

WORKFORCE STRATEGY DELIVERY PLAN 2023/24 and 2024/25

| Strategic Priority Outcome | Actions | Lead Officer | Governance | Timescale | Progress to date | BRAG | Actions Carry Forward |
|--|--|--------------------------------|----------------------------|------------------|---|------|-----------------------|
| Healthy Culture, Effective Leadership | <ul style="list-style-type: none"> Workforce Strategy Year 2 progress review and Year 3 & 4 priorities | Head of OD | CLT and Scrutiny Committee | 31 January 2024 | <ul style="list-style-type: none"> Report to be presented to CLT in December 2023 and Scrutiny January 2024 | | |
| | <ul style="list-style-type: none"> Workforce Strategy Year 3 & 4 progress review and Year 5 priorities | Head of OD | CLT and Scrutiny Committee | Autumn 2024 | <ul style="list-style-type: none"> Years 23/24 and 24/25 delivery plans have been combined Progress review to Corporate Leadership Team and Scrutiny autumn 2024 | | |
| | <ul style="list-style-type: none"> Agile Working - implementation of actions to improve further to review of Agile Working Report to CLT and Scrutiny Implementation of reviewed agile working and flexible working policies | Head of OD | CLT and Scrutiny Committee | 31 March 2024 | <ul style="list-style-type: none"> Workshops with CLT and Wider CLT to consider feedback and develop actions completed CLT reaffirmed wellbeing principles for agile working Agile working and Flexible working policies reviewed Report on the conclusion of the review / policy approval being developed | | |
| | <ul style="list-style-type: none"> Leadership development <ul style="list-style-type: none"> ➤ Delivery model and facilitation to be developed ➤ Delivery of Workforce Planning Training for Senior Managers ➤ Delivery of Race Awareness Training ➤ Delivery of Health and Safety Training ➤ Delivery of social partnership training | Head of OD | CLT | 2023/24 | <ul style="list-style-type: none"> Workforce Planning training - OD held on 31.07.23 and 03.08.23 Workforce Planning training session with CLT 23.10.23 and with Wider CLT Race Awareness training delivered to Wider CLT Leadership/management training opportunities offered via the Infuse and CEIC programmes. Leadership training offered through the Summer and Winter schools | | |
| | <ul style="list-style-type: none"> Recruitment of Chief Executive | Head of OD | Leader and Council | 31 December 2023 | <ul style="list-style-type: none"> Recruitment timeline developed and agreed Advert and recruitment pack developed and agreed Selection processes agreed Advert closing – 23.11.23, Shortlisting -28.11.23 Assessment Centre - 06.12.23 – no appointment Work with the Leader and Deputy Leader to develop solution for Chief Executive role | | |
| | <ul style="list-style-type: none"> Plan for review of senior management | TBA | TBA | TBA | <ul style="list-style-type: none"> Not commenced subject to arrangements for Chief Executive – to be determined | | |
| | <ul style="list-style-type: none"> Review and refresh senior leadership performance review and coaching | Head of OD and Chief Executive | Leader and Council | 2024/25 | <ul style="list-style-type: none"> Not commenced | | |
| | <ul style="list-style-type: none"> Review and modernise induction in line with the implement of digital Learner Management Experience system | Head of OD | CLT | 2024/25 | <ul style="list-style-type: none"> Not commenced | | |
| Excellence in management across the Council | <ul style="list-style-type: none"> 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 | OD Manager HR | Head of OD and CLT | Ongoing | <ul style="list-style-type: none"> Supporting Management on an ongoing basis with individual case management which has increased in complexity | | |

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| | <ul style="list-style-type: none"> 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"> Continued support with sickness absence management Detailed review of 'hotspots' for 22/23 undertaken and presented to CLT Audit of compliance of 'hotspots' for 22/23 being undertaken by internal audit Outcome of audit / 'hotspots' to be reported to CLT and Cabinet Tender review process commenced for the Occupational Health Service and Employee Assistance Programme Briefing sessions on attendance management facilitated | | |
| | <ul style="list-style-type: none"> Embed the principles of working in social partnership | Chief Officer Commercial & Customer | CLT | 31 March 2024 | <ul style="list-style-type: none"> Review of trade union engagement framework completed | | |
| | <ul style="list-style-type: none"> Development of a corporate approach for lone working | Service Manager Customer Experience and Transformation | CLT | 2024 | <ul style="list-style-type: none"> Exploration of digital solution to support the lone working policy with use of smart phones | | |
| Modern Employer of Choice | <ul style="list-style-type: none"> Fundamental review of the Recruitment Policy | Head of OD | CLT | 31 March 2024 | <ul style="list-style-type: none"> Policy reviewed and drafted Unions consulted Report and policy to be presented to CLT December 23 | | |
| | <ul style="list-style-type: none"> Implementation of annual pay awards | OD Manager Payroll | CLT, Scrutiny, Cabinet and Council | In line with nationally agreed pay negotiations | <ul style="list-style-type: none"> 2023/24 Pay Awards implemented <ul style="list-style-type: none"> ➤ Teachers - 28.11.23 ➤ JNC Chief Executive - 28.11.23 ➤ JNC Chief Officers -28.05.23 ➤ NJC Local governments services - 28.11.23 | | |
| | <ul style="list-style-type: none"> Annual Pay Policy 24/25 Annual Pay Policy 25/26 | OD Manager HR | CLT and Council | 31 March 2024 31 March 2025 | <ul style="list-style-type: none"> Not commenced | | |
| | <ul style="list-style-type: none"> Development of short, medium, and long-term plans for Agile Working Hubs and Council buildings | Corporate Director Regeneration and Community Services | CLT | 31 March 2025 | <ul style="list-style-type: none"> Position statement on all buildings developed highlighting issues/risks and opportunities Bid for funding to further develop the Blaina ICC has been submitted Facilities management arrangements in place for Agile Working Hubs as part of the Corporate Business Support Service | | |
| | <ul style="list-style-type: none"> Review and update HR & Health and Safety policies | OD Manager HR & Payroll | CLT Scrutiny and Council as appropriate | Rolling timetable of reviews | <ul style="list-style-type: none"> Policies reviewed and published: <ul style="list-style-type: none"> ➤ In the Interests of Efficiency of the Service Policy ➤ Induction - A Manager's Guide ➤ Redundancy Policy ➤ IVF Policy ➤ Dignity at Work Policy | | |

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| | <ul style="list-style-type: none"> Annual Health and Safety Report | OD Manager Payroll | CLT, Scrutiny | 31 December 2023 | <ul style="list-style-type: none"> Completed - report presented to CLT and Scrutiny | | |
| | <ul style="list-style-type: none"> Review and align School's Grievance Policy | OD Manager HR | Governing Bodies | 31 December 2023 | <ul style="list-style-type: none"> Completed - Policy finalised and published | | |
| | <ul style="list-style-type: none"> Development of a Foster Friendly Policy | OD Manager HR | CLT Scrutiny and Council as appropriate | 31 March 2024 | <ul style="list-style-type: none"> Draft policy developed based on best practice and in line with the Foster Network fostering friendly employers' scheme Union consultation undertaken Policy finalised to be progressed to CLT – December 2023 | | |
| | <ul style="list-style-type: none"> Facilitate training to support the implementation of the neurodiversity guidance | OD Manager HR | CLT | 31 March 2024 | <ul style="list-style-type: none"> Secured WULF and internal funding to run awareness raising training. Sessions to be organised and run for the Manager Cohort in new year 2024 | | |
| | <ul style="list-style-type: none"> Deliver initiatives to further promote diversity of the workforce <ul style="list-style-type: none"> Facilitate Wider CLT training on race funding through WULF and marketed by Unison Update recruitment charter to include diverse interview panels Consider ways to capture further field of candidates including statements in job adverts to encourage applications from under-represented groups, Proactively promote diversity events through staff communications | Head of Governance and Partnerships | CLT | 31 March 2024 | <ul style="list-style-type: none"> Race Awareness training delivered to Wider CLT Recruitment policy reviewed and progressing through approval processes | | |
| | <ul style="list-style-type: none"> Deliver initiatives to support the ageing workforce <ul style="list-style-type: none"> Review of workforce planning template to incorporate <ul style="list-style-type: none"> Identify the potential number of staff likely retire in the next 5 years Analysis of sickness and workplace injuries, explore the reasons within Attendance Management meetings Identifying skills gaps as a result of experienced staff retiring Review of future demands and challenges and consider the resilience of the services Delivery of retirement seminars | OD Manager HR | CLT | 31 March 2024 | <ul style="list-style-type: none"> Review of Workforce Planning template to commence January 2024 7 Retirement seminars delivered 2023/24 <ul style="list-style-type: none"> 24 April 2023 4 May 2023 26 June 2023 5 September 2023 17 October 2023 21 November 2023 11 December 2023 | | |

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| | <ul style="list-style-type: none"> 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. To develop and facilitate targeted events, promotions, and initiatives to celebrate diversity. Explore opportunities to enhance equalities training provision | Head of Governance & Partnerships | CLT | 2024 | <ul style="list-style-type: none"> Racial equality – delivered to Leadership Team and being rolled out further to staff and Members in early 2024 | | |
| | <ul style="list-style-type: none"> Consider how to further reduce commute / travel impact in wider areas of the business e.g., Schools and Social Services. <ul style="list-style-type: none"> Run data to analyse which groups of staff are claiming the most business mileage, report to be developed for CLT. Communicating with staff on impact of mileage, looking at most efficient routes and encouraging travel in a smarter way i.e., diary management, type of vehicle using, car sharing Explore how staff can be encouraged to switch to ULEV. <ul style="list-style-type: none"> Review of Car Loans and proposal for new scheme Fuel types to be added to iTrent to allow us to provide further data on the types of vehicles staff are using for business mileage. | Head of OD | CLT | 2024 | <ul style="list-style-type: none"> Actions carried forward as a result of staff capacity Audit completed on staff mileage to support move to agile working and development of new mileage policy Tusker car scheme continues to be offered | | |
| | <ul style="list-style-type: none"> Further roll out of staff benefits | Head of OD | DMT and CLT | 31 March 2024 | <ul style="list-style-type: none"> Technology and cycle to work schemes have been rolled out a number of time over last 2 years Further promotion of the Vectus Card benefits scheme Tusker car scheme continues to be available Lots of offers through Wellbeing Wednesday | | |
| | <ul style="list-style-type: none"> Review existing contract arrangements <ul style="list-style-type: none"> Occupational Health Employee Assistance Programme Midland iTrent | Head of OD | DMT and CLT | 31 March 2024 | <ul style="list-style-type: none"> Planning meetings held with procurement Direct award for Employee Assistance Programme – new provider will be in place March 2024 Draft specification developed for Occupational Health Service and tender process commenced Planning meetings held with procurement to review contract arrangements with Midland for iTrent Meetings planned with Midland December 2023 and new year 2024 | | |
| <i>A highly motivated and engaged workforce</i> | <ul style="list-style-type: none"> Development of delivery options for workforce development - paper to CLT to include investment | Head of OD | CLT | February / March 2024 | <ul style="list-style-type: none"> Discussion held with Caerphilly CBC and interest confirmed in developing joint arrangement. Awaiting meeting with Corporate Director of Caerphilly CBC to develop CLT report. Models for leadership and workforce developed as well as a draft delivery model. | | |

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| | <ul style="list-style-type: none"> Procurement of a learner management / experience system to support workforce development and training | Head of OD | CLT | April 2024 | <ul style="list-style-type: none"> BG leading on commissioning and contracting for collaboration. Successful bid for further funding to support project management Preparation and planning for implementation Development of project management arrangements to implement corporately | | |
| | <ul style="list-style-type: none"> Develop process for staff survey and facilitate staff survey | Head of OD | CLT | Autumn 2024 | <ul style="list-style-type: none"> Not commenced | | |
| Evidence based decision making, planning and delivery | <ul style="list-style-type: none"> ➤ Workforce Planning <ul style="list-style-type: none"> ➤ Facilitation of Workforce Planning development session for OD and Wider CLT ➤ Review workforce planning framework further to learning | Head of OD / CLT | DMT's and CLT | 31 March 2024 | <ul style="list-style-type: none"> Workforce Planning development sessions for OD held with LGA on 31.07.23 and 03.08.23 and session with CLT held 23.10.23 Presentation to CLT on workforce planning completed agreed ongoing reviews to be undertaken as part of wider CLT business planning sessions. | | |
| | <ul style="list-style-type: none"> Annual sickness absence review and reporting <ul style="list-style-type: none"> ➤ More detailed review of 'hotspots' based on 22/23 outturn ➤ Audit of compliance to be undertaken of Hotspots Annual sickness absence review and reporting Ongoing support with sickness absence case management | Head of OD/CLT | CLT, Scrutiny and Cabinet | 30 November 2023 30 September 2024 Ongoing | <ul style="list-style-type: none"> Review and report completed for consideration at CLT 28.09.23 Report progressed to Corporate and performance Scrutiny Committee and Cabinet Detailed review of 'hotspots' for 22/23 undertaken and presented to CLT Audit of compliance of 'hotspots' for 22/23 being undertaken by internal audit Outcome of audit and hotspots to be reported to CLT and Cabinet Tender review process commenced for the Occupational Health Service and Employee Assistance Programme Briefing sessions on attendance management facilitated as required | | |
| | <ul style="list-style-type: none"> Annual workforce profiles (data dashboard) - Directorates & Schools to inform workforce planning | OD Manager HR | DMT's / Schools and CLT | 2023/24 2023/25 | <ul style="list-style-type: none"> 2023/24 <ul style="list-style-type: none"> ➤ Annual corporate profiles published and circulated ➤ Annual Schools profiles published and to be discussed as part of annual visits | | |
| | <ul style="list-style-type: none"> Quarterly sickness performance data to CLT and Elected Members | OD Manager HR | CLT and Scrutiny | In line performance framework | <ul style="list-style-type: none"> 2023/24 <ul style="list-style-type: none"> ➤ 2023/24 Quarter 1 sickness stats and briefing note to CLT 03.08.23 ➤ 2023/24 Quarter 2 sickness stats and briefing note to CLT 27.10.23 | | |
| | <ul style="list-style-type: none"> Development and implementation of digital solutions to support delivery of modern HR/Payroll service <ul style="list-style-type: none"> ➤ Development of Recruitment Module within iTrent module in iTrent and enhancement to the applicant experience including marketing and website content | Head of OD | CLT | Subject to scoping document | <ul style="list-style-type: none"> Project group set up to support development of recruitment and onboarding Two scoping session held on current processes Further scoping work on the website and app form to include communications Scoping day with Midland held 19.10.23 Awaiting scoping document from Midland | | |

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| | <ul style="list-style-type: none"> Equal Pay Audit | Head of OD | CLT | December 2023 | <ul style="list-style-type: none"> Revised equal pay report received and response provided Final report received Report to be presented to CLT on equal pay audit findings and recommendations and agree next steps Actions to be determined | | |
| | <ul style="list-style-type: none"> Equal Pay claim (Care Staff) | Head of OD | CLT | ET timeline | <ul style="list-style-type: none"> Responding to claim form 80+ care staff at an Employment Tribunal Preliminary Hearing held October 2023 Further preliminary hearing scheduled for January 2024 | | |
| | <ul style="list-style-type: none"> Support schools causing concern | Corporate Director of Education and OD | Education Directorate | Ongoing | <ul style="list-style-type: none"> Targeted support provided on an ongoing basis | | |
| | <ul style="list-style-type: none"> Implementation of Council financial savings plans which includes downsizing the workforce | Head of OD | DMT's and CLT | 2023/24 | <ul style="list-style-type: none"> Initial business case proposals drafted Discussions held with trade unions and elected members Communication issued to staff on expression of interest Workforce plan to be developed for statutory consultation – January 2024 | | |