangements</li> </ul>		<ul style="list-style-type: none"> <li>• Recruitment of Chief Executive</li> <li>• Review of senior leadership arrangements</li> </ul>
<b>Excellence in management across the Council</b>	• Facilitation of elected member training specific to workforce policy	OD Manager HR	Head of OD and Head of Governance and Partnership	30 September 2022	<ul style="list-style-type: none"> <li>• Completed <ul style="list-style-type: none"> <li>➢ Training on the appeals process</li> <li>➢ Health and Safety training</li> </ul> </li> </ul>		
	• New suite of disciplinary policies - Disciplinary training for managers	OD Manager HR	Head of OD and CLT	30 November 2022	<ul style="list-style-type: none"> <li>• Completed <ul style="list-style-type: none"> <li>➢ Disciplinary policies implemented</li> <li>➢ Training delivered to managers during October to November 2022 – 116 managers trained</li> <li>➢ Webinar developed which is available on the intranet for those that did not attend and new managers</li> <li>➢ Disciplinary Procedure for school-based staff</li> <li>➢ Managers Guide to Handling Disciplinary Matters</li> </ul> </li> </ul>		
	• Enable managers in managing workforce attendance and reducing levels of sickness absence	OD Manager HR	Head of OD, CLT and Scrutiny	Ongoing	<ul style="list-style-type: none"> <li>• Annual review of sickness and report completed</li> <li>• Quarterly statistics and briefing papers to CLT</li> <li>• Management reporting tools within ITrent</li> <li>• Ongoing support with sickness absence case management to include regular review of top 20 sickness cases on a directorate basis.</li> </ul>		<ul style="list-style-type: none"> <li>• More detailed review of hotspots based on 22/23</li> <li>• Audit of compliance to be undertaken of hotspots</li> <li>• Ongoing support with sickness absence case management</li> </ul>

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	<ul style="list-style-type: none"> <li>Enable managers to achieve high performing teams and respond to instances of poor performance, attendance, and behaviour, strengthening the management of employee relations and casework</li> </ul>	OD Manager HR	Head of OD and CLT	Ongoing	<ul style="list-style-type: none"> <li>Supporting Management on an ongoing basis with individual case management which has increased in complexity and demand.</li> </ul>		<ul style="list-style-type: none"> <li>Ongoing support with case management</li> </ul>
	<ul style="list-style-type: none"> <li>Embed the principles of working in social partnership</li> </ul>	Chief Officer Commercial & Customer	CLT	31 March 2023	<ul style="list-style-type: none"> <li>Facilities agreement with trade unions reviewed – secondment arrangements agreed for the GMB and additional time for teaching trade union</li> <li>Establishment of health and safety corporate working group chaired by trade unions</li> </ul>		<ul style="list-style-type: none"> <li>Ongoing Social Partnership working</li> </ul>
	<ul style="list-style-type: none"> <li>Development of a corporate approach for lone working</li> </ul>	Service Manager Customer Experience and Transformation	CLT	31 March 2023	<ul style="list-style-type: none"> <li>Process in place in managing risk with line management – Lone Worker Policy in place</li> <li>Exploration of a digital system (smart phone based with Digital Team) to support the Council with managing lone working – trial of system postponed to 2024</li> </ul>		<ul style="list-style-type: none"> <li>Action carried forward for 2024/25</li> </ul>
<b>Modern Employer of Choice</b>	<ul style="list-style-type: none"> <li>Review of recruitment and retention</li> </ul>	Head of OD	CLT	31 March 2023	<ul style="list-style-type: none"> <li>Engagement with Wider CLT</li> <li>Briefing and presentation delivered to CLT</li> </ul>		<ul style="list-style-type: none"> <li>Development of Recruitment module in iTrent and enhancement to the applicant experience including marketing and website content.</li> </ul>
	<ul style="list-style-type: none"> <li>Review of the implications of 2022/23 pay award on the pay structure</li> </ul>	OD Manager Payroll	CLT, Scrutiny, Cabinet & Council	31 March 2023	<ul style="list-style-type: none"> <li>Completed</li> </ul>		
	<ul style="list-style-type: none"> <li>Pay Policy 23/24</li> </ul>	OD Manager HR	CLT and Council	31 March 2023	<ul style="list-style-type: none"> <li>Completed – Pay Policy agreed at Council and published</li> <li>Completed Pay Policy for Schools</li> </ul>		
	<ul style="list-style-type: none"> <li>Further development of the agile working workspace</li> </ul>	Corporate Director Regeneration & Community Services	CLT	31 March 2022	<ul style="list-style-type: none"> <li>Completed - Review of facilities management of the agile working hubs completed</li> </ul>		
	<ul style="list-style-type: none"> <li>Review and update HR &amp; Health and Safety policies</li> </ul>	OD Manager HR & Payroll	CLT Scrutiny and Council	Rolling timetable of reviews	Policies reviewed and published: <ul style="list-style-type: none"> <li>➤ Adverse Weather Guidance</li> <li>➤ Capability Policy</li> <li>➤ Paternity/Maternity Support Leave</li> <li>➤ Code of Conduct</li> <li>➤ Critical Illness &amp; Working Guidelines</li> <li>➤ Right To Request Flexible Working Policy</li> <li>➤ Post Entry Training Policy</li> <li>➤ Annual Leave &amp; Holiday Pay - A Manager's Guide</li> <li>➤ Schedule of Leave of Absence</li> <li>➤ Adoption and Surrogacy Leave</li> <li>➤ Maternity and Parental Leave</li> </ul>		<ul style="list-style-type: none"> <li>Ongoing reviews in line with timetable</li> </ul>

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	<ul style="list-style-type: none"> <li>Develop and implement neuro-diversity guidance</li> </ul>	OD Manager HR	CLT	31 March 2023	<ul style="list-style-type: none"> <li>Guidance developed and implemented July 22</li> </ul>		<ul style="list-style-type: none"> <li>Training for managers to be facilitated</li> </ul>
	<ul style="list-style-type: none"> <li>Develop and implement an Employer Supported Volunteering Policy</li> </ul>	OD Manager HR	CLT and Council	31 July 2022	<ul style="list-style-type: none"> <li>Completed - Policy developed and implemented</li> </ul>		
	<ul style="list-style-type: none"> <li>Deliver initiatives to further promote diversity of the workforce</li> </ul>	OD Manager HR	CLT	31 March 2023	<ul style="list-style-type: none"> <li>Research completed, briefing papers prepared and to be presented to OD DMT</li> </ul>		<ul style="list-style-type: none"> <li>Identify and implement key actions</li> </ul>
	<ul style="list-style-type: none"> <li>Deliver initiatives to support the ageing workforce</li> </ul>	OD Manager HR	CLT	31 March 2023	<ul style="list-style-type: none"> <li>Research completed, briefing papers prepared and to be presented to OD DMT</li> </ul>		<ul style="list-style-type: none"> <li>Identify and implement key actions</li> </ul>
	<ul style="list-style-type: none"> <li>Establish a network of equalities and inclusivity champions, who will act as representatives for all staff with protected characteristics; working in collaboration with the Equalities Team and the Trade Unions to drive the equalities agenda locally</li> <li>To develop and facilitate targeted events, promotions, and initiatives to celebrate diversity.</li> <li>Explore opportunities to enhance equalities training provision</li> </ul>	Head of Governance & Partnerships	CLT	31 March 2023	<ul style="list-style-type: none"> <li>The development of a network for Equalities and inclusivity Champions is yet to be progressed.</li> <li>Members continue to show support to national and regional equality campaigns.</li> <li>The organisation continues to champion national and international equality campaigns from both professional and political leadership. We have delivered organisational campaigns and events for International Women's Day 2023, International Holocaust Memorial Day 2023, and LGBTQ+ History Month. Each of the above examples have had active participation of the Council's Member Champion for Equalities, Welsh Language and Diversity, Cabinet Members and Senior management.</li> <li>Regular educational bulletins are prepared to provide schools with key equality and diversity information, resources, policy information, training and support.</li> <li>A series of equalities training opportunities have been made available: <ul style="list-style-type: none"> <li>Racial equality – delivered to Leadership Team and being rolled out further to staff and Members in early 2024</li> <li>Cultural Diversity</li> <li>Unconscious Bias – online training module available to all staff</li> </ul> </li> <li>In addition, we have developed a new Integrated Impact Assessment and associated guidance document for staff which is available on the intranet for staff to use.</li> </ul>		<ul style="list-style-type: none"> <li>It is the intention to consider the development of equalities and inclusivity advocates in-line with the newly developed action plans within the Strategic Equality Plan for 2024/28.</li> <li>Racial equality training to be rolled out further to staff and Members in early 2024</li> </ul>

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	<ul style="list-style-type: none"> <li>Decarbonisation - embed the new operating model and assess its impact in terms of decarbonisation.</li> <li>Decarbonisation - consider how to further reduce commute / travel impact in wider areas of the business e.g., Schools and Social Services.</li> <li>Decarbonisation - explore how staff can be encouraged to switch to ULEV.</li> </ul>	Head of OD	CLT / Decarbonisation Board	31 March 2023	<ul style="list-style-type: none"> <li>New operating model embedded and impact assessed</li> <li>Representation at Board and position statement and action plan considered and agreed at DMT and fed into board</li> </ul>		<ul style="list-style-type: none"> <li>Deliver on action plan</li> </ul>
<b><i>A highly motivated and engaged workforce</i></b>	<ul style="list-style-type: none"> <li>Deliver the internal Communications Plan</li> </ul>	Chief Officer Commercial & Customer	CLT	In line Communication Strategy	<ul style="list-style-type: none"> <li>Campaign based approach to communications</li> <li>Regular Chief Executive newsletter to all workforce – to include to personal email addresses</li> <li>Regular managers brief</li> <li>Weekly email Wellbeing Wednesday</li> <li>Chief Executive ‘live call’ – Teams meeting with invite to all staff in December 2023</li> <li>Workforce Facebook page live</li> <li>Implementation of various Microsoft tools to include chat, sway, teams channels</li> <li>Weekly advertisement of job opportunities in the Council</li> </ul>		<ul style="list-style-type: none"> <li>Continue to implement the internal communications plan</li> </ul>
	<ul style="list-style-type: none"> <li>Development of delivery options for workforce development - paper to CLT to include investment</li> </ul>	Head of OD	CLT	February / March 2023	<ul style="list-style-type: none"> <li>Draft Workforce Development Model for a modern local government worker developed</li> <li>Discussions with neighbouring Council to develop a joint delivery model to be able to afford as part of the Joint Workforce Development Service progressing</li> </ul>		<ul style="list-style-type: none"> <li>Finalise plans and develop options for delivery model</li> </ul>
	<ul style="list-style-type: none"> <li>Procurement of a learner management / experience system to support workforce development and training</li> </ul>	Head of OD	CLT	2022/23	<ul style="list-style-type: none"> <li>Alpha phase of a collaborative project with 3 other Councils to procure a learner management/experience system completed – to include successful bids for funding to support the project</li> <li>All 22 Councils and other agencies have declared an interest in the system</li> <li>Beta phase of project started to move to procurement of system</li> </ul>		<ul style="list-style-type: none"> <li>Develop joint commissioning and contract arrangement</li> <li>Plan procurement of system</li> <li>Plan implementation</li> </ul>
<b><i>Evidence based decision making, planning and delivery</i></b>	<ul style="list-style-type: none"> <li>Implementation of Directorate Workforce Plans</li> </ul>	Head of OD / CLT	DMT’s and CLT	December 2022	<ul style="list-style-type: none"> <li>Completed - directorate workforce plans implemented</li> </ul>		
	<ul style="list-style-type: none"> <li>Annual sickness absence review and reporting</li> </ul>	Head of OD/CLT	CLT, Scrutiny and Cabinet	30 September 2022	<ul style="list-style-type: none"> <li>Completed - Annual review and report to Scrutiny and Cabinet and briefing session delivered to Members with CLT in attendance</li> </ul>		

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	<ul style="list-style-type: none"> <li>Annual workforce profiles (data dashboard) - Directorates &amp; Schools to inform workforce planning</li> </ul>	OD Manager HR	DMT's / Schools and CLT	31 October 2022 (Schools) 30 May 2023	<ul style="list-style-type: none"> <li>Completed - Annual Corporate, Service and Schools workforce profile published.</li> <li>Review of the presentation of the sickness data and workforce profiles in readiness for publishing in 2023</li> </ul>		
	<ul style="list-style-type: none"> <li>Quarterly sickness performance data to CLT and Elected Members</li> </ul>	OD Manager HR	CLT and Scrutiny	In line performance framework	<ul style="list-style-type: none"> <li>Completed - quarterly sickness performance data published</li> </ul>		
	<ul style="list-style-type: none"> <li>Development and implementation of digital solutions to support delivery of modern HR/Payroll service – Paper to CLT to scope and plan including investment</li> </ul>	Head of OD	CLT	February 2023	<ul style="list-style-type: none"> <li>Implementation of working patterns in iTrent – August 2022 – January 23</li> <li>Report to CLT setting out capacity requirement to deliver key modules in iTrent - Plan moving forward agreed</li> </ul>		<ul style="list-style-type: none"> <li>Implement developments in iTrent as agreed by CLT</li> </ul>
	<ul style="list-style-type: none"> <li>Equal Pay Audit</li> </ul>	Head of OD	CLT	January 2023	<ul style="list-style-type: none"> <li>Equal pay audit commissioned</li> <li>Draft report received and response provided</li> <li>Further work required to refine data for report which was delayed as a result of capacity</li> </ul>		<ul style="list-style-type: none"> <li>Report to be presented to CLT on findings and recommendations</li> </ul>
	<ul style="list-style-type: none"> <li>Support schools causing concern</li> </ul>	Corporate Director of Education and OD	Education Directorate	2022/23	<ul style="list-style-type: none"> <li>Targeted support provided on an ongoing basis</li> </ul>		<ul style="list-style-type: none"> <li>Ongoing support</li> </ul>