

## ***PERSONNEL COMMITTEE***

***2.00 PM - MONDAY, 24 OCTOBER 2022***

***MULTI LOCATION MICROSOFT TEAMS/COUNCIL CHAMBER***

Webcasting/Hybrid Meetings:

This meeting may be filmed for live or subsequent broadcast via the Council's Internet Site. By participating you are consenting to be filmed and the possible use of those images and sound recordings for webcasting and/or training purposes.

1. Chairpersons Announcements
2. Declarations of Interest

### **Reports for Decision**

3. Hybrid Working Framework (*Pages 3 - 34*)
4. Strategic Manager Pay Grade (*Pages 35 - 48*)
5. Employers for Carers Pledge Commitment (*Pages 49 - 60*)

### **Reports for Information**

6. The Strategic Workforce Plan 2022 - 2027: The Future of Work Strategy (*Pages 61 - 120*)
7. CIPD People Development Partner (*Pages 121 - 128*)
8. Urgent Items  
Any urgent items at the discretion of the Chairperson pursuant to Section 100B(4)(b) of the Local Government Act 1972.
9. Access to Meetings

That pursuant to Section 100A(4) and (5) of the Local Government Act 1972, the public be excluded for the following items of business which involved the likely disclosure of exempt information as defined in Paragraph 12 and 15 of Part 4 of Schedule 12A of the above Act.

10. National Pay Negotiations - Update - (Exempt Under Paragraph 15)  
(Pages 129 - 134)

**K.Jones**  
**Chief Executive**

**Civic Centre**  
**Port Talbot**

**Tuesday, 18 October 2022**

**Committee Membership:**

**Chairperson:**      **Councillor S.A.Knoyle**

**Vice**  
**Chairperson:**      **Councillor A.J.Richards**

**Members:**              Councillors T.Bowen, C.Clement-Williams,  
S.Grimshaw, J.Hale, J.Henton, D.Keogh,  
C.Lewis, C.Phillips, S.Pursey and P.D.Richards

**Non-Voting**  
**Members:**              Councillors W.F.Griffiths, S.Harris, S.K.Hunt,  
J.Hurley, N.Jenkins, S.Jones, A.Llewelyn and  
D.M.Peters

## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### PERSONNEL COMMITTEE

24<sup>TH</sup> OCTOBER 2022

#### REPORT OF THE HEAD OF PEOPLE AND ORGANISATIONAL DEVELOPMENT – SHEENAGH REES

##### **Matter for Decision**

**Wards Affected: All wards**

##### **Hybrid Working Framework for Accountable Managers**

##### **1. Purpose of Report:**

The purpose of this report is to seek Member approval for the Hybrid Working Framework for Accountable Managers developed in conjunction with our Accountable Managers to facilitate the new way of working.

##### **2. Executive Summary**

The Interim Hybrid Working Frameworks has been revised following extensive consultation with Accountable Managers and other line managers to ensure that it provides them with the autonomy and information to create hybrid teams and deliver their services effectively.

##### **3. Background:**

The Interim Hybrid Working Framework was developed during the summer of 2021 as many employees continued to work from home as a result of the COVID-19 pandemic. Services continued to operate satisfactorily whilst employees were working from home, therefore the Interim Hybrid Working Framework was developed with Accountable Managers to give all managers guidance and a framework to operate in, as this way of working was new to everyone.

The document was publicised in August 2021 and Accountable Managers were asked to use this Framework to discuss working arrangements with

their teams which supported service delivery and, where possible, accommodate the requirements of employees. This work was then paused for a few months as a result of COVID-19 cases increasing over the Autumn period and then was re-launched in January 2022 and managers were encouraged within the Framework to communicate with their teams and put in place interim flexible arrangements in the first instance as it was anticipated that arrangements would need to evolve over time.

#### **4. Hybrid Working Framework for Accountable Managers**

The Framework provides information on four different workstyles shown below, with an explanation of each one, for managers and employees to consider which workstyle would best suit their individual service needs :-

- Fixed Workplace
- Frontline / community based
- Mobile Hybrid Worker:
- Agile Hybrid Worker:

The Framework also provides guidance on how managers can:-

- Involve their team in developing the hybrid model
- Communicate with their team on hybrid working arrangements and hybrid working principles for the team
- Work together to establish new ways of team working to support the hybrid model
- Build everything on the principles of fairness and inclusion
- Review and Evaluate arrangements to ensure they are working

There is other useful information linked throughout the Framework and at the back of the Framework so that managers have everything they need in one place. There is also a dedicated section on the HR Intranet where all information and resources on hybrid working can be found.

#### **5. Development of the Policy**

A number of focus groups were arranged during May/June 2022 with around 60 Accountable Managers attending, in addition to this, the Future of Work Team attended Senior Management Team meetings to discuss the Hybrid Working Framework and how Accountable Managers felt about the Framework and implementing it across their teams. Overall, the feedback

on the Framework was positive, with the majority of Accountable Managers responding that:-

- The 4 types of worker works well and is representative of their service area
- The flexibility allows for better work-life balance for employees
- The framework is not too prescriptive, allowing service requirements to be accommodated
- It is perceived that there is less sickness due to working from home
- Good for recruitment – applicants are drawn in by the prospect of working from home/hybrid working
- Employees are more productive when working from home

There are some areas of the Hybrid Working Framework which managers found challenging and these are shown below:-

- How to monitor employee's wellbeing when working from home
- Managing expectations of staff in relation to hybrid working as service requirements must come first
- Clarification of definition of 'working from home' in relation to caring responsibilities and location
- The difference between flexible working versus the flexi-time scheme
- Information around arrangements in relation to claiming travel time and travel expenses
- Guidance in relation to childcare arrangements / school pick ups
- Availability of technology to facilitate hybrid meetings
- Communication and engagement with staff in relation to hybrid working
- A small number of managers are concerned that staff may not be as productive when working from home

As a result of the comments above, the Hybrid Working Framework for Accountable Managers has been reviewed and strengthened to provide further guidance to managers on these matters. Please see the revised document in **Appendix 1**). In addition to this the HR Team will arrange further workshops and 'drop in' sessions for Accountable Managers and other line managers to deal with any outstanding queries which may arise.

## **6. Communication of the Policy**

The revised Hybrid Working Framework for Accountable Managers will be communicated widely across the Council. We will do this by including an article in the Council's Sway and In The Loop, we will place it on the HR Intranet and Yammer, we will send an email to all Heads of Service and Accountable Managers requesting them to cascade details of the new policy to all their service areas.

## **7. Financial Impacts:**

There are no financial impacts associated with this report.

## **8. Integrated impact assessment:**

A first stage impact assessment has been undertaken to assist the Council in discharging its legislative duties (under the Equality Act, the Welsh Language Standards (No.1) Regulations 2015, the Well-being of Future Generations (Wales) Act 2015 and the Environment (Wales) Act 2016. The first stage assessment, attached at appendix 1 has indicated that a more in-depth assessment is not required. A summary is included below:

"A full impact is not required as there is no impact on any protected group. It also has no negative impact on bio-diversity or the Welsh Language".

## **9. Valleys Communities Impacts:**

No Impacts.

## **10. Workforce Impacts:**

The introduction of the Hybrid Working Framework provides managers with the autonomy to put in place hybrid working arrangements within their teams based on what works best for the service and also, where applicable is suitable to the employees within that service. This will in turn have a

positive impact on our employees. In addition to this, applicants to the Council will see this as a positive benefit of working in the Council.

**11. Legal Impacts:**

No impact.

**12. Risk Management Impacts:**

No impact.

**13. Crime and Disorder Impacts**

No impact.

**14. Counter Terrorism Impacts**

No impact

**15. Consultation:**

There is no requirement under the Constitution for external consultation on this item. The Joint Trade Unions have been fully consulted on the development of this Framework and it has been agreed at the Local Government Services Forum.

**16. Recommendations:**

It is **RECOMMENDED** that Members **APPROVE** the Hybrid Working Framework for Accountable Managers.

**FOR DECISION**

**17. Appendices:**

Appendix 1 – Hybrid Working Framework for Accountable Managers  
Appendix 2 – First Stage Integrated Impact Assessment

**18. List of background papers:**

None.

**19. Officer Contact**

Sheenagh Rees, Head of Human Resources, Email: [s.rees5@npt.gov.uk](mailto:s.rees5@npt.gov.uk)  
or tel. 01639 763315.





# **Hybrid Working A Framework for Accountable Managers**

# **Gweithio Croesryw Fframwaith ar Gyfer Rheolwyr Atebol**

**Os hoffech dderbyn gohebiaeth mewn perthynas â'ch cyflogaeth yn  
Gymraeg, cysylltwch â'ch Swyddog AD dynodedig**

<b>Version</b>	<b>Date</b>	<b>Action</b>
Version 1	July 2021	Draft Policy
Version 2	August 2021	Amended Policy (including Accountable Manager feedback)
<b>Version 3</b>	<b>September 2022</b>	<b>Amended following further feedback from Accountable Managers</b>

## Introduction – empowering our managers

We have developed this Framework for Hybrid Working, following the clear feedback from our employees who have worked from home, for all or some of the time during the Covid 19 Pandemic, and from you, our Accountable Managers, and the detailed steer you have provided of how you want to manage and arrange the work of your teams moving forward.

We are clear that this new way of working must enable our employees to work more flexibly, working where, when and how they choose to maximise their productivity, as well as improve their work life balance. We are also clear that we need to empower Accountable Managers to make the decisions about how work is organised and services are delivered.

The original Framework took account of your feedback, that you do not want prescriptive policy arrangements, rather you want to work to a set of principles, that you will apply fairly and consistently within your own teams, but with the ability to adapt working arrangements to suit the needs of your own service. However, once you had implemented hybrid working in practice, you provided us with further information and we have amended this Framework to include guidance which you felt was important and which resolved recurring queries throughout the trial period.

## Introducing hybrid working

From 1<sup>st</sup> September 2021 Accountable Managers have been empowered to develop hybrid working arrangements to suit the needs of the services and employees they manage. To begin with, the new working arrangements that you agree with your employees were on an **informal**, and **flexible** basis to enable you and your teams to evolve your working arrangements over time.

**As this was a new way of working, it was important that we did not move too quickly to set arrangements in stone. However, these new working arrangements now have been in operation for around 8-9 months and during this time you have had the opportunity to try different arrangements to suit your services and your employees.**

The HR Team are working on a process that will enable you, to confirm the contractual working patterns of your team(s). . We will also be reviewing our employment policies and processes in a joint exercise with our recognised trade unions, to ensure that they support the hybrid workplace and empower managers rather than instruct you.

In the meantime, we will keep listening to you, and adjusting this framework to ensure that it is fit for purpose as we move into the exciting future world of work.

## Workstyles in a Hybrid Workplace

Within our Hybrid workplace we have the following workstyle examples:

**Fixed Workplace** - this describes an employee who predominantly works from a fixed location workplace and for the majority of the time, is required to work within prescribed hours (e.g. office hours, rota or shift hours). This type of workstyle is best suited to jobs that can only be performed at the fixed workplace, e.g. because of specialist plant / machinery / technology requirements or linked to a requirement to be located where their customers are – this could be a reception or cash desk for instance. It also describes our school employees.

**Frontline / community based** – this describes our employees who work in our communities. These employees will have a designated workplace and for the majority of their time, work within prescribed hours (e.g. rota or shift hours).

**Mobile Hybrid Worker:** this describes an employee who has a designated workplace but, whose work can be carried out from a number of locations, e.g. from an office or site, in the community, from another Council or partner agency site or from home (and they may spend some or most of their time at home). This work style is not tied to a fixed work location and the employee might choose to undertake duties from an alternative location to minimise travel time and costs, other than when required to be in a particular place at a particular time by their manager. Please note service needs and requirements will always be a priority. The employee works within prescribed hours (e.g. office, rota or shift hours).

**Agile Hybrid Worker:** this describes someone who will work from a variety of locations for some or all of their working time. This could be from home, 'on the move', from a Council workplace, in the community or client / partner premises. Again, they may spend some or most of their time at home. There is no requirement or reason for the employee to attend the normal fixed workplace or to carry out their work within specific times, **other than when service requirements dictate or when required to by their manager**. Employees have the flexibility to carry out their work tasks on any days, at any times and to choose where they work so that outputs and outcomes are maximised, as well as the most cost-effective way of working achieved. They are not confined to 'when' they must carry out their work, although this must be in agreement with their manager. (these employees would not be part of the flexi scheme). Please note service needs and requirements will always be a priority.

**There will be times where employees will be required to attend an office location for team meetings or key service/project work and this will be arranged between the Accountable Manager and the individual. Employees will be given reasonable notice unless an emergency situation arises which requires their expertise.**

## Developing hybrid teams

Working in a hybrid way, where employees may be working from different locations or even at different times, will require **planning** and **organising** if it is to be successful. There are few precedents to follow, and it is likely that some experimentation will be required to determine just what will work in a particular context. Exactly how to implement hybrid working will vary from service to service, and even from team to team – these new ways of working should be tailored to the unique needs of the individual, team or service.

Your role as Accountable Manager will be key to establishing new ways of working by consulting with your team and ensuring that they work in practice, with the needs of the service prioritised.

As Accountable Managers you will be able to develop a set of principles based on the Hybrid Working Framework to suit the needs of your service whilst also consulting with your team/s. These principles will supplement the Framework and will provide your team/s with more in-depth guidance on how you expect hybrid working to work in practice. Support can be provided by your designated HR Officer should you require it.

Provided below are the key principles for enabling effective hybrid working.

## Principle 1:

### Communicate, Communicate, Communicate

Effective hybrid working is facilitated by strong communication. Communication needs to be more intentional and planned in a hybrid environment, as there might be fewer casual or ad hoc conversations. Exactly how a hybrid team needs to communicate will vary depending on its size and the types of roles being undertaken.

Communication in a hybrid team requires a different approach to communicating with an office based or fully remote team. However, the key principles of good communication remain: employees need to have the information that they need, in a timely way, to allow them to successfully undertake their work.

Good communication is a shared responsibility across the team; engage the team in a discussion about the best ways to communicate. Consider some of the following:

- Discuss and agree arrangements for meetings. How often does the team need to meet, and for what purpose? For example will you have weekly or fortnightly check-ins, 1:1's or team meetings.
- It can be difficult for new starters to the Council or team when working in a hybrid way. We have developed a Guidance Document on [Engaging New Starters Remotely](#) which may be helpful to you, with an associated infographic for easy reading. A Virtual Working Guidance which can be found [here](#) may be useful to signpost to new starters.
- Agree the process for sharing working arrangements and locations. Agree a mechanism for sharing who is working where and when. This could include using status updates, auto-signature messages, or shared calendars or even a 'people on a page' plan sharing working days, locations and hours.
- Agree when and how different forms of communication should take place. Is a meeting the right format for a status update, or should these be done via email? What other ways are there to communicate other than meetings? When should meetings be online, and when should they be face-to-face? What communication should take place synchronously (at the same time) and what could be done asynchronously such as via an online update, so that people can access the information at their convenience?
- One of the most important factors in communicating with a hybrid team is ensuring that information reaches everyone, wherever and whenever they are working. Equal access to information and knowledge is key to preventing communication issues and feelings of unfairness.

- Hybrid working may lead to some employees feeling isolated or lonely, it is therefore important to encourage teams to interact on Yammer and Microsoft Teams to enable your team to feel a sense of community even when working at home. You may also want to guide employees to the Council's Staff Health and Wellbeing pages, or signpost to services such as [Wellbeing Through Work](#).
- Communicate to your teams on how they can utilise desk space if they wish to work in the office and where they can work collaboratively and face to face with their team members.
- You may want to communicate clearly what your expectations are to your team whilst hybrid working and attending virtual meetings. [Link here](#).
- Communicate to your team on the flexi-time scheme and also the guidance on time off in lieu (TOIL) to ensure your team understand how the policy works when working hybrid. Please see Appendix A for further information on this.
- Please see Appendix A for further information on this.
- It is important where teams are working from home to emphasise the need for regular breaks throughout the working day to ensure your employees are productive which increases engagement levels.
- To make your employees aware on how hybrid working impacts teams in relation to travel time and travel expenses, you may want to communicate the policy on mileage to your team. Please see Appendix A below.
- Communicate the expectations around caring responsibilities whilst hybrid working by acknowledging that hybrid working is not an alternative for childcare. However, managers can deal with this on a case by case basis. This is at the manager's discretion and please note service needs and requirements will always be priority. Employees should ensure that they are not the providers of their childcare during their working hours, unless otherwise agreed by their line manager on an ad hoc and emergency basis.



## Principle 2:

### Involve your team in developing your hybrid model

Employees may be anxious about new ways of working, especially if they want to carry on with homeworking but are unsure if this will be permitted. It will be helpful where possible to talk to your employees individually about their personal preferences for future working patterns. Please note service needs will always be a priority. Discuss:

- What tasks would need to be performed in the workplace
- Whether the employee has the necessary equipment or technology to work in a continuously hybrid way.
- What work patterns the employee would prefer

Although it may not be possible to meet all employee preferences or expectations, when people are able to work within their preferred style this can help them to be productive, support employee engagement and is also good for wellbeing.

**Make clear with your team that personal preferences cannot all necessarily be met, and provide a timeline for providing more information wherever possible.**

After you have gathered information on individual preferences, consider talking with your team as a group. Discussions can include some of the following:

- What worked well for our team whilst working remotely during the pandemic – what can we learn from this?
- What would hybrid working mean for our team? What would need to be in place for us to work effectively in a hybrid way?
- How can the team balance personal preference against service delivery requirements?
- What are the potential risks or challenges for our team about working in a hybrid way? How can we overcome them?
- How often does our team need to be in the office and how often can we work remotely? What would be an appropriate balance to ensure that we meet the needs of our stakeholders, colleagues or customers?
- If we work in a hybrid way, how can we ensure that we are inclusive, fair and work in a healthy way?

## Principle 3:

### Work together to establish new ways of team working to support the hybrid model

When you have agreed that hybrid working is possible and individual working patterns are identified, engage your team in establishing new ways of working. Remember that a move to hybrid working represents a fundamental change after what has already been a challenging period for many people. It is likely that people will experience this change in different ways. Some will be excited, others may be anxious or concerned and you will need to show empathy, concern and consideration for all points of view.

Work with your team to consider the following:

- How individual working preferences can be balanced against service delivery requirements. Work together to consider this and problem solve.
- Are there any opportunities to do work in a different way? There may be value in rethinking processes or workflows.
- What work is done best where? How can work best be organised so that individuals get the most out of their remote time (focus and deep work) and office time (collaboration and relationships).
- Consider other forms of flexibility, including time flexibility. Remember that hybrid working is just one form of flexibility. Employees can also benefit from time flexibility – or working differently to the standard 9-5. Include this in your discussions.
- Think about task allocation. Workload and opportunities need to be fairly distributed across your team. It is important to ensure that additional workload does not fall onto those who spend more time in the office, as well as making sure that opportunities are not disproportionately weighted towards this group too.
- When considering work organisation, consider how technology can help. It can support effective communication and knowledge sharing, connect people and provide innovative ways to create and collaborate. Support people in using technology where necessary.
- Ensure each employee who works in a Hybrid way completes an annual Display, Screen, Equipment (DSE) risk assessment to ensure you are complying with Health and Safety Regulations and focusing on the wellbeing of your team.

## Principle 4:

### Build everything on the principles of fairness and inclusion

Hybrid working can support inclusion. Greater flexibility, in both where and when people work, can open up opportunities to people who cannot work a traditional 9-5 working day, including those who have disabilities or caring responsibilities. Increased flexible work can also support the reduction of the gender pay gap.

However, if not managed properly it can lead to challenges too, including employees who are working remotely not being sufficiently included, recognised or having equal employee voice.

Consider these recommendations to support fairness and inclusion:

- **Determine on a case by case basis how to hold meetings** When some members of the team are working in the office and some are working remotely, you should consider how meetings are held. For example, if a number of employees are working from home due to prior booked appointments, you may deem it more appropriate for meetings to take place online. However, where teams are able to access the office you may deem it appropriate for meetings to take place face to face. Managers must ensure everyone has the opportunity to meaningfully contribute to meetings whether they are online, in person or hybrid meetings.
- **Ensure everyone has an equal voice**, wherever or whenever they are working. Be aware that we can tend to default to people that we can see or are in close proximity to.
- **Address conflict quickly**. It is possible that issues will arise in relation to hybrid work. This could be as a result of miscommunication or perhaps because, as a result of different roles, some employees can work remotely and some cannot. If conflict does arise, address it early, effectively and in an impartial manner, including following up as appropriate.
- **Be open and consistent** when determining who can work in a hybrid way. There will be some roles that cannot work remotely at all. There may also be some roles that can have a great deal of location flexibility and some that can only have a small amount. When deciding who can or cannot work remotely, be clear about your decisions, act consistently and communicate these in an open way.

## Principle 5

### Review and evaluate

These are new ways of working, and what we are asking you and your teams to do is to start making a step towards the future workplace. It would be unrealistic to expect everything to slot into place without the need for further readjustment, or even a fundamental shift in approach.

It is very important that you and your team review arrangements at regular intervals, and think about how new ways of working may be impacting, positively and negatively, on service delivery, and then responding to this as you move forward.

As you implement hybrid working and associated principles you may have agreed, it may become clear that you need other things to be in place to help you. Please contact Digital Services for any technology queries, Facilities Management for different office layouts, or email [futureofwork@npt.gov.uk](mailto:futureofwork@npt.gov.uk) for changes to employment policies.

## Appendix A

# Travel/Working Hours/Medical Appointments/Flexitime/TOIL

### Travel and Subsistence Claims

Expenses will be paid in accordance with the Travel and Subsistence Policy which you can access [\[here\]](#). Regardless of workstyle and hybrid model of working, the fixed work location (fixed centre) remains the same as that stated on the employee's employment contract. This location will apply when any travel and/or subsistence payments are claimed. The shortest route and shortest time rules apply.

#### ***Can employees work from any location?***

This will vary depending on your work style and service needs. All employees have a contractual place of work (fixed centre). There will always be a requirement for you to attend your normal work location when service requirements dictate, or you are required to do so by your manager. If you work in a location that isn't your fixed base, you must consider minimising your travel time and costs. Employees must ensure there is a workspace available to them prior to attending any work location and adhere to the relevant health and safety risk assessment for that building. Employees should be mindful of confidentiality and GDPR when choosing a suitable work location and also, if attending virtual meetings should do so in a suitable environment without interruptions.

#### ***Can an employee's home be their contracted fixed location?***

Regardless of workstyle and hybrid model of working, the fixed work location (fixed centre) remains the same as that stated on the employee's employment contract. This location will apply when any travel and/or subsistence payments are claimed.

#### ***Is travelling from or to home classed as working time?***

It should be noted that the first and last journeys of every day, i.e. home to duty and duty to home, are classed as normal commuting and are not regarded as business travel, which is in accordance with HMRC rules. Travel time between home and the chosen work location can only be considered working time, when in excess of the normal journey time from home to the fixed centre or when you arrive at the temporary work location if this is closer. This is irrespective of the time of day in which the travelling occurred. For example, you might have started work at home and then travelled to a work location, whatever this time occurs, it is still classed as the first journey to work and vice versa. You can then only claim the additional time it has taken you to travel to (or from) this location. If your first or last journey to a work location is closer than it takes to travel to your normal fixed centre, you cannot claim any working time.

#### ***Can Employees claim mileage from home?***

Employees will be reimbursed for excess mileage incurred, that is the total mileage travelled in the day deducting the mileage from home to their fixed centre.

Normal home to fixed centre mileage incurred each day must be deducted from the total business mileage claimed on **each day**.

### Health Appointments

Employees should arrange medical, dental and optician appointments at convenient times so as not to disrupt the working day too much and with agreement from their manager. If there is no alternative to this taking place within the normal working day, Employees are able to claim the time they were at the appointment during the working day (up to an hour for Doctor, Dentist and Optician) and for hospital appointments, the total time spent at the hospital - this excludes any travel time.

## Flexitime Scheme

The Flexi-Time Working Scheme has been revised to take account of your feedback. You can access the new scheme [[here](#)]. Accountable Managers can agree whether or not the Scheme applies to an employee, taking into account workstyle, and agreed working arrangements.

Employees who participate in the Flexitime Scheme must record their times on a daily basis and are able to take up to 2 days flexi leave (compensatory leave) each flexi period (depending on the principles agreed for the particular team). Employees who do not participate in the Flexitime Scheme and work flexibly do not have to complete a flexitime record and they are unable to take up to 2 days flexi leave (compensatory leave), they are, however, able to arrange their working time to suit their particular requirements, subject to approval from their manager as service requirements take priority.

Managers are able to vary the band-width times that best operate for their service and can choose any times between the hours of 6 am and 10 pm, subject to a fair and consistent approach being applied across the team.

## Guidance on Time off in Lieu (TOIL)

There might be times where the service is facing significant pressures and managers need people to work additional hours to meet such demands. If this is the case, TOIL can be authorised.

TOIL, **without exception**, must be authorised, in advance, by the accountable manager. It is the manager who determines whether working additional hours is necessary and not the employee. No accumulation of TOIL will be made unless management approval has been granted beforehand.

TOIL should be recorded separately from flexi-time

As work styles and working patterns are varied across services and depending when additional hours are worked, the manager would consider whether TOIL is given at plain time or enhanced time. For example, if the manager has agreed 'band widths' for the team, if an employee is required to work outside these, the manager would consider whether to give TOIL at the enhanced time as below.

The same level of enhancement will apply to TOIL as in the case for payment being made. Please see below.

Employees who are **required** to work additional hours beyond the standard working week of 37 hours will be paid at:

<b>Monday to Friday</b>	Time plus 30%
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<b>Saturday and Sunday</b>	Time plus 30%
<b>Public and</b>	Double time
<b>Extra Statutory holidays</b>	(min 2 hours)

Part-time employees are entitled to the 'enhanced time' only at times and in circumstances in which full-time employees would qualify. Otherwise, a full working week for full-time employees shall be worked by a part-time employee before the 'enhanced time' is applied.

### **Flexible Working Hours**

Where employees wish to request to work more flexibly to achieve a better work-life balance and it involves a change in their working hours, this request must be made under the Council's 'Flexible Working Policy'.

### **Overtime**

All overtime **MUST** be agreed in advance by the manager. Due to the extension of the bandwidths in the Interim Flexitime Scheme, overtime is now payable when an employee has worked over 37 hours per week. For part time employees plain time will be paid up to and including 37 hours if a part-time employee works overtime.

### **Digital Infrastructure**

Digital Infrastructure in Civic buildings has been adapted to accommodate social distancing and is based on staff bringing their corporate device into the office.

## Appendix B

### Useful Information

#### Staff Health and Wellbeing resources

<https://www.npt.gov.uk/22793>

#### Virtual Working Guidance

<https://www.npt.gov.uk/28804>

#### Quick Guide 1 Office Furniture & Equipment for homeworking

Quick Guide 1 - Homeworking DSE & Office Equipment



#### Quick Guide 2 Setting up your workspace at home

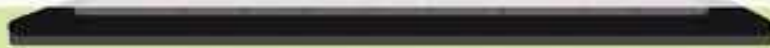
Quick Guide 2 - Setting up work space





Cyngor Gwynedd Pwy Tâl  
Meirch Pwy Tâl Cymru

**NPT Council**  
**Homeworking Guidance**  
**Quick Guide 2**  
**Setting up your workspace**



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## Impact Assessment - First Stage

It is essential that all initiatives undergo a first stage impact assessment to identify relevance to equalities and the Welsh language as well as an evaluation of how the proposal has taken into account the sustainable development principle (the five ways of working); an incorrect assessment could ultimately be open to legal challenge.

The first stage is to carry out a short assessment to help determine the need to undertake a more in-depth analysis (the second stage).

Relevance will depend not only on the number of people/service users affected, but also the significance of the effect on them.

When completing the first step you must have regard to the following:

- Does the initiative relate to an area where important equality issues have been, or are likely to be, raised? (For example, funding for services to assist people who are victims of rape/sexual violence or individuals with particular care need; disabled people's access to public transport; the gender pay gap; racist or homophobic bullying in schools)
- Is there a significant potential for reducing inequalities, or improving outcomes? (For example, increasing recruitment opportunities for disabled people).
- Does the initiative relate to instances where opportunities to use the Welsh language are likely to be affected or where the language is likely to be treated less favourably? (For example, increase the number of Welsh speakers moving from/to a certain area; closing specific Welsh language services or put those services at risk services;
- Does the initiative relate to the improvement of economic, social, environmental and cultural well-being? To what extent does the initiative prevent things getting worse? (For example, funding for services to assist in cultural well-being; changes in policies that promote independence and/or assist carers)

### 1. Provide a description and summary of the initiative.

Identify which service area and directorate has responsibility for the initiative.

### 2. Identify who will be affected by the initiative.

If you answer **Yes** to service users, staff or wider community continue with the first stage of the assessment

If you answer **No** to service users, staff or wider community or **Yes** to 'Internal administrative process only', go to **Question 5 – sustainable development principle**.

### 3. Using relevant and appropriate information and data that is available to you think about what impact there could be on people who share protected characteristics; whether they are service users, staff or the wider community.

Some things to consider include:

- transport issues
- accessibility
- customer service
- cultural sensitivity
- financial implications
- loss of jobs

Definitions of impacts (either positive or negative):

- High – likely to be highly affected by the initiative
- Medium - likely to be affected in some way
- Low - likely to be affected by the initiative in a small way
- Don't know - the potential impact is unknown

You **must** provide reasons, and indicate what evidence you used, in coming to your decision.

4. Using relevant and appropriate information and data that is available, think about what impact there could be on opportunities to use the Welsh language and in treating the language no less favourably than English.

Definitions of impacts are the same as in **Question 3**.

The classification 'Don't Know' should be categorised as 'High Impact' in both questions 3 & 4.

5. Consider how the initiative has embraced the sustainable development principle in accordance with the Section 7c of the Well-being of Future Generations Act 2015.

Give details of the initiative in relation to the 5 ways of working:

- **Long term** - how the initiative supports the long term well-being of people
- **Integration** - how the initiative impacts upon our wellbeing objectives
- **Involvement** - how people have been involved in developing the initiative
- **Collaboration** - how we have worked with other services/organisations to find shared sustainable solutions;
- **Prevention** - how the initiative will prevent problems occurring or getting worse

6. The most appropriate statement must be selected (and the relevant box ticked) based on the first stage of the assessment and an explanation of how you have arrived at this decision must be given.

In addition a summary of the how the initiative has embraced the sustainable development principle must also be included.

Where the first stage of the assessment indicates that a more in-depth analysis is required the second stage of the assessment will need to be completed and this will need to be started immediately.

A first stage assessment must be included as a background paper for all Cabinet/Cabinet Board/ Scrutiny Committee Reports.

Where the first stage assessment is completed by an accountable manager it must be signed off by a Head of Service/Director.

## Impact Assessment - First Stage

### 1. Details of the initiative

<b>Initiative description and summary: Hybrid Working Framework for Accountable Managers</b>
<b>Service Area:</b> All employees covered by the JNC for Local Government Services
<b>Directorate:</b> All

### 2. Does the initiative affect:

	Yes	No
Service users		X
Staff	X	
Wider community		X
Internal administrative process only	X	

### 3. Does the initiative impact on people because of their:

	Yes	No	None/ Negligible	Don't Know	Impact H/M/L	Reasons for your decision (including evidence)/How might it impact?
Age		X				A staff survey was conducted to ascertain views on hybrid working. As part of the survey, information was gathered on protected characteristics and demographical information. All responses were anonymous and participants had the option not to disclose this information. No-one felt that the Hybrid Framework negatively impacted on any protected characteristics.

Disability		X				The majority of employees who declared that they had a disability felt that the Framework had a positive impact on them.
Gender Reassignment		X				A staff survey was conducted to ascertain views on hybrid working. As part of the survey, information was gathered on protected characteristics and demographical information. All responses were anonymous and participants had the option not to disclose this information. No-one felt that the Hybrid Framework negatively impacted on any protected characteristics.
Marriage/Civil Partnership		X				See above
Pregnancy/Maternity		X				See above
Race		X				See above
Religion/Belief		X				See above
Sex		X				See above
Sexual orientation		X				See above

#### 4. Does the initiative impact on:

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence used) / How might it impact?
People's opportunities to use the Welsh language		X				Those who responded to the employee survey felt that Hybrid working did not impact on people's opportunities to use the Welsh language
Treating the Welsh language no less favourably than English		X				

**5. Does the initiative impact on biodiversity:**

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence) / How might it impact?
To maintain and enhance biodiversity		X				
To promote the resilience of ecosystems, i.e. supporting protection of the wider environment, such as air quality, flood alleviation, etc.		X				

**6. Does the initiative embrace the sustainable development principle (5 ways of working):**

	Yes	No	Details
<b>Long term</b> - how the initiative supports the long term well-being of people	x		Hybrid Working has the ability to provide a better work life balance for our employees.
<b>Integration</b> - how the initiative impacts upon our wellbeing objectives	x		This initiative impacts positively on wellbeing objective 4 – Job and Skills – as having the ability to work in a hybrid way is attractive to potential job applicants.



<b>Involvement</b> - how people have been involved in developing the initiative	x		Accountable Managers were involved in developing this Framework as they told us that they didn't want anything too prescriptive and they wanted to be empowered to make arrangements for their own service areas. A staff survey for all employees was also carried out to understand their views on hybrid working.
<b>Collaboration</b> - how we have worked with other services/organisations to find shared sustainable solutions	x		We have worked with our Joint Trade Unions to develop this initiative to benefit the employees of the Council.
<b>Prevention</b> - how the initiative will prevent problems occurring or getting worse		x	N/A – internal policy

**7. Declaration - based on above assessment (tick as appropriate):**

A full impact assessment (second stage) <b>is not</b> required	X
Reasons for this conclusion	
A full impact is not required as there is no impact on any protected group. It also has no negative impact on bio-diversity or the Welsh Language.	

--

A full impact assessment (second stage) <b>is</b> required	
Reasons for this conclusion	

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	<b>Name</b>	<b>Position</b>	<b>Signature</b>	<b>Date</b>
Completed by	<b>Diane Hopkins</b>	<b>Principal HR Manager</b>	<i>D B Hopkins</i>	<b>05/09/2022</b>
Signed off by	Sheenagh Rees	Head of People and Organisational Development		

## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### Personnel Committee

24<sup>th</sup> October 2022

Head of People & Organisational Development – Sheenagh Rees

#### Matter for Decision

#### Wards Affected:

All Wards

### Creation of a Strategic Manager Pay Grade

#### 1. Purpose of Report

The purpose of this report is to seek Member authority to create a Strategic Manager Pay Grade to ensure the council's pay arrangements are competitive.

#### 2. Executive Summary

A review of pay arrangements across the South West Wales region demonstrates that the council is not competitive when it comes to pay arrangements that bridge the gap between the NPT Grade 13 and NPT Head of Service Grade. The increased use of market pay supplements also suggests that pay arrangements should be reviewed to ensure that they remain fit for purpose – to attract, retain and motivate our employees to be the best they can be, balanced against the need to ensure value for money. A proposal has been developed to create a pay grade that will address these concerns, and whilst some pump prime funding will be required to establish the grade the intention is that within 3 years this proposal will be cost neutral.

## **Background information**

The majority of Accountable Manager posts are subject to the council's job evaluation scheme for Local Government Services employees. Grades vary, with the majority graded at the top of the pay scale Grade 13.

The exception to this is three Accountable Manager posts within Education, Leisure and Lifelong Learning to which the Soulbury Officer terms and conditions are applied. The grade has been determined by the Director of Education with reference to the Soulbury Officer handbook.

## **Grade Breakdown (occupied posts)**

<b>Grade</b>	<b>Salary</b>	<b>Head count</b>
9	£34,373 - £38,553	1
10	£38,553 - £42,614	3
11	£42,614 - £45,648	5
12	£45,648 - £47,665	8
13	£48,729 - £50,955	47
Soulbury 24 – 29	£66,093 - £72,016	3
TUPE Transferee	£61,479	1

## **Market supplements applied to Accountable Managers**

19 of the 68 Accountable Manager posts attract a market supplement in line with the council's market supplement scheme. The supplements range from £5,351.35 per annum to £17,000 per annum.

## **Market Pay Scheme**

The Market Pay Scheme was introduced in 2009 to give an element of flexibility to the council's pay arrangements following the introduction of an equality proofed pay and grading structure and implementation of job evaluation. The scheme enables the payment of a market rate of pay where there is evidence that the council's rate of pay falls below a 'market rate' for the job. There must be clear evidence that the basic rate of pay for a specific post determined by the Council's pay and grading structure is significantly less than the relevant market rate of pay for a similar post **and** also that there are recruitment and/or retention problems. A market pay supplement will normally be for two years, unless there is a strong business case to justify a longer period.

There is an element of risk attached to every market pay supplement, with the potential for an equal pay claim – it is only an Employment Tribunal who can make the determination that a market supplement business case sets out sufficient evidence and justification. Market supplements should therefore be used carefully and sparingly.

**The increased use of supplements at accountable manager level suggests that pay arrangements should be reviewed** to ensure that they remain fit for purpose – to attract, retain and motivate our employees to be the best they can be, balanced against the need to ensure value for money.

## **Head of Service pay arrangements**

The council's 14 Heads of Service are paid on a pay grade that ranges from £77,269 to £84,991 per annum, on NJC for Chief Officer terms and conditions of employment.

## **Pay Comparison – South West Wales Region**

A pay comparison of regional local government has been carried out. The nationally agreed pay spine that applies to LGS employees sets out pay points from 1 to 43. In Neath Port Talbot we have extended the pay spine to SCP 46 which equates to £50,955.

Four of the five other councils in the region have extended their respective pay spines to point higher than in NPT, as follows:

Carmarthenshire = **£78,842**

Ceredigion = **£57,992**

Pembrokeshire = **£66,416**

Swansea = **£53,065**

In addition, Powys have two Senior Manager Grades, (on Chief Officer terms and conditions) to bridge the gap between the top of the LGS pay scale and Head of Service starting at the bottom of SM2 = £56,452 up to the top of SM1 = £65,646. Swansea have 3 Head of Services bands: HOS Band 1 £73,386 to £90,321, HOS Band 2 £62,096 to £79,030 and HOS Band 3 £56,452 to £67,742.

This pay comparison suggests a disparity between senior manager pay rates in Neath Port Talbot, and the other councils in the region.

### 3. Proposal

To ensure that the council remains an employer of choice, and can attract and retain the best employees into senior positions, it is proposed to create a Strategic Manager pay grade that will bridge the gap between the top of pay grade 13, £50,955, and the bottom of the Head of Service pay grade £77,269. The proposed pay grade is:

Point 1	£58,771
Point 2	£60,241
Point 3	£61,711
Point 4	£63,179
Point 5	£64,649

It is proposed that the NJC for Chief Officers terms and conditions of employment will be applied to any jobs created at this grade, reflecting the seniority of the pay.

This proposal will not only support recruitment and retention of senior people, it will also support succession planning, providing a bridge post between Accountable Manager level and Head of Service; the learning curve for newly appointed Heads of Service will be significantly reduced. It will increase strategic capacity at the top of the organisation, and support the delivery of the council's corporate plan priorities.

Recruitment arrangements will be in line with the council's Officer Employment Rules set out in the constitution, i.e. jobs below Head of Service level, and above SCP 38, will be determined by the Chief Executive, Corporate Director or Head of Service.

### 4. Next Steps

If approved, the next step will be to develop the job role and competencies that will be required of this post, and to review the organisational structure to determine where Strategic Manager posts can be created to have maximum impact on both service delivery and succession planning. It is intended that jobs will be appointed to via the council's agreed management of change processes, and that where a Strategic Manager

job is created, another job in the relevant structure will be deleted, either immediately or within a maximum period of 3 years.

## **5. Financial impact**

Some pump prime funding will be required to establish the Strategic Manager pay grade, however as a number of funded market supplements will cease on creation of the new pay grades the expectation is that within 3 years, this proposal will be cost neutral to the council.

## **6. Integrated impact assessment**

A first stage impact assessment has been undertaken to assist the Council in discharging its legislative duties (under the Equality Act 2010, the Welsh Language Standards (No.1) Regulations 2015, the Well-being of Future Generations (Wales) Act 2015 and the Environment (Wales) Act 2016.

The first stage assessment has indicated that a more in-depth assessment is not required. A summary is included below:

“A full impact is not required as at this stage there is no impact on any protected group; there may of course be equality impacts through the consequential appointment processes – our recruitment and appointment processes are equality proofed so this risk should be limited. Equality monitoring, including the Equal Pay Gap assessment will help the council to identify if any adverse equality risks do occur in practice and take action to remedy this”.

## **7. Workforce impacts**

This proposal will support succession planning and ensure that the council remains competitive as an employer of choice.

## **8. Legal impacts**

No implications



## **9. Risk Management impacts**

No impact.

## **10. Crime and Disorder Impacts**

No impact.

## **11. Counter Terrorism Impacts**

No impact.

## **12. Consultation**

There is no requirement for external consultation on this item.

## **13. Recommendation**

It is recommended that Members approve the proposal to create a Strategic Manager Pay Grade.

## **For decision**

## **14. Reasons for proposed decision**

To ensure the council's pay arrangements are competitive.

## **15. Implementation of decision**

The decision is proposed for implementation after the three day call in period.

## **16. Appendices**

Appendix 1 – Integrated Impact Assessment.

## **17. Officer contacts**

Sheenagh Rees, Head of People & OD, [s.rees5@npt.gov.uk](mailto:s.rees5@npt.gov.uk)

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## Impact Assessment - First Stage

### 1. Details of the initiative

<b>Initiative description and summary: Creation of the Strategic Manager Pay Grade</b>
<b>Service Area:</b> All Services
<b>Directorate:</b> All

### 2. Does the initiative affect:

	Yes	No
Service users		X
Staff	X	
Wider community		X
Internal administrative process only	X	

### 3. Does the initiative impact on people because of their:

	Yes	No	None/ Negligible	Don't Know	Impact H/M/L	Reasons for your decision (including evidence)/How might it impact?
Age		X				
Disability		X				
Gender Reassignment		X				
Marriage/Civil Partnership		X				
Pregnancy/Maternity		X				
Race		X				
Religion/Belief		X				
Sex		X				
Sexual orientation		X				

**4. Does the initiative impact on:**

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence used) / How might it impact?
People's opportunities to use the Welsh language		X				
Treating the Welsh language no less favourably than English		X				

**5. Does the initiative impact on biodiversity:**

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence) / How might it impact?
To maintain and enhance biodiversity		X				
To promote the resilience of ecosystems, i.e. supporting protection of the wider environment, such as air quality, flood alleviation, etc.		X				

**6. Does the initiative embrace the sustainable development principle (5 ways of working):**


	Yes	No	Details
<b>Long term</b> - how the initiative supports the long term well-being of people	x	x	The creation of this additional pay grade will support succession planning for our most senior jobs and ensure the council is an attractive employer of choice.
<b>Integration</b> - how the initiative impacts upon our wellbeing objectives		x	As above.
<b>Involvement</b> - how people have been involved in developing the initiative	x		Heads of Service and the trade unions were consulted on their views regarding this proposal and these were fully considered.
<b>Collaboration</b> - how we have worked with other services/organisations to find shared sustainable solutions		x	N/A – this is specific to Neath Port Talbot Council.
<b>Prevention</b> - how the initiative will prevent problems occurring or getting worse	x	x	The council is currently not competitive at the senior end of the LGS pay scale. This proposal will ensure that our pay arrangements match regional local government competitors.

**7. Declaration - based on above assessment (tick as appropriate):**

A full impact assessment (second stage) <b>is not</b> required	X
Reasons for this conclusion	
<p>A full impact is not required as at this stage there is no impact on any protected group; there may of course be equality impacts through the consequential appointment processes – our recruitment and appointment processes are equality proofed so this risk should be limited. Equality monitoring, including the Equal Pay Gap assessment will help the council to identify if any adverse equality risks do occur in practice and take action to remedy this.</p> <p>It also has no negative impact on bio-diversity or the Welsh Language.</p>	

A full impact assessment (second stage) <b>is</b> required	
Reasons for this conclusion	

	Name	Position	Signature	Date
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Completed by	<b>Sheenagh Rees</b>	<b>Head of People &amp; OD</b>	<i>Sheenagh Rees</i>	<b>22/08/22</b>
Signed off by	Sheenagh Rees	Head of Human & OD		16/11/21

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## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### Personnel Committee

24<sup>th</sup> October 2022

Head of People & Organisational Development – Sheenagh Rees

#### **Matter for Decision**

#### **Wards Affected:**

All Wards

#### **Employers for Carers Wales Membership**

##### **1. Purpose of Report**

The purpose of this report is to seek Member authority to commit to the Carers Wales, Employers for Carers Subscription Membership.

##### **2. Executive Summary**

Carers Wales are passionate about promoting the rights of carers in work and encouraging employers to develop and implement policies and practices that support carers to enter and remain in the workplace and to have the opportunity to thrive in their role.

Employers for Carers (EfC) is a subscription membership that offers guidance to employers to implement carer confident work practice. The objective is to provide a toolkit to support employees, who are carers, so that their skills and experience can be retained within the organisation. They provide employers with the tools they need to enable employees to manage their work commitments.

As a member we will have access to The Employers for Carers digital platform full of practical guides, e-learning and toolkits to support carers and line managers in the workforce along with expert consultancy and training services, all tailored to our organisation.

### **3. Background information**

Carers Wales is part of Carers UK - the UK's only national membership charity for unpaid carers. Founded nearly 60 years ago, their mission is to make life better for carers, by giving expert information, advice and assistance and ensuring that employers have the support to retain and empower employees with caring responsibilities.

Every day, about 6,000 people become carers, looking after family or friends who are older, disabled or seriously ill. Furthermore, the outbreak of COVID-19 saw an additional 2.8 million workers taking on caring responsibilities overnight, with many employers estimating that 20-25% of their staff are looking after a loved one outside of work.

The Wales Hub of Employers for Carers has been established to support organisations based in Wales to be more carer confident. 1 in 7 of all employees in Wales juggle work and care for loved ones, who are older, seriously ill or have a disability. This equates to 223,000 workers with caring responsibilities. The most likely people to have caring responsibilities are aged between 45 and 64 - the prime working years when people are at their most skilled.

Without support, 22% of employees with care responsibilities will reduce their hours or give up work. Given the stresses and strains that can result from balancing multiple responsibilities inside and outside the workplace, it is unsurprising that 1 in 6 carers give up work or reduce their hours to care. Carers Wales help to retain them.

A key challenge for employers is that carers are often hidden in plain sight and not comfortable or confident talking about their caring responsibilities at work. For this to change organisations need a dedicated focus on working carers and creating an environment where carers are seen and valued is a key part of this journey.

A Carers UK study of over 200 British businesses highlighted some of the benefits experienced by employers who supported carers in the workplace:

- 92% saw better staff retention
- 88% experienced lower absence
- 69% observed higher productivity
- 61% witnessed improved recruitment.

The Council's Future of Work Strategic Workforce Plan includes priorities to develop actions to help us retain talent, develop an inclusive workplace, where employees feel valued and motivated, as well as supporting the health and well-being of our employees.

#### **4. The Employers for Carers Membership**

Membership of Employers for Carers will give us our own personalised digitalised online platform. It contains useful guides, e-Learning for managers, best practice examples, templates, sample policies and case studies; all designed to help build our strategy around supporting working carers. The platform is co-branded to reflect NPT's corporate identity and is available in English and Welsh.

As part of our membership, we will also receive training sessions to raise awareness to staff about carers in the workplace, training for HR and line managers on how to support carers, sessions for carers signposting them to information, advice and assistance and support to establish a Workplace Champions Network.

Along with a dedicated account manager, we will receive a range of promotional materials to help promote membership, available in English and Welsh. We will also have use of EfC logo on job adverts, website, intranets, email footers, etc.

An action plan for the Council will be developed which draws on the internal resources we already have in place as well as resources that will be made available by Employers for Carers Wales, including support to launch and promote benefits and train a pool of 'Employee Champions' who will be instrumental in disseminating messages and information about EfC membership.

## **5. Next steps**

If Member approval is given to commit the Council to the Employers for Carers membership, we will receive an initial consultation/diagnostic session - to identify where we can best build upon our existing policies and practices and how best to implement the action plan.

## **6. Financial impact**

The annual membership fee is £2500.00. This will be funded 50% from the Social Services training budget and 50% by the People & OD Service budget. Continued membership will be determined following evaluation of outcomes in year 1.

## **7. Integrated impact assessment**

A first stage impact assessment has been undertaken to assist the Council in discharging its legislative duties (under the Equality Act 2010, the Welsh Language Standards (No.1) Regulations 2015, the Well-being of Future Generations (Wales) Act 2015 and the Environment (Wales) Act 2016.

The first stage assessment has indicated that a more in-depth assessment is not required. A summary is included below:

“A full impact is not required as at this stage there is no identified impact on any protected group; there may of course be equality impacts through the consequential implementation of actions set out in the report. At this stage we do not know how many of our employees would describe themselves as a carer, and therefore we cannot evidence the impact of this initiative. As part of our subscription, Carers Wales will support the council to implement a survey of our employees, to identify carers within our workforce, and from this data we will be able to determine the profile of protected characteristics that applies to these employees and determine impacts of initiatives. Regular monitoring, including equality monitoring, will help the council to identify if any adverse equality risks do

occur in practice and take action to remedy this. It also has no negative impact on bio-diversity or the Welsh Language”.

## **8. Workforce impacts**

The intention behind the Employers for Carers is to have a positive impact on staff who are, or will become, carers and to build a supportive and inclusive workplace to make the most of the talents that carers can bring to the workplace. Trade unions are supporting the initiative and are key members of the project team established to deliver the action plan.

## **9. Legal impacts**

No implications

## **10. Risk Management impacts**

No impact.

## **11. Crime and Disorder Impacts**

No impact.

## **12. Counter Terrorism Impacts**

No impact.

## **13. Consultation**

There is no requirement for external consultation on this item.

## **14. Recommendation**

It is recommended that Members approve the proposal to commit to the Employers for Carers membership.

## **15. Reasons for proposed decision**

To support employees who are carers in the workplace.

## **16. Implementation of decision**

The decision is proposed for implementation after the three day call in period.

## **17. Appendices**

Appendix 1 – Integrated Impact Assessment.

## **18. Officer contacts**

Sheenagh Rees, Head of People & OD, [s.rees5@npt.gov.uk](mailto:s.rees5@npt.gov.uk)

Lynne Doyle, Corporate Learning, Training & Development Manager  
(project lead), [l.doyle@npt.gov.uk](mailto:l.doyle@npt.gov.uk)

## Impact Assessment - First Stage

### 1. Details of the initiative

<b>Initiative description and summary:</b> To join the Carers Wales, Employers for Carers Subscription Membership
<b>Service Area:</b> All Services
<b>Directorate:</b> All

### 2. Does the initiative affect:

	Yes	No
Service users		X
Staff	X	
Wider community		X
Internal administrative process only	X	

### 3. Does the initiative impact on people because of their:

	Yes	No	None/ Negligible	Don't Know	Impact H/M/L	Reasons for your decision (including evidence)/How might it impact?
Age				X		At this stage we do not know how many of our employees would describe themselves as a carer, and therefore we cannot evidence the impact of this initiative. As part of our subscription, Carers Wales will support the council to implement a survey of our employees, to identify carers within our workforce, and
Disability				X		
Gender Reassignment				X		
Marriage/Civil Partnership				X		
Pregnancy/Maternity				X		

Race				X		from this data we will be able to determine the profile of protected characteristics that applies to these employees and determine impacts of initiatives.
Religion/Belief				X		
Sex				X		
Sexual orientation				X		

**4. Does the initiative impact on:**

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence used) / How might it impact?
People's opportunities to use the Welsh language		x				We will receive a range of promotional materials to help promote membership, available in English and Welsh.
Treating the Welsh language no less favourably than English		x				Membership of Employers for Carers will give us our own personalised digitalised online platform. It contains useful guides, e-Learning for managers, best practice examples, templates, sample policies and case studies; all designed to help build our strategy around supporting working carers. The platform is co-branded to reflect NPT's corporate identity and is available in English and Welsh.

**5. Does the initiative impact on biodiversity:**



	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence) / How might it impact?
To maintain and enhance biodiversity				X		Workplace initiatives implemented as a result of subscription will seek to maintain / enhance biodiversity and / or to promote the resilience of ecosystems. Monitoring of the implementation of any associated actions will determine what impact it has in relation to biodiversity.
To promote the resilience of ecosystems, i.e. supporting protection of the wider environment, such as air quality, flood alleviation, etc.				X		

**6. Does the initiative embrace the sustainable development principle (5 ways of working):**

	Yes	No	Details
<b>Long term</b> - how the initiative supports the long term well-being of people	x		This initiative will support employees who are long term carers.
<b>Integration</b> - how the initiative impacts upon our wellbeing objectives	x		This initiative will support employees with caring responsibilities, and therefore links positively with the following wellbeing initiatives, providing support to employees who care for children, elderly people, as well as people with disability and / or chronic health conditions:  1. All children get the best start in life


			2. All communities are thriving and sustainable
<b>Involvement</b> - how people have been involved in developing the initiative	x		We have worked with our trade union partners in relation to this initiative and by working together we can ensure that the initiative has a high profile with our workforce, and that employees who are carers can be signposted for help and support as necessary.
<b>Collaboration</b> - how we have worked with other services/organisations to find shared sustainable solutions	x		This initiative is a collaborate initiative with Carers Wales.
<b>Prevention</b> - how the initiative will prevent problems occurring or getting worse	x		<p>This initiative is designed to support employees who are carers. A Carers UK study of over 200 British businesses highlighted some of the benefits experienced by employers who supported carers in the workplace:</p> <ul style="list-style-type: none"> <li>• 92% saw better staff retention</li> <li>• 88% experienced lower absence</li> <li>• 69% observed higher productivity</li> <li>• 61% witnessed improved recruitment.</li> </ul>

**7. Declaration - based on above assessment (tick as appropriate):**

A full impact assessment (second stage) <b>is not</b> required	X
Reasons for this conclusion	
<p>A full impact is not required as at this stage there is no identified impact on any protected group; there may of course be equality impacts through the consequential implementation of actions set out in the report. At this stage we do not know how many of our employees would describe themselves as a carer, and therefore we cannot evidence the impact of this initiative. As part of our subscription, Carers Wales will support the council to implement a survey of our employees, to identify carers within our workforce, and from this data we will be able to determine the profile of protected characteristics that applies to these employees and determine impacts of initiatives. Regular monitoring, including equality monitoring, will help the council to identify if any adverse equality risks do occur in practice and take action to remedy this. It also has no negative impact on bio-diversity or the Welsh Language.</p>	

A full impact assessment (second stage) <b>is</b> required	
Reasons for this conclusion	

	Name	Position	Signature	Date
Completed by	Sheenagh Rees	Head of People & OD	Sheenagh Rees	08/10/22

Signed off by	Sheenagh Rees	Head of Human & OD		08/10/22
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## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### PERSONNEL COMMITTEE

24<sup>th</sup> October 2022

#### Report of the Head of People and Organisational Development – Sheenagh Rees

##### **Matter for information**

**Wards affected: all wards**

##### **The Strategic Workforce Plan 2022 – 2027: The Future of Work Strategy**

##### **Purpose of the Report:**

To seek the approval of Personnel Committee for the Strategic Workforce Plan 2022 – 2027 including amendments to be made taking into consideration feedback received from council-wide consultation.

##### **Executive Summary:**

The report provides background to the development of the draft Strategic Workforce Plan 2022 – 2027 which is attached at Appendix 1. The plan was developed over a number of months during which we listened to what's important to our employees and managers at every level and our trade union partners. We also worked with Audit Wales and the Chartered Institute of Personnel and Development (CIPD) to ensure our people practices are the best they can be. A consultation in relation to the plan was launched in August 2022, and all employees have been encouraged to provide feedback, either by email to [futureofwork@npt.gov.uk](mailto:futureofwork@npt.gov.uk) or by attending one of 10 focus group sessions arranged. Face to face consultation also took place with our recognised trade unions across the council. The feedback has been collated, analysed and considered and the report sets out how we will respond to this feedback, including amendments to the Delivery Plan.

## **Background:**

The Council's Workforce Plan 2017 – 2022 ended in March 2022. Work to develop a new Strategic Workforce Plan for 2022 – 2027 began in 2021, aligning to the development of the Corporate Plan which was launched in April 2022. We co-produced the plan with key stakeholders; this included:

- Engagement activity to help us understand what's important to employees at every level and our trade union partners. We used surveys, workshops, drop-in sessions and focus groups.
- We worked with Heads of Service and Accountable Managers to understand what matters to them and their priorities for their teams and the services they delivery. This has been used to develop and determine our workforce priorities for the next 5 year period.
- We worked with our trade union partners to ensure the workforce plan is underpinned by fairness and transparency.
- We informed our approach with the outcome of an **Audit Wales** review of workforce planning across the council, carried out in 2021 / 2022. This highlighted strengths in our established approach and recommended areas for improvement.
- We worked with the Chartered Institute for Personnel and Development (CIPD) via their **People Development Partner (PDP) Scheme** which seeks to recognise organisations that are demonstrating a real commitment to better work and working lives. As part of the scheme, the CIPD carried out a People Impact Survey to determine how the council's current people capability aligns to CIPD standards. This provided us with feedback on our strengths and key areas for improvement, feeding in to the priorities set out in the draft plan.

## **Summary of the Strategic Workforce Plan**

The Strategic Workforce Plan supports the council's strategic priorities and describes what the workforce will need to look like to deliver these priorities. By aligning the Strategic Workforce Plan to the council's Corporate Plan, we will ensure that the plan focuses on embedding the council's purpose, vision and values across the council's workforce.

The aim of the strategy is simple: we want to have the right number of people, with the right skills and attitudes, in the right place, at the right time, to deliver council services.

Our workforce priorities are:

- **Resourcing Neath Port Talbot**
- **Developing and Retaining Talent**
- **Employer of Choice: Employee Experience and Engagement**
- **Developing the Future of Work**
- **Knowledge and Skills Development**
- **A Safe Workplace: Supporting the health and well-being of our employees**
- **An Inclusive Workplace where all employees can be themselves**
- **Actions to support the council's well-being objectives**

Attached to the Strategic Workforce Plan is a delivery plan which sets out what the council plans to achieve in the first 12 months of the plan, to 31<sup>st</sup> March 2023.

The Council has established a Future of Work delivery team to supplement the resources of the People & Organisational Development Service; this team includes HR, OD and Engagement professionals, as well as a seconded trade union officer. This additional capacity will help ensure that the ambitions of the strategy will be realised over the course of the next 3 – 5 years.

We will be monitoring the progress of actions to deliver this plan to see if our actions are having the right impact or not. We will also review the plan every year to check that it remains fit for purpose. The OD Programme Board chaired by the Chief Executive, will oversee progress of this plan and the other enabling project identified in the Corporate Plan, and regular update reports will also be provided to the Personnel Committee.

### **Consultation:**

Internal consultation across the council's workforce began in August 2022. The draft plan was widely shared with every employee receiving a link to the plan via Yammer or GovNotify. A summary video was prepared, which

is available on the internet, and trade unions have been consulted in face to face meetings. Articles in the Sway and agenda items at Corporate Director Group, Corporate Management Group and the regular Accountable Manager briefing have encouraged participation in the consultation. 10 Focus Groups have been held, attended by employees from across the council and from a range of occupations and levels, to provide feedback in facilitated sessions led by the trade union officer who has been seconded to the Future of Work (FOW) Team. Employees have also been able to provide feedback via a dedicated email address: [thefutureofwork@npt.gov.uk](mailto:thefutureofwork@npt.gov.uk).

### **Summary of Feedback:**

The feedback received from all the consultation activities described above has been collated, analysed and summarised by the trade union representative seconded to the FOW team, supported by his FOW colleagues. This is important as it underlines the transparency of our approach and continued commitment to partnership working with our trade union colleagues. A high level summary of feedback is set out below, and more detailed summary of the feedback can be found at **Appendix 2**.

- The Strategy has widespread support across the range of respondents, including trade unions, managers at all levels and employees at all levels. The workforce priorities set out in the strategy have been confirmed through the consultation exercise.
- “Front line” employees found it more difficult to relate to the strategy than “office based” employees, and this was also raised by the teaching associations who liked the document itself, but could not see how the values and priorities relate to school based employees.
- The majority of feedback relates to either operational issues, including how managers implement policy and process consistently and fairly, consistency of communication and our systems, applications and processes, and / or suggestions around delivery actions to support the workforce priorities.



- An important point raised through the consultation relates to the challenge of implementing the strategy; that top down support will be required if this strategy is to be successful, from Corporate Directors and at every level throughout the council.

### **Response to the feedback:**

- It is clearly important that we develop a Communications and Engagement Plan to support both the implementation of the plan, and ensure that across our council employees understand how it relates to them. An important first step will be to feedback on the consultation exercise.
- Regular updates will ensure employees know how we are implementing the strategy and the delivery, and whether we are doing what we said we will do. For example, taking on board feedback received, we will feedback in detail around the work of the Recruitment Taskforce, to ensure that there is widespread knowledge about the work of this team and confidence that we are listening to what's important to our employees and managers, e.g. we are already developing actions to address points raised around job evaluation, pay and grading, career pathways, succession planning, etc.
- An action in the Delivery Plan focuses on rolling out Yammer to every employee in the council, as well as ensuring that we are using this new workplace tool effectively. We will ensure that employees know what the plan is and how they can help us shape how we develop Yammer.
- We will also focus on developing actions within the Delivery Plan around the cascading of key workforce information across the council; whilst corporate tools such as Yammer support this, it is important that we have effective cascading of information from senior levels to employees at operational delivery level.
- The development of comprehensive employee development programmes over the 5 year lifetime of this strategy will support the

embedding of council values across the whole workforce. This includes the role of our leaders and managers at every level, being absolutely clear about the leadership role they are expected to provide, role modelling the council values.

- By March 2023, we aim to have developed our strategic approach to Leadership and Management, and worked with our senior management team to define what leadership means in NPT. A climate check of where we are now will give us a baseline assessment, and this activity will provide a solid foundation to build on, providing comprehensive development programmes to support our leaders and managers do their jobs effectively and competently. This is clearly not a quick fix situation, this will take some time to have impact, but overtime will start to address issues raised in the consultation relating to consistency, fairness, the embedding of values including the approach to occupational health and safety, but also ensuring that our managers and leaders feel supported and that they really are equipped and empowered to do their jobs.
- We will include the development of a Corporate Induction into the delivery plan for 2023 / 2024.
- We intend to develop our approach to employee performance management and appraisal and how it supports career development and talent management over the lifetime of this strategy.
- We will include actions in this year's Delivery Plan relating to mentoring and work shadowing.
- This year we will establish a working group to look at how our approach to our employment framework can be more inclusive – so employees do not feel that they are overlooked in our strategic or operational approaches.

**Financial impacts:**

The Council spends 45% of gross expenditure on its workforce.

### **Integrated impact assessment:**

A full impact is not required as at this stage there is no identified adverse impact on any protected group; there may of course be equality impacts through the consequential implementation of actions set out in the Delivery Plan. Regular monitoring, including equality monitoring, will help the council to identify if any adverse equality risks do occur in practice and take action to remedy this. This monitoring will also consider if actions are having the positive impacts intended on protected characteristics and review our delivery plan accordingly. It also has no negative impact on bio-diversity or the Welsh Language.

### **Valleys Communities Impacts:**

No implications

### **Workforce impacts:**

The strategic workforce plan sets out the priorities for the council's workforce over the next 5 years. It describes how we intend to recruit, retain, develop, motivate, engage, reward and recognise our workforce.

### **Legal impacts:**

There are no legal implications associated with this report.

### **Risk Management Impacts:**

Workforce planning seeks to mitigate any identified workforce risks. For example the plan identifies the threat that the challenging and competitive recruitment market poses to employers across the UK, and the actions the council is taking to mitigate this threat.

### **Consultation:**

There is no requirement under the Constitution for external consultation on this item.

### **Recommendation:**

That Members approve the publication of the Strategic Workforce Plan 2022 – 2027: The Future of Work Strategy, including amendments to the

Delivery Plan as set out in this report, taking into consideration feedback received from council-wide consultation.

## **FOR DECISION**

### **Appendices:**

Appendix 1 – The Strategic Workforce Plan: the Future of Work Strategy

Appendix 2 – Summary of Consultation Feedback

Appendix 3 – Integrated Impact Assessment

### **List of Background Papers:**

None

### **Officer contact:**

Sheenagh Rees, Head of People and Organisational Development,  
telephone number: 01639 763315, email: s.rees5@npt.gov.uk



# THE FUTURE OF WORK STRATEGY

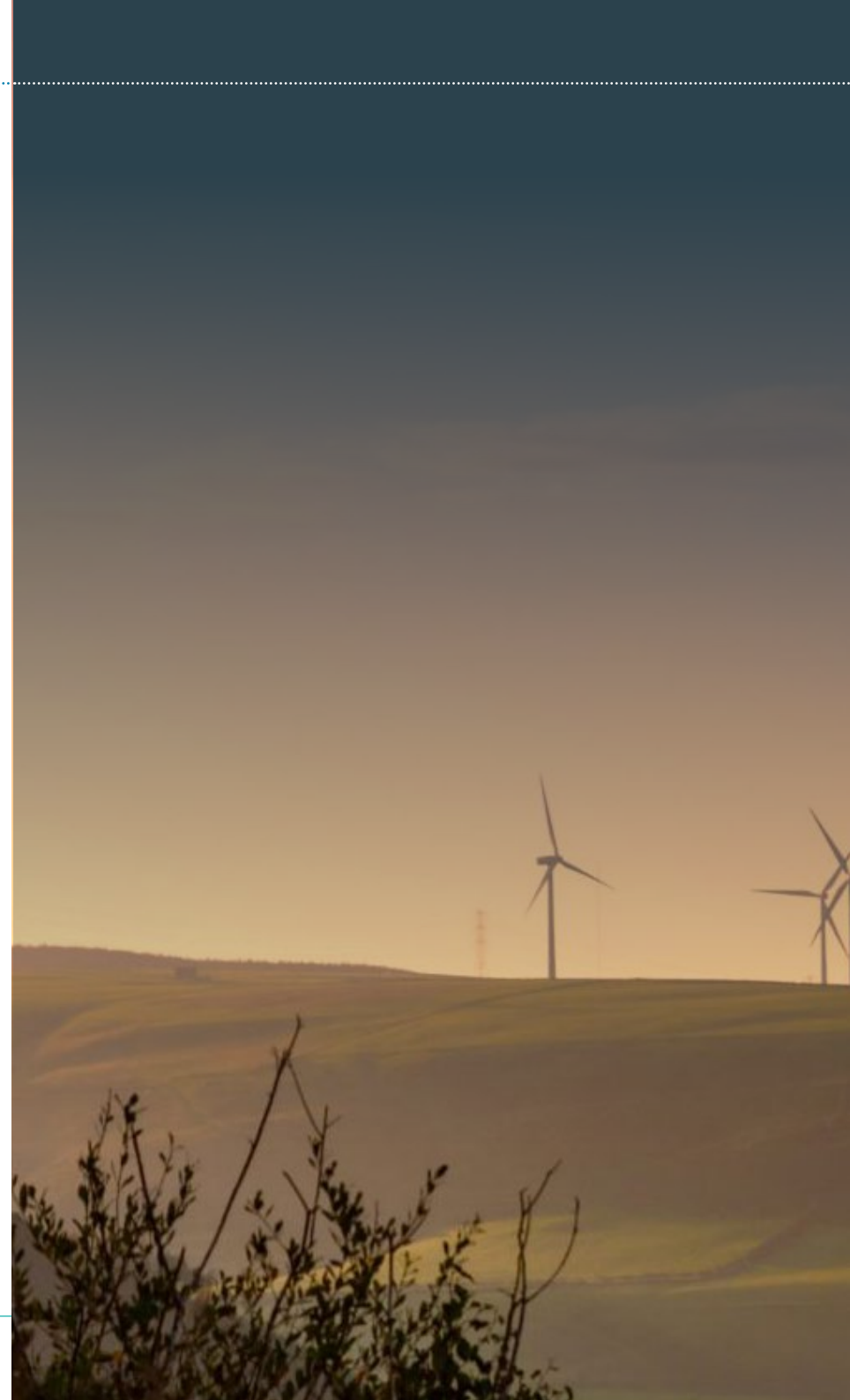
Strategic Workforce Plan  
2022-2027



Cyngor Castell-nedd Port Talbot  
Neath Port Talbot Council

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# Foreword

**Our services are delivered by people and it is the people who make this council what it is. We are extremely proud of the way in which our employees stepped up and helped during the global pandemic over the last two years, supporting our communities and businesses, and for the way in which they have helped to protect the NHS and public health.**

As we now start to look to the future, taking into account the impact that Covid-19 has had on our community and our workforce, this strategy sets out how we intend to shape Team NPT over the next 5 years, to ensure that together, as one council, we can focus on doing what matters to our residents, local businesses and investors, helping our residents to live good lives.

Operating in a challenging recruitment market, we need to ensure that we can continue to attract, retain and motivate the best employees with the right skills to deliver services that are the best they can be for the people of Neath Port Talbot.

Through this Strategic Workforce Plan, we aim to ensure our people are well led, supported, trusted and recognised for the contribution they make. We want our people to be treated fairly and with respect and also encouraged to bring forward ideas about how we can improve what we do. We will develop a workforce which is representative of its communities and people will have equal opportunity to progress in our organisation.

We will develop a culture where people are accountable for and recognised for what they do and how they do it. We will develop an employment framework that is fit for the future of work.



**Cllr Steve Hunt**  
Leader of Council



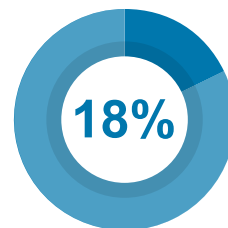
**Mrs K Jones**  
Chief Executive



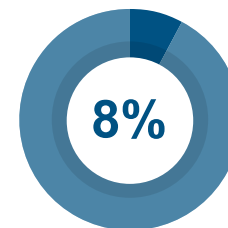
## We are Team NPT



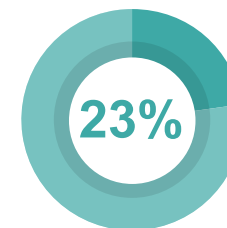
We employ  
**6,385**  
employees



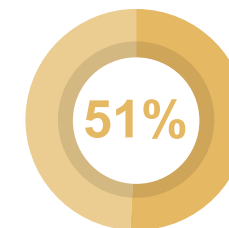
work in  
Social Services



work in  
Corporate Services



work in  
Environment  
& Regeneration



work in  
Education, Leisure  
& Lifelong Learning

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**40%**  
are employed  
in schools



**70%** are female  
**30%** are male



**95%** of those employed in  
our lowest paid pay  
band (Grade 1) are female  
**37%** of those employed in  
our highest Chief Officer  
pay bands are female



**21%**  
are teachers



**19%**  
are school support staff





## We are Team NPT

The median pay in our council is  
**£24,920**

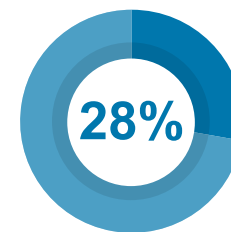
The ratio between the lowest paid employee's earnings and the highest paid employee's earnings (as at 1st April 2018) is

**1:7**

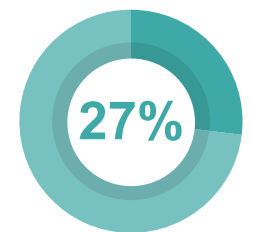


Average sickness absence levels amongst our workforce was 13.28 days in 2021/2022. Covid-19 was the number one reason for sickness absence, followed by mental health and stress related absence

**1.5%**   
are of Black and Minority Ethnic Origin



are aged between 51-60 years



are aged 41-50 years



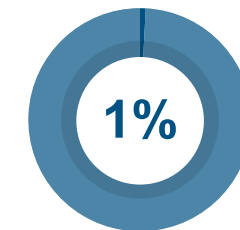
**3.86%**  
Our median gender pay gap



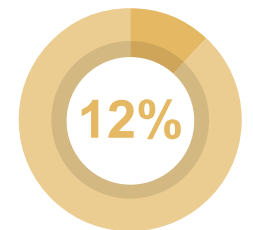
**622**  
speak and write fluent Welsh



**4,135**  
have little or no Welsh



of the workforce is aged 21 or under



are aged 30 or under



## What is the Strategic Workforce Plan?

The Strategic Workforce Plan links to and supports the council's strategic priorities as set out in the Corporate Plan 2022-2027, by identifying what the workforce needs to look like and how it needs to operate to deliver outcomes for the residents of Neath Port Talbot. The Plan helps provide the direction and to ensure that we have the right people, with the right skills and attitudes, in the right place and at the right level. It is a 5 year Plan that aligns with other key strategies but will be reviewed each year to ensure it is still fit for purpose.

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### Why do we need one?

A talented and focussed workforce is critical for bringing the strategic priorities to life and ensures the organisation delivers on its well-being objectives. Direct people costs make up 45% of our total expenditure. The cost of getting it wrong can therefore be significant. Getting it right delivers significant improvements:

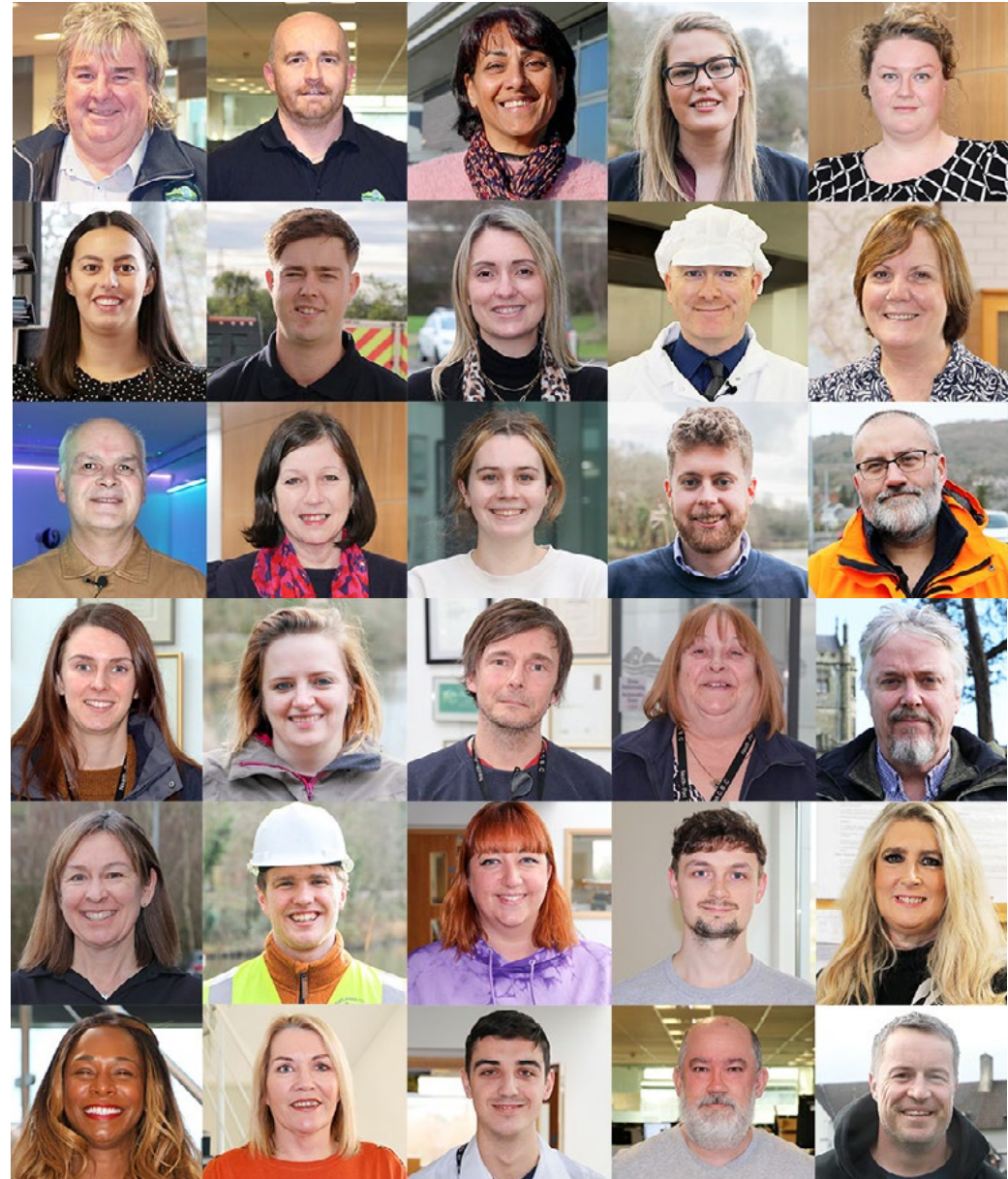
- Identify and respond to changing citizens' needs.
- Enable employees to have a good work-life balance and well-being.
- Reflect the make-up of our population, strengthening our connection to our communities.
- Increase our ability to innovate by being a truly diverse and inclusive organisation.
- Use employee insight to drive highly effective strategies that enable people to fulfil their potential.
- Deliver efficient public services that are good value for money.
- Create an attractive employer brand that enables us to recruit and retain a highly capable workforce.

**In short, this Strategic Workforce Plan will help us to ensure our employees are the best they can be.**



"Direct people costs make up 45% of our total expenditure. The cost of getting it wrong can therefore be significant.

**Getting it right delivers significant improvements."**





How did we develop the Strategy?

# 1 ENGAGEMENT WITH KEY STAKEHOLDERS

Page 76





# 1. Engagement with Key Stakeholders

**We want this Strategic Workforce Plan to be a meaningful document that has a tangible impact on the delivery of council priorities.**

In developing this plan, we have listened to what's important to our employees at every level and our trade union partners. We have used surveys, workshops, drop in sessions, as well as rolling out Yammer across our workforce, to help us communicate with and listen to our employees. We have worked with managers to understand what matters to them and their priorities for their teams and the services they deliver. We have used this information to develop key themes for delivery, and to determine our priority actions.

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In 2021 we developed a Framework for Hybrid Working, following the clear feedback from our employees who have worked from home, for all or some of the time during the Covid-19 Pandemic, and from managers, and the detailed steer they provided of how they want to manage and arrange the work of their teams moving forward. We are clear from the feedback that this new way of working must enable our employees to work more flexibly, to maximise their productivity, as well as improve their work-life balance. We are also clear that we need to empower managers to make the decisions about how work is organised and services are delivered. The Framework has taken account of all of this feedback, enabling more flexibility in how people work, and a less prescriptive policy. Managers will work to a set of principles that they will apply fairly and consistently within their own teams, but with the ability to adapt working arrangements to suit the needs of their own service and the council as a whole.

We will further develop the ways in which we communicate and engage with our employees, and most importantly, how our employees can feedback to us. We want to embed the principles of co-production in our approach to developing employment policies, with our employees and trade unions influencing and participating in the design and development.



How did we develop the Strategy?

# 2 OUR SOCIAL PARTNERSHIP WITH TRADE UNIONS

Page 78





## 2. Our Social Partnership with Trade Unions

**We are very proud of our long standing partnership with our recognised trade unions, which, in the past, has helped us to develop innovative and creative solutions to employment challenges.**

This is a relationship we mutually work hard at maintaining, taking time to communicate with each other and sharing issues at the earliest stage possible. Our trade union partners are key to the delivery of the Future of Work Strategy and we will work together to ensure fairness and transparency in our approach, shaping the workforce of the future in partnership.

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How did we develop the Strategy?

# 3 REVIEW OF OUR WORKFORCE PLANNING ARRANGEMENTS

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### 3. Review of our Workforce Planning Arrangements

**Since the publication of the last Strategic Workforce Plan covering the period 2018 to 2022, Audit Wales has helped us by undertaking a review of our approach to workforce planning across the council, with the aim of informing the development of this strategic plan.**

Positively, this review concluded that we had made significant progress with workforce planning and developed clear processes and tools.

Whilst we knew we needed to do more to embed workforce planning consistently through all levels and all services, intended follow-up action was curtailed by the Covid-19 pandemic. During Covid our reactive workforce planning worked well, with strong focuses on maintaining essential services and ensuring employee well-being.

Audit Wales found some real strengths in our workforce planning approaches. As well as having a Strategic Workforce Plan in place with an accompanying action plan, Audit Wales also highlighted the clear process in place for developing operational level workforce plans (The Succession Planning Toolkit). As well as a long-established Workforce Planning Group focusing on redeployment Audit Wales recognised the strong, positive working relationship with Trade Unions and the effective Learning & Development support in place. As a key area for improvement, Audit Wales recommended we focus on supporting operational managers to embed and embrace workforce planning further.

Audit Wales identified themes for the council to consider as part of its future strategic workforce planning: Succession Planning, Recruitment and Retention, The New 'Normal' and Collaborative Workforce Planning – all of these themes chimed with the feedback given to us from our managers and have informed the development of this Strategic Plan.



How did we develop the Strategy?

# 4 BENCHMARKING

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## 4. Benchmarking

In 2021 the council began working in partnership with the Chartered Institute for Personnel and Development (CIPD) via their People Development Partner (PDP) Scheme which seeks to recognise organisations that are demonstrating a real commitment to better work and working lives.

The CIPD will assess the council for PDP Status in the summer of 2022, and by becoming a People Development Partner this will confirm the council's dedication to raising the capability, credibility and impact of its people functions, including its Human Resources, Training and Organisational Development functions. The council is the first employer in Wales, and one of the first councils across the United Kingdom to be assessed by the CIPD in this way.

As part of the scheme the CIPD carried out a People Impact Survey to determine how the council's current people capability aligns to CIPD standards, set out in the CIPD Profession Map, as well as public sector benchmarking. As can be seen from the table, the council benchmarks higher than the public sector average in areas including 'Business Acumen', 'Ethical Practice', 'Learning and Development', 'Valuing People', 'Employee Relations' and 'Working Inclusively'. There are three areas where we are below public sector benchmarking, 'Employee Experience', 'Talent Management' and 'Reward', and again, this has helped in the development of this Strategic Plan.

Area of CIPD Profession Map	NPT Average Rating	Public Sector Benchmark
Ethical practice	3.1	2.8
People practice	3.1	2.8
<b>Business acumen</b>	<b>3</b>	2.6
Situational decision making	2.8	2.6
Inclusion and diversity	2.8	2.7
Employee relations	2.8	2.7
Learning and development	2.8	2.5
Professional courage & influence	2.7	2.5
Commercial drive	2.7	2.5
Culture & behaviour	2.7	2.5
Evidence-based practice	2.7	2.4
Change	2.7	2.4
Technology and people	2.7	2.3
Valuing people	2.6	2.6
Insights focused	2.6	2.4
Passion for learning	2.6	2.4
Organisation development & design	2.6	2.4
Working inclusively	2.6	2.5
<b>Employee experience</b>	<b>2.6</b>	2.7
People analytics	2.5	2.2
Resourcing	2.5	2.4
<b>Talent management</b>	<b>2.1</b>	2.2
<b>Reward</b>	<b>2</b>	2.1

 Priority area



How did we develop the Strategy?

# 5 ALIGNMENT TO THE CORPORATE PLAN 2022-2027

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## 5. Alignment to the Corporate Plan 2022-2027

By aligning the Strategic Workforce Plan to the council's Corporate Plan, we will ensure that the plan focuses on embedding the council's purpose, vision and values across the council's workforce.



### Our Values

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#### Connected

What matters to you matters to us

#### Caring

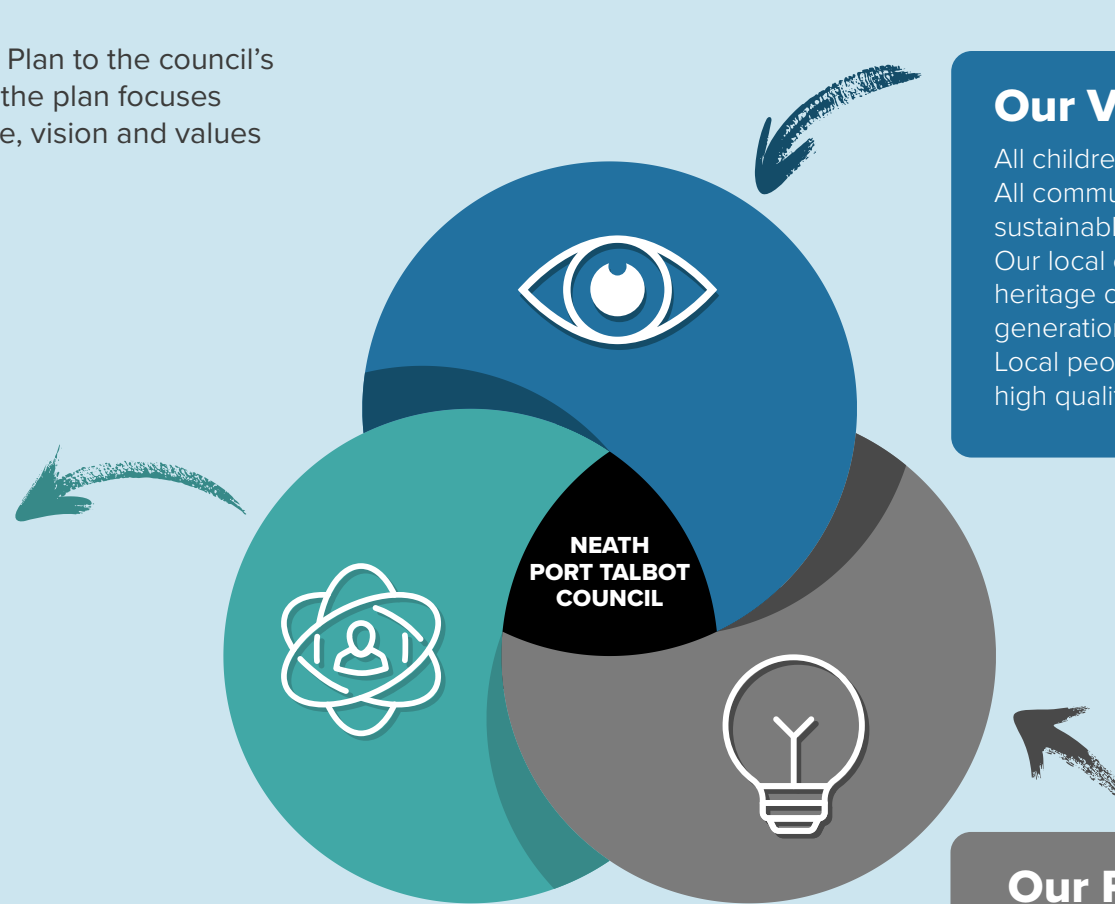
We care about you, your life and the future of our county borough

#### Collaborative

We work with our citizens and our partners because together we can achieve more

#### Confident

We are optimistic and confident about the future



### Our Vision

All children get the best start in life  
 All communities are thriving and sustainable  
 Our local environment, culture and heritage can be enjoyed by future generations  
 Local people are skilled and access high quality, green jobs

### Our Purpose

To help Neath Port Talbot residents live good lives



How did we develop the Strategy?

# 6 ALIGNMENT TO THE STRATEGIC CHANGE PROGRAMME

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## 6. Alignment to the Strategic Change Programme

(contained within the Corporate Plan 2022-2027)

### **The Strategic Change Programme has been initiated to enable the council to achieve its purpose and vision.**

The Strategic Change Programme contains the following 4 well-being objectives:

1. **All children get the best start in life**
2. **All communities are thriving and sustainable**
3. **Our local environment, heritage and culture can be enjoyed by future generations**
4. **Jobs and skills – local people are skilled and can access high quality, green jobs**

Each of these well-being objectives will require workforce actions to enable deliverability. These actions will be developed in partnership with the relevant well-being objective lead and described within the annual Future of Work Delivery Plan which is appended to this strategy. The Programme is supported by an Enabling Programme of Organisational Development which will be delivered to develop the capacity and capability of the council over a 3-5 year period. As well as People, the scope of the programme and how it links to the Strategic Workforce Plan is summarised below.

**Digital** – we will become smart and connected as a council and as a place. We will join up and use the data we hold to improve our understanding of what matters to our citizens.

We will create new digital services designed around the needs of our citizens which are safe, easy and convenient to use. We will develop the skills our workforce needs for a digital world and address skills gaps within our council, recognising that competencies and confidence won't be the same across the workforce; we will develop analytical and data skills within HR and build credibility in this area; and finally we will bring people expertise to digital transformation to add real value; addressing ethical considerations when it comes to data, privacy and implementing new technology.

**Governance** – we will adjust our risk appetite to encourage responsible innovation and invest in building a strong corporate culture where people are responsible and accountable for what they do, where people challenge behaviours that are unacceptable and where people continuously learn and improve. We will continue to foster a culture of mutual trust and respect between councillors and officers with each clear about their respective roles and responsibilities. We will seek to weave good governance through the entire employee lifecycle, from recruitment to performance and engagement.

#### **Delivering value for money and ensuring financial sustainability**

We will take a 'whole system' approach to the way we manage our own financial resources, focusing on 'what matters', systematically removing failure demand, reducing duplication and improving the efficiency and effectiveness of service operations. The HR Team will develop a business partnering approach that takes the lead on strategic change and development, rather than reacting to it.



How did we develop the Strategy?

# 7 OUR DESIGN PRINCIPLES

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## 7. Our Design Principles

The '5 ways of working' set out in the Well Being of Future Generations Act 2015 and the sustainable development principle are embedded in the Strategic Workforce Plan through the following design principles and this mirrors the approach taken in the Corporate Plan:

### **Our Council**

Team NPT working together to achieve our purpose and vision.

### **Leadership and Teamwork**

Recognising the tremendous impact our leaders and managers have on the council's culture, we will work with and through our leaders to provide a sense of vision, purpose and inspiration to our employees.

### **Trust and Empowerment**

We trust and believe in our colleagues and through our Strategic Workforce Plan we will make sure they are trained, supported and authorised to do the things that matter.

### **Accountability**

We will create a culture of transparency, making it easy for employees to access information and will explain whether we have done what we said we would do.

### **Agile and Innovative**

We will take a user-centred approach to the way we design our employment policies and services, and we will encourage colleagues to come forward with new ideas and to challenge the status quo.

### **Fairness and Equality**

We will recruit and develop a workforce that is representative of our communities, celebrating diversity and ensuring our workplace is a place everyone can show up as themselves.

### **Sustainable**

We will balance our resources between short term actions to support the current workforce and long term actions to develop the workforce of the future.

### **Value for Money**

We will ensure our resources are prioritised against what matters most and where our resources can add the most value.



## Where are we now?

Through developing both the Corporate Plan and this Strategic Workforce Plan, we have been able to identify many strengths in our current workforce arrangements, not least our strong social partnership with our trade unions, and our well developed and effective employee relations practices. We have begun to develop more effective mechanisms to communicate with, and listen to, our employees, but there is the opportunity for us to develop this further and improve how we engage our employees, harnessing digital technology to increase how and when we can reach our employees – our trade unions are working with us on this. This is not an aim in itself – by hearing more from our employees about their experience at work, we want to improve that experience, motivate and empower our employees, and improve retention.

Our developed approach to strategic workforce planning at a corporate level is working well, and we used these approaches effectively during the pandemic and as we emerge from it. Our managers are keen to engage with operational service level workforce planning and we can use this as an opportunity to link service level workforce needs with effective corporate programmes to address them in a targeted way. Like many employers across the UK we are facing a challenging and competitive recruitment market, with skills gaps in some key areas of the council and concerns in relation to succession planning. In some services retention of employees is also a challenge, and particularly where we face competition from other employers. If we cannot recruit and retain the best employees to deliver our services, this will represent a real threat to the future delivery of council services and priorities.

A strong strategic workforce partnership with other employers within the county borough and the Swansea Bay region will enable us to forge links with both the demand and supply side of the labour market, so developing our relationships with schools and colleges, and other key partners will ensure the supply of our future workforce, whilst more effective links with other employers will increase our understanding of labour market competition and the demand on the labour market.

Many of our front line services continued to deliver services throughout the pandemic, making continuous adjustments to working arrangements to protect their own and others health and well-being. The need for PPE and social distancing presented significant challenges in sustaining service delivery and we are very proud of the work colleagues did to ensure continuity of service throughout this period. For other colleagues, their activities were paused for some time in the interest of public health but staff showed tremendous flexibility and commitment as they willingly redeployed to priority activities many of which were new responsibilities given to local government as we worked to protect the NHS and the public health. We couldn't have played our part in supporting those who were shielding without this.

The majority of our civic centre based workforce, as well as many of our employees from front line services, worked wholly or mainly from home, and we learnt that many of our services can operate effectively and efficiently through online delivery. The step change in the adoption of digital technologies has permanently disrupted the way we work and the labour market within which we now need to operate.



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We also learnt that there are some things that cannot be done, or are not so effective at home, needing a more collaborative and personal face-to-face approach. Like other employers across the UK, as we emerge from the pandemic we are developing our approach to the future world of work and using this as a real opportunity to develop a framework for employment that maximises efficiency in our service delivery whilst enhancing work life balance and employee experience.

We want our workforce to be properly representative of our communities, and we have some way to go to make this happen. Our ratio of employees from ethnic minority backgrounds does not reflect our community and the representation of ethnic minority employees at all levels of our workforce is also not proportionate. In partnership with UNISON we have established an Ethnic Minority Employee Network as a starting point and our ambition is that this council will become a proud anti-racist council. This represents an exciting opportunity for the council to develop its approach to anti-racism and improve diversity.

We will use the lessons learnt through this experience to develop other employee network groups for example for employees with disabilities and LGBTQ+ employees, with the aim of creating a truly inclusive workplace. Whilst we have reduced our gender pay gap through our partnership working with Chwarae Teg we want to eradicate the pay gap altogether. Our gender profile at all levels in the council is improving, but the data shows us it is still not proportionate; through our Gender Equality Action Plan we have the opportunity to do something about this.



## What does the council need to look like in future?

Quite simply, we want to have the right number of people with the right skills and attitudes in place at the right time to deliver council services and functions.

### How will we achieve this?

By delivering the following key objectives:

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Delivering the workforce actions needed in the short, medium and long term to implement the Corporate Plan whilst ensuring the health, safety and well-being of our people.

Embedding the Corporate Priorities, Vision and Values.

## What are our priorities?

### Resourcing Team Neath Port Talbot

Through collaborative Workforce Planning, attracting a diverse future workforce to ensure an ongoing supply of suitable applicants across a broad range of occupations, tackle skill shortage areas and attract the right people with the right skills and competencies at the right time. Like many employers across the UK we are facing a challenging recruitment market, with skill gaps in some key areas and concerns in relation to succession planning – if key personnel resign, we need to have plans in place to replace them. Working with a range of partners such as the Department for Work and Pensions, Swansea University, Neath College, Gower College, the Council for Voluntary Service, HMP Swansea, amongst others, we are putting in place short term actions to help with immediate recruitment difficulties, but importantly we are also developing schemes to deliver and develop our workforce of the future, ensuring a steady flow of future employees with the right skills sets, behaviours and attitudes.

### Developing and Retaining Talent

Through a strategic approach to succession planning that takes place at both a corporate level and operational service level, embedding leadership development, promoting movement across the organisation and facilitating career paths. The development of well-resourced corporate programmes providing comprehensive development at every level of leadership will help ensure that the leaders of today and tomorrow are capable, confident, competent and compassionate.



### **Employer of Choice – Employee Experience and Engagement**

To help us recruit and retain the best employees, our ambition is to become an Employer of Choice, with an employment offer that is attractive to current and potential candidates and employees. This employment offer isn't just about pay and terms and conditions of employment, albeit that is important too and we will be looking at how our pay and terms and conditions support both recruitment and retention. Our employment offer is also about our culture, our leadership style, and our employee engagement initiatives.

We will develop and support our leaders, managers and supervisors at all levels so that they can engage and motivate our employees to be the best they can be. We will embed the corporate values from recruitment and through all of our employment activity. We will ensure that employees are involved and engaged through good internal communications, so that they are well placed to represent and champion the council in their local communities. We will develop a Reward & Recognition Strategy, supported by our leaders and managers, who will engage with every team member to ensure that they feel valued. Employee performance management will no longer be a once a year activity, but a continuous cycle that motivates employees and reinforces our values and behaviours.

### **Developing The Future of Work**

During the pandemic many of our employees worked in different ways to continue delivering services in the most difficult of circumstances. The majority of our civic centre based workforce, as well as many of our employees from front line services, worked wholly or mainly from home, and we learnt that many of our services can operate effectively and efficiently through online delivery.

We also learnt that there are some things that cannot be done, or are not so effective at home, needing a more collaborative and personal face to face approach. Like other employers across the UK, as we emerge from the pandemic we are developing our approach to the future world of work. This new way of working must enable our employees to work more flexibly, to both maximise their productivity, as well as improve their work life balance.

We are doing so carefully and taking time to work out what this means for us all in the council. However we are clear that we do need to embrace new hybrid ways of working if we are to be seen as an Employer of Choice. We also want our workplaces to feel inclusive, so we will be looking at how we can introduce more choice and flexibility for all our employees including those whose jobs do not lend themselves to a high level of mobility or agility in terms of location of delivery.

Our managers have asked us to remove unnecessary bureaucracy from internal processes; we are also clear from their feedback that we need to empower managers to make the decisions about how work is organised and services are delivered. They want employment policies and processes that are less prescriptive. Our approach to Hybrid Working is our first step towards this, providing managers with a set of principles, to apply fairly and consistently within their own teams, but with the ability to adapt working arrangements to suit the needs of each service and the council as a whole.



**Knowledge and Skills Development**

As a result of the pandemic we developed new, innovative and creative ways of delivering training and development to employees, embracing technology to support with this. We developed online courses delivered via a range of platforms, and this enabled thousands of employees to continue with their professional development and essential skill learning. Whilst some training necessarily has to take place face to face and in a physical environment, we have learnt how cost effective, and efficient these new ways of delivering training can be, and we intend to continue to embrace this. Our succession planning activity will enable the Learning, Training and Development team to develop targeted and bespoke training and development support that focuses on the priorities identified by services.

**Safe Workplace – supporting the health and well-being of our employees**

Our employees who worked on the frontline during the pandemic, maintaining essential services to some of our most vulnerable people in our communities, supporting the NHS and keeping everyone safe, have told us how important it is for them to feel safe in their workplaces, whether their workplace is a school, a council vehicle, a resident’s home, on the street, in the countryside, or in a council building. We want to develop a Well-Being Strategy that provides assurance and programmes of support accessible to every employee, as well as an embedded Health & Safety culture that ensures our employees feel safe in the workplace, wherever that workplace is.

**An Inclusive Workplace where all employees can be themselves**

We want our workforce to be properly representative of our communities, and we have some way to go to make this happen. Our ratio of employees from ethnic minority backgrounds does not reflect our community and the representation of ethnic minority employees at all levels of our workforce is also not proportionate. In partnership with UNISON we have established an Ethnic Minority Employee Network as a starting point and our ambition is that this council will become a proud Anti-Racist Council.

Whilst we have reduced our gender pay gap through our partnership working with Chwarae Teg we want to eradicate the pay gap altogether. Our gender profile at all levels in the council is improving, but the data shows us it is still not proportionate. We want to remove any barriers in our workplaces for all employees, regardless of race, religion, sex, disability, age, gender reassignment, pregnancy or sexual orientation, and eliminate bias in our recruitment processes.

Our trade unions are an important partner for us in realising this ambition. The Strategic Workforce Plan supports the delivery of the council’s Strategic Equality Plan and the Welsh Language Promotion Strategy through the development of focussed workforce actions.





## How will we deliver these priorities?

### Team NPT

#### Our part:

#### We will:

- Connect with you and involve you in policy development.
- Ask for your views and build our employment framework around what matters to the people in our workplaces.
- Trust you and empower you to make the decisions that are right for your service.

Provide you with the training and tools to help you do your job with confidence.

#### Your part:

#### You will:

- Engage and contribute to help build the future of work.
- Keep yourself up to date with employee news and information.
- If you are a manager you will engage with your team(s) and involve them in your decision making.
- Tell us what matters to you and let us know if we get things wrong.
- Engage with the training and development opportunities that are provided.

## The Future of Work Team

The council has established a Future of Work delivery team to supplement the resources of the People & Organisational Development Service. This team includes HR, OD and Engagement professionals, as well as a seconded trade union officer in line with the council's commitment to working in social partnership with recognised trade unions. This additional capacity will help ensure that the ambitions of this strategy will be realised over the course of the next 3-5 years.

## The Delivery Plan

This Strategic Workforce Plan sets out a five year ambition for the council's workforce. Appended to this plan is the initial delivery plan for the period up to 31st March 2023 and this will be reviewed annually, along with a review of the priorities set out in this plan to ensure they remain relevant and fit for purpose, that the delivery actions are appropriate and we are on track to achieving our ambitions.

## How will we measure if this is working?

- The Organisational Development (OD) Project Board will oversee delivery of all strands of the Strategic Change Programme, including 'People', monitoring progress and determining whether or not each programme is having the intended impact on the delivery of the Corporate Plan and the council's priorities.
- The Future of Work Project Board will be established to overview the delivery of the strategy.
- The Annual Delivery Plan will set out specific measurable outcomes.
- Regular engagement will take place with our trade unions colleagues.
- Improved employee data analytics will help us to see if key employment indicators are improving.
- A review will take place annually of this strategy to ensure it remains fit for purpose.

"We developed **online courses delivered via a range of platforms**, and this enabled thousands of employees to **continue with their professional development and essential skill learning.**"







# The Future of Work Plan

Annex 1



# Delivery Plan

**This plan sets out what we intend to achieve by 31st March 2023.**

The Strategic Workforce Plan will be reviewed annually and the delivery plan will be updated to ensure that actions remain focussed and relevant.

Throughout the year, this delivery plan will be monitored via the Future of Work Project Board and the Corporate OD Project Board to measure progress and determine whether or not each programme is having the intended impact on the delivery of the Corporate Plan and council priorities.

## Workforce Priority: Resourcing Team Neath Port Talbot

Action	What will be the outcome?	How will we demonstrate progress?
Establish a Recruitment Taskforce to drive the council's recruitment strategy.	To bring together key stakeholders and partner agencies with the aim of working together to develop recruitment strategies; to fill vacant posts across Neath Port Talbot with suitably qualified and experienced people and to do so at pace; to develop longer term actions to support succession planning activity across the council.	Number of vacant* posts. Number of applicants. Number of successful appointments. Turnover rates.  <i>*this will not include jobs held vacant for business reasons with no immediate intention to recruit.</i>

**Workforce Priority: Developing and Retaining Talent**

<b>Action</b>	<b>What will be the outcome?</b>	<b>How will we demonstrate progress?</b>
Embed operational service level workforce planning, via the Succession Planning Toolkit.	Our Heads of Service and Accountable Managers will have the knowledge and skill set to develop a succession plan for each service, in order to identify and develop the potential future leaders and individuals required to fill other business-critical positions within the council to ensure we continue to provide high quality services to our citizens.	Every service will publish a succession plan setting out the actions needed to develop the future workforce.
Review of the council's organisational design to enable us to do the work necessary to effectively and efficiently achieve our business strategy, (Corporate Plan) while delivering high quality customer and employee experience.	<p>Enable leadership and management capacity and capability (Accountable Managers and above) to deliver the priorities set out in the Corporate Plan.</p> <p>Ensure clarity of roles at Chief Officer and Accountable Manager levels and more logical Corporate Director portfolios to drive greater synergy and value.</p> <p>Enable Corporate Directors/Heads of Service to drive the future strategic direction of the council and enable decision making on day to day business activities at Accountable Manager level.</p> <p>Facilitate the development of a one council approach and strengthen governance arrangements.</p> <p>This will be a key foundational piece of work for the development of our strategic approaches to leadership development, talent management and performance management.</p>	<p>Consultation outcome document and implementation plan.</p> <p>Revised pay and grading structure for senior/Chief Officers.</p> <p>Key competencies established for Chief Officers and senior leaders.</p>
The development of a strategic approach to how we develop Chief Officers and senior leaders that enables them to demonstrate the key competencies required of them in their role.	A strategy that sets out how the council will develop our senior leaders to be capable, confident, competent and compassionate leaders.	A Senior Leaders Development Strategy, linked to the council's Organisational Development Strategy.



## Workforce Priority: Employer of Choice – Employee Experience and Engagement

Action	What will be the outcome?	How will we demonstrate progress?
Pay review of hard to fill jobs.	An assessment of the market place to ensure that where jobs are hard to fill, pay is not a barrier to the council attracting the best candidates.	Number of vacant posts. Number of applicants. Number of successful appointments. Turnover rates.
Development of an Employee Engagement & Communication Strategy: This year we will focus on rolling out Yammer to every employee as the council's primary communication platform.	Better retention of employees who are healthier, happier, more fulfilled and more motivated.  Employees are involved and engaged through good internal communications, so that they are well placed to represent and champion the council in their local communities.	Employee engagement survey. Turnover rates. Yammer metrics.
Employees are involved in the co-production of our employment framework.	Employees surveys, focus groups and other engagement methods to involve employees and key stakeholders in the development of the Future of Work Framework, leading to an employment framework that is fit for purpose and a workforce that is engaged and motivated.	Participation rates. Survey outcome reports with action plans to respond to survey responses. Informed IIAs to support change proposals.
Procurement and implementation of an Employee Assistance Programme offering every employee in the council access to confidential counselling services as well as a range of other benefits which could include holistic health and well-being support, a rewards platform, etc.	Improved employee retention, better employee engagement and motivation, reduced sickness absence, improved employee well-being.	Sickness absence data. Turnover rates/exit questionnaire information.



## Workforce Priority: Developing The Future of Work

Action	What will be the outcome?	How will we demonstrate progress?
Review the Hybrid Working Framework through engagement with all key stakeholders, including employees, managers and trade unions.	A fit for purpose employment framework that enables our employees to work more flexibly, to both maximise their productivity, as well as improve their work life balance, and working arrangements that suit the needs of each service and the council as a whole.	Employee survey. Manager feedback. Agreement with relevant Trade Unions.
Delivery of management training to support the implementation of hybrid working practices.	Confident and capable managers who are able to effectively manage the changes in working practices required, developing their teams in a hybrid world.	Employee survey. Manager feedback.
Establish a working group to consider how we can introduce more choice and flexibility for all our employees including those whose jobs do not lend themselves to a high level of mobility or agility in terms of location of delivery.	A more inclusive workplace where all employees feel valued and motivated.	Employee survey. Manager feedback.
Confirmation of new working arrangements.	Every employee will have a Statement of Particulars that reflects their agreed working pattern.	Agreement with relevant Trade Unions. Contract monitoring data.
Reduce unnecessary bureaucracy in employment policies and processes, which are also less prescriptive.	Managers feel more empowered to make the decisions that are right for their services. Policies are more accessible and processes are more efficient.	Manager feedback.
Review of policies and employment processes to ensure that they remain fit for purpose in a hybrid world of work: this year we will establish a Joint Working Group with our trade unions to review mileage allowances and other issues associated with business travel.	Fit for purpose travel arrangements that reflect new ways of working, and take into account the council's decarbonisation strategy, as well as the cost of living crisis.	A clear set of recommendations from the Working Group, informed by cross section employee focus groups.



## Workforce Priority: Knowledge and Skills Development

Action	What will be the outcome?	How will we demonstrate progress?
The development of an Organisational Development and Training & Development Strategy that supports the delivery of the corporate plan.	A competent and motivated workforce that can deliver on the commitments set out in the council's corporate plan.	A comprehensive programme of training and development for all employees, supporting the delivery of the corporate plan, focusing on the key priorities set out in the plan and making best use of the training resources available. The success of the programme will be measured via the corporate performance assessment.

## Workforce Priority: A Safe Workplace – supporting the health and well-being of our employees

Action	What will be the outcome?	How will we demonstrate progress?
Embed Health and Safety culture across the council.	Safe workplaces.	Accident and incident statistics. Sickness absence linked to industrial injury. Employee survey.
Delivery of our Mental Health Strategy in partnership with Time to Change Wales.	Development of evidence based actions that support mental health and well-being in the workplace.	Sickness absence data. Employee survey.
Development and delivery of a Menopause Action Plan.	An environment in which colleagues can openly and comfortably instigate conversations, or engage in discussions about menopause. Everyone understands what menopause is, and is clear on the council's policy and practices. Managers will understand the potential symptoms of menopause, and how they can support women at work. Women with menopause symptoms will feel confident to discuss it, and ask for support.	Monitoring of action plan, both quantitative and qualitative data.

**Workforce Priority: An Inclusive Workplace where all employees can be themselves**

Action	What will be the outcome?	How will we demonstrate progress?
Establishment of the Ethnic Minority Employee Network to support the development and delivery of an anti-racism strategy.	The network's aim is to provide a safe, confidential environment to network, socialise, question, challenge and receive support and advice in relation to race equality. The network's main goal is to turn discussions into tangible actions to improve the ethnic minority employee experience and to create cultural change, accountability and anti-racism within the council.	Terms of reference. Feedback from the group.
Reduction in the council's gender pay gap through actions set out in the Gender Equality Action Plan and developed in partnership with Chwarae Teg via the Fair Play Employer Scheme.	The ultimate aim is that the council will not have a gender pay gap.	Gender pay gap annual report.
Career Mentoring for low-paid women delivered in partnership with Chwarae Teg.	To support the career progression of low paid women within our workforce.	Recruitment data. Pay data.
Implement the TUC/GMB Disability Passport Scheme.	To support employees with a disability to agree reasonable adjustments and reduce any barriers to our workplace.	Passport monitoring.
Implementation of anonymised application forms in our recruitment process.	To eliminate bias in our recruitment process.	Recruitment data.



### Well-being Priority: All children get the best start in life\*

Action	What will be the outcome?	How will we demonstrate progress?
High quality apprenticeship, traineeship and work experience opportunities within the council's workforce, including opportunities to use the Welsh language in the workplace.	To help young people gain an understanding of the workplace, develop transferable skills, build confidence and entry into the world of work.	Number of placements. Feedback from participants.
Establishment of a Workforce Forum to support the delivery of the Welsh in Education Strategic Plan.	The Forum will work in partnership to develop actions to support the WESP's aim of increasing the number of learners accessing Welsh medium education by at least 27% over a 10 year period; this will include actions to increase the number of employees within education who are able to use the Welsh language in the workplace.	To be determined by the Workforce Forum.
A training plan to develop the Welsh language skills of the education workforce.	To support the delivery of the WESP.	Welsh language monitoring. Training data.

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### Well-being Priority: All communities are thriving and sustainable\*

Action	What will be the outcome?	How will we demonstrate progress?
Delivery of training in partnership with the Community Safety Partnership.	Our employees have increased awareness of issues that impact on our communities including domestic violence, anti-social behaviour, cyber-crime, substance misuse and county lines, and can take action that is appropriate to their job.	Training data.
Development of Employee Volunteering Scheme: Special Police Constables.	Employees will be encouraged and supported to volunteer and help people in the community by practicing policing responsibilities, improving skills and helping our community to be safer.	Implementing the Scheme. Monitoring take up of the Scheme. Focus groups with participants to determine if the Scheme is fit for purpose.



**Well-being Priority: Our local environment, heritage and culture can be enjoyed by future generations\***

Action	What will be the outcome?	How will we demonstrate progress?
Embed Welsh Language Learning Opportunities at all levels.	Increase number of employees who have the confidence to use the Welsh language in the workplace.	Welsh language monitoring data.
Establish a programme of training and development to enable our workforce to contribute to the conservation and enjoyment of our local environment, heritage and culture.	Staff will talk about the local environment, culture, sports and heritage with pride and confidence and more people will be actively involved in the conservation of our environment, culture and heritage.	Number of staff attending training.

**Well-being Priority: Jobs and Skills – local people are skilled and can access high quality, green jobs\***

Action	What will be the outcome?	How will we demonstrate progress?
Working with a range of partners, including the Neath Port Talbot Community Association, CVS, DWP, Employability Services, HMP Swansea, Business in the Community, Armed Forces and education providers to ensure that all parts of our community can access opportunities to apply for jobs with the council.	A workforce that is representative of our community and everyone in our community has the opportunity to access the good jobs that the council has to offer.	Recruitment monitoring.
Delivery of our Training and Development Programme.	A skilled workforce, the majority of whom live in Neath Port Talbot.	Training data.

\*Actions to be agreed with relevant Well-being Objective Lead



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**LET'S WORK  
TOGETHER**

[futureofwork@npt.gov.uk](mailto:futureofwork@npt.gov.uk)

**Strategic Workforce Plan 2022 – 2027: The Future of Work Strategy**

**Summary of Consultation Feedback**

**General points:**

- The Strategy was well received, with participants stating that the Strategy was “long overdue” and the priorities are accurate.
- The LGS Trade Unions gave their full support for the Strategy.
- The Teaching Associations commended the strategy document itself, but did not necessarily see how the values and priorities relate to school employees.
- A clear message from the feedback is that there needs to be a clear top down approach from Corporate Directors, owning and supporting the strategy and providing leadership to their respective teams in adopting the behaviours and values of the strategy. This is particularly in relation to empowering people – allowing staff autonomy in their roles, to empower them to make day to day decisions in their workplace. Some respondents shared that they feel reluctant to make decisions as they are concerned that in reality, they are not allowed to make decisions for themselves, and / or they will not be supported if things go wrong or they are perceived to have made the wrong decision.
- The majority of the feedback received can be summarised as relating to operational workplace issues, ranging from pay and grading issues, the Payroll and HR system iTrent, and how managers interpret and apply employment policy and procedure across the council (fairness and consistency).
- Some of the feedback suggested actions to support the delivery of the priorities set out in the strategy so for example:
  - Corporate inductions for new staff and newly appointed managers

- Regular appraisals which identify career paths and how the role links into corporate objectives
- Shadowing opportunities, to give staff experience of different remits and roles within the Authority
- The Trade Unions supported the commitment in the strategy to the development of a leadership and management strategy, leading to comprehensive development programmes. They cited concerns raised by some employees in relation to inconsistency or unfairness in approach and decision making, and supported the council's commitment to ensuring our managers have all the necessary tools to help them be effective managers and leaders at whatever level they are.
- A small minority of participants stated that they found the document too corporate and full of jargon.
- Some frontline staff stated that they felt the Strategy was aimed at office staff and they were unsure how they fit within the Strategy and the Corporate Vision.

### **Specific points:**

#### **Communication**

- Feedback is that the Chief Executive is proactive in her approach to communicating with the workforce and contactable.
- Employees who currently do not have access to Yammer feel that we are not being inclusive.
- Accountable managers should use Yammer to update and encourage two way communication to improve services going forward.
- Some employees indicated that they find Yammer intrusive and irrelevant, and they do not pay attention to updates.

## **A Safe Workplace: Supporting the health and well-being of our employees**

- The Strategy should make clear that everyone in the council has the responsibility of maintaining employee health, well-being and safe working practices – this is not the sole responsibility of Occupational Health and Safety.
- Feedback from trade unions, employees and the Occupational Health & Safety Team supported the commitment to investing in an Employee Assistance Programme.

## **Team NPT / One Council Approach**

- There was a mixed response to the term “Team NPT” term with some respondents positive about it and some respondents preferring the term “One Council”.
- Respondents fed back that changing the culture within the council will be a big challenge. Often Teams / Directorates are working in silos, with an indication that this happens more in peripheral sites across the council.
- Systems are out of sync – indication of duplication and / or systems not “talking to each other”. An example was giving around car hire, when we have vehicles available within the council.

## **Delivery Plan**

- The feedback can be summarised as - the delivery plan gives an overview, respondents would have liked to see more detail in how the Strategy will be delivered. For example, Jobs and Skills only have two actions points assigned when a lot more happens.

## **Resourcing and Retaining Talent**

- The feedback received confirms this is a key workforce priority. Respondents agreed that we should have clear career pathways

both at entry level and for people in post (e.g. a Grade 9 employee stated “where else is there for me to go”?)

- Feedback suggests there is inconsistency across the council in relation to management supervision and the application of the performance appraisal process.

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## Impact Assessment - First Stage

### 1. Details of the initiative

<b>Initiative description and summary:</b> Strategic Workforce Plan 2022 – 2027: The Future of Work Strategy
<b>Service Area:</b> All Services
<b>Directorate:</b> All

### 2. Does the initiative affect:

	Yes	No
Service users		X
Staff	X	
Wider community		X
Internal administrative process only	X	

### 3. Does the initiative impact on people because of their:

	Yes	No	None/ Negligible	Don't Know	Impact H/M/L	Reasons for your decision (including evidence)/How might it impact?
						The strategy contains the following workforce priority:  <p style="text-align: center;"><b>An Inclusive Workplace where all employees can be themselves</b></p>

						This applies across the protection characteristics. Monitoring of the strategy will determine how successful the strategy is in meeting this priority.
						The Delivery Plan commits the council to the implementation of anonymised application forms in our recruitment process and in order to eliminate bias in our recruitment process across the protected characteristics. Monitoring of the implementation of this action, will determine the impact against each of the protected characteristics and whether or not it has a positive or negative impact.
Age	X				H	A strategic approach to workforce planning supports the development of our workforce in the short, medium and long term. There are actions that will impact on the workforce of today, as well as actions that will grow and develop our future workforce, so the impacts of this strategy have potential impact on all age groups.
Disability	X				H	The Delivery Plan sets out that the council will implement the TUC / GMB Disability Passport Scheme and in order to support employees with a disability to agree reasonable adjustments and reduce any barriers to our workplace.
Gender Reassignment	X				H	The commitment to an inclusive workplace where all employees can be themselves, as well as actions to remove bias in our recruitment processes are intended to impact positively on gender reassignment. Monitoring will determine whether or not the impact is positive.



Marriage/Civil Partnership	X				H	The commitment to an inclusive workplace where all employees can be themselves, as well as actions to remove bias in our recruitment processes are intended to impact positively marriage and civil partnership. Monitoring will determine whether or not the impact is positive.
Pregnancy/Maternity	X				H	The commitment to an inclusive workplace where all employees can be themselves, as well as actions to remove bias in our recruitment processes are intended to impact positively on pregnancy and maternity. Monitoring will determine whether or not the impact is positive.
Race	X				H	The delivery plan refers to the establishment of the Ethnic Minority Employee Network to support the development and delivery of an anti-racism strategy. The network's aim is to provide a safe, confidential environment to network, socialise, question, challenge and receive support and advice in relation to race equality. The network's main goal is to turn discussions into tangible actions to improve the ethnic minority employee experience and to create cultural change, accountability and anti-racism within the council. The commitment to an inclusive workplace where all employees can be themselves, as well as actions to remove bias in our recruitment processes are intended to impact positively on race. Monitoring will determine whether or not the impact is positive.
Religion/Belief	X				H	The commitment to an inclusive workplace where all employees can be themselves, as well as actions to

						remove bias in our recruitment processes are intended to impact positively on religion and belief. Monitoring will determine whether or not the impact is positive.
Sex	X				H	<p>The delivery plan contains the following commitments in relation to women in the workplace:</p> <ul style="list-style-type: none"> <li>• Reduction in the council’s gender pay gap through actions set out in the Gender Equality Action Plan and developed in partnership with Chwarae Teg via the Fair Play Employer Scheme.</li> <li>• Career Mentoring for low-paid women delivered in partnership with Chwarae Teg.</li> <li>• The development and delivery of a Menopause Action Plan, leading to an environment in which colleagues can openly and comfortably instigate conversations, or engage in discussions about menopause. Everyone understands what menopause is, and are clear on the council’s policy and practices. Managers will understand the potential symptoms of menopause, and how they can support women at work. Women with menopause symptoms will feel confident to discuss it, and ask for support.</li> </ul> <p>The commitment to an inclusive workplace where all employees can be themselves, as well as actions to remove bias in our recruitment processes are intended to impact positively on gender. Monitoring will determine whether or not the impact is positive.</p>
Sexual orientation	X				H	The commitment to an inclusive workplace where all employees can be themselves, as well as actions to

						remove bias in our recruitment processes are intended to impact positively on sexual orientation. Monitoring will determine whether or not the impact is positive.
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**4. Does the initiative impact on:**

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence used) / How might it impact?
People's opportunities to use the Welsh language	X				H	<p>The Delivery Plan contains the following commitments:</p> <ul style="list-style-type: none"> <li>• Embed Welsh Language Learning Opportunities at all levels. Increase number of employees who have the confidence to use the Welsh language in the workplace.</li> <li>• A training plan to develop the Welsh language skills of the education workforce.</li> <li>• Establishment of a Workforce Forum to support the delivery of the Welsh in Education Strategic Plan. The Forum will work in partnership to develop actions to support the WESP's aim of increasing the number of learners accessing Welsh medium education by at least 27% over a 10 year period; this will include actions to increase the number of employees within education who are able to use the Welsh language in the workplace.</li> </ul>

Treating the Welsh language no less favourably than English	x				L	The Strategic Workforce Plan will be published in Welsh and in English.
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**5. Does the initiative impact on biodiversity:**

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence) / How might it impact?
To maintain and enhance biodiversity				X		Workplace initiatives implemented as a result of the Strategic Workforce Plan will seek to maintain / enhance biodiversity and / or to promote the resilience of ecosystems. Monitoring of the implementation of the Plan will determine what impact it has in relation to biodiversity.
To promote the resilience of ecosystems, i.e. supporting protection of the wider environment, such as air quality, flood alleviation, etc.				X		

**6. Does the initiative embrace the sustainable development principle (5 ways of working):**

	Yes	No	Details

<b>Long term</b> - how the initiative supports the long term well-being of people	x		
<b>Integration</b> - how the initiative impacts upon our wellbeing objectives	x		<p>The Strategic Workforce Plan is aligned to the Strategic Change Programme (contained within the Corporate Plan 2022-2027), initiated to enable the council to achieve its purpose and vision. The Strategic Change Programme contains the following 4 wellbeing objectives:</p> <ol style="list-style-type: none"> <li>1. All children get the best start in life</li> <li>2. All communities are thriving and sustainable</li> <li>3. Our local environment, heritage and culture can be enjoyed by future generations</li> <li>4. Jobs and Skills – local people are skilled and can access high quality, green jobs</li> </ol> <p>Each of these wellbeing objectives will require workforce actions to enable deliverability. These actions will be developed in partnership with the relevant wellbeing objective lead and described within the annual Future of Work Delivery Plan which is appended to this strategy.</p>
<b>Involvement</b> - how people have been involved in developing the initiative	x		<p>In developing this plan, we have listened to what’s important to our employees at every level and our trade union partners. We have used surveys, workshops, drop in sessions, as well as rolling out Yammer across our workforce, to help us communicate with and listen to our employees. Our surveys have included questions in relation to equality impacts and this information is used in relation to specific actions set out in the delivery plan (subject to their own IIA in decision making processes). We have worked with managers to understand what matters to them and their priorities for</p>

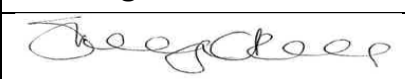
		<p>their teams and the services they deliver. We have used this information to develop key themes for delivery, and to determine our priority actions. Internal consultation in relation to the draft plan itself began in August 2022. The draft plan was widely shared with every employee receiving a link to the plan via Yammer or GovNotify. A summary video was prepared, which is available on the internet, and trade unions have been consulted in face to face meetings. Articles in the Sway and agenda items at Corporate Director Group, Corporate Management Group and the regular Accountable Manager briefing have encouraged participation in the consultation. 10 Focus Groups have been held, attended by employees from across the council and from a range of occupations and levels, to provide feedback in facilitated sessions led by the trade union officer who has been seconded to the Future of Work (FOW) Team. Employees have also been able to provide feedback via a dedicated email address: <a href="mailto:thefutureofwork@npt.gov.uk">thefutureofwork@npt.gov.uk</a>. The consultation has not identified any negative impacts across the protected characteristics.</p>
<p><b>Collaboration</b> - how we have worked with other services/organisations to find shared sustainable solutions</p>	x	<ul style="list-style-type: none"> <li>• We worked with our trade union partners to ensure the workforce plan is underpinned by fairness and transparency.</li> <li>• We informed our approach with the outcome of an <b>Audit Wales</b> review of workforce planning across the council, carried out in 2021 / 2022. This highlighted strengths in our established approach and recommended areas for improvement.</li> <li>• We worked with the Chartered Institute for Personnel and Development (CIPD) via their <b>People Development Partner (PDP) Scheme</b> which seeks to recognise organisations that are demonstrating a real commitment to better work and working lives. As part of the scheme, the CIPD carried out a People Impact Survey to determine how the council's current people capability aligns to CIPD standards. This</li> </ul>

			provided us with feedback on our strengths and key areas for improvement, feeding in to the priorities set out in the draft plan.
<b>Prevention</b> - how the initiative will prevent problems occurring or getting worse	x		The Strategic Workforce Plan identified some key workforce risks, for example the challenging and competitive recruitment market we face, with skills gaps in some key areas of the council and concerns in relation to succession planning. In some services retention of employees is also a challenge, and particularly where we face competition from other employers. If we cannot recruit and retain the best employees to deliver our services, this will represent a real threat to the future delivery of council services and priorities. The Plan identified that a strong strategic workforce partnership with other employers within the County Borough and the Swansea Bay region will enable us to forge links with both the demand and supply side of the labour market, so developing our relationships with schools and colleges, and other key partners will ensure the supply of our future workforce, whilst more effective links with other employers will increase our understanding of labour market competition and the demand on the labour market.

**7. Declaration - based on above assessment (tick as appropriate):**

A full impact assessment (second stage) <b>is not</b> required	<b>X</b>
Reasons for this conclusion	
<p>A full impact is not required as at this stage there is no identified impact on any protected group; there may of course be equality impacts through the consequential implementation of actions set out in the Delivery Plan. Regular monitoring, including equality monitoring, will help the council to identify if any adverse equality risks do occur in practice and take action to remedy this. This monitoring will also consider if actions are having the positive impacts intended on protected characteristics and review our delivery plan accordingly.</p> <p>It also has no negative impact on bio-diversity or the Welsh Language.</p>	

A full impact assessment (second stage) <b>is</b> required	
Reasons for this conclusion	

	<b>Name</b>	<b>Position</b>	<b>Signature</b>	<b>Date</b>
Completed by	<b>Sheenagh Rees</b>	<b>Head of People &amp; OD</b>	<b>Sheenagh Rees</b>	<b>08/10/22</b>
Signed off by	Sheenagh Rees	Head of Human & OD		08/10/22



## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### PERSONNEL COMMITTEE

24<sup>th</sup> October 2022

#### Report of the Head of People and Organisational Development – Sheenagh Rees

##### **Matter for information**

**Wards affected: all wards**

##### **The Chartered Institute of Personnel and Development: People Development Partner Status**

##### **Purpose of the Report:**

To inform members that the council has been awarded People Development Partner Status by the Chartered Institute of Personnel and Development (CIPD).

##### **Executive Summary:**

The report provides background to the CIPD's People Development Partner (PDP) Scheme. The CIPD have assessed the council's HR team against the CIPD Profession Map, benchmarking data, and conducted a survey of managers, employees and trade unions to determine the impact the team are having on the council. This has confirmed a number of areas of strength, and some areas for further development. This has helped to inform the Strategic Workforce Plan as well as the development plan for the HR team. The partnership working with the CIPD will continue and will help us to ensure that our HR team and our people practices are the best they can be.

##### **Background:**

In 2021 the council began working in partnership with the Chartered Institute for Personnel and Development (CIPD) via their People Development Partner (PDP) Scheme which seeks to recognise

organisations that are demonstrating a real commitment to better work and working lives.

To be a CIPD People Development Partner, an organisation must:

- Recognise and align HR capability and practices against the CIPD's international standard of excellence (the CIPD Profession Map)
- Be committed to the ongoing professionalism of its HR people through qualifications and membership
- Be a champion for the profession by providing entry points (for example through apprenticeships and graduate programmes)
- Work with the CIPD to continually support the HR team to thrive through training and development
- Invest back into the wider profession by participating in research and policy.

The key to success for any business is how it develops, attracts and retains its people. We see the vital importance of having the very best HR capabilities and talent working for this council and that is why we have worked with the CIPD to be the best that we can be.

### **People Development Partner Scheme**

The CIPD assessed the council for PDP Status in the summer of 2022, and by becoming a People Development Partner this has confirmed the council's dedication to raising the capability, credibility and impact of its people functions, including its Human Resources, Training and Organisational Development functions. The council is the first employer in Wales, and one of the first councils across the United Kingdom to be assessed by the CIPD in this way.

As part of the scheme the CIPD carried out a People Impact Survey across the council to determine how the council's current people capability aligns to CIPD standards, as set out in the CIPD Profession Map (an overview of the map is shown overleaf), as well as public sector benchmarking.

Achieving PDP is a

## Commitment to Professionalisation

The CIPD Profession Map sets out the international standard for people professionals to make their greatest impact and thrive in a changing world of work.

Aligning your capability and impact to the standards and levels presented by the Map is the 'golden thread' running through all activity associated with gaining and retaining People Development Partner status.

You and your team can use it to;

- identify development areas for roles
- use the values to inform decision making
- stand out as relevant and credible
- develop expertise in people, work and change
- navigate complexity and uncertainty.

**CIPD**



The senior team, managers, employees and trade union representatives, as well as the HR team themselves, were invited to participate in the survey, called the People Impact (PI) Tool. The PI tool aims to enable the council to confidently understand:

- How our current capability aligns to the profession map
- How the team is using its capability and where effective improvements can be made
- Our impact on business strategy and organisation readiness for the future
- Perceptions from inside and outside the People function

The outputs from the People Impact Tool will inform a scoping exercise around what Profession Map aligned development will ensure the success of our Strategic Workforce Plan in the short, medium and long term. It will also help ensure that the team is fully utilising CIPD membership resources and benefits.

The table below shows how the council measures up.

Area of CIPD Profession Map	NPT Average rating	Public Sector Benchmark
Ethical practice	3.1	2.8
People practice	3.1	2.8
<b>Business Acumen</b>	<b>3</b>	<b>2.6</b>
Situational decision making	2.8	2.6
Inclusion and Diversity	2.8	2.7
Employee Relations	2.8	2.7
Learning and Development	2.8	2.5
Professional courage & influence	2.7	2.5
Commercial Drive	2.7	2.5
Culture & Behaviour	2.7	2.5
Evidence-based practice	2.7	2.4
Change	2.7	2.4
Technology and people	2.7	2.3
Valuing people	2.6	2.6
Insights focused	2.6	2.4
Passion for learning	2.6	2.4
Organisation Development & Design	2.6	2.4
Working inclusively	2.6	2.5
<b>Employee Experience</b>	<b>2.6</b>	<b>2.7</b>
People Analytics	2.5	2.2
Resourcing	2.5	2.4
<b>Talent Management</b>	<b>2.1</b>	<b>2.2</b>
<b>Reward</b>	<b>2</b>	<b>2.1</b>

#### Priority area

As can be seen from the table, the council benchmarks higher than the public sector average in areas including 'Business Acumen', 'Ethical Practice', 'Learning and Development', 'Valuing People', 'Employee Relations' and 'Working Inclusively'.

There are three areas where we are below public sector benchmarking, 'Employee Experience', 'Talent Management' and 'Reward'.

Through the PI Tool the CIPD assessed what impact HR is having on the council, and identified the areas of highest impact as:

- Proactively tackles discrimination of any kind in the workplace
- Provides valuable advice that informs business decisions
- Maximises the business benefits and minimises the business risks of change

The areas where HR was assessed as having the lowest impact are:

- Enables new ways of working that increases business performance

- Ensure the business has the people resources, capabilities and skills it needs
- Creates a high performance culture e.g. strong leaders, a change mindset, empowering people

We have used this feedback to inform the Strategic Workforce Plan, and members will see specific actions included in the plan that address all of these areas, including the development of the Hybrid Working Framework which seeks to maximise productivity and work life balance, the establishment of the Recruitment Taskforce to drive both short term recruitment and longer term succession planning activity, the development of a leadership strategy, that will both clarify what a leader is, and what is expected of a leader, development programmes to ensure our leaders have the skills sets they need, and a mechanism to measure the impact of leadership within the council.

As well as the quantitative data, the survey also asked respondents 'What is NPT HR doing well' to provide us with qualitative data and the themes that were identified as the most common from this part of the survey were:-

- Partnerships with trade unions
- Implementing change during pandemic
- Latest policies on hybrid working
- Employment law, ER and occupational health expertise
- Providing advice on people issues, e.g. disciplinary/absence
- Championing equality
- Digital and IT developments
- Learning and development, e.g. induction
- Workforce planning processes and succession planning toolkit

### **Next Steps**

Development of the HR team in partnership with the CIPD has already begun, focussing on two areas of high priority from the Strategic Workforce Plan: Organisational Design and Organisational Development. We have agreed a development action plan with the CIPD for the next 12 month period, focussing on both individual development and actions that support the delivery of the council's Strategic Workforce Plan and development in line with the CIPD recommendations.

## **Maintaining PDP Status**

Maintaining People Development Partner status requires a continuous commitment. Each year the CIPD will review the next stage in our people development strategy and agree the necessary aspects for enabling us to maintain our People Development Partnership status. The CIPD is committed to raising the professionalisation of the people profession and therefore they have a vested interest in our sustained success in this area.

### **Financial impacts:**

The PI Tool assessment cost £5,500 + VAT and was funded from the budget allocation for the HR Team.

### **Integrated impact assessment:**

There is no requirement to undertake an Integrated Impact Assessment as this report is for monitoring / information purposes.

### **Valleys Communities Impacts:**

No implications

### **Workforce impacts:**

By achieving PDP Status the council has confirmed its commitment to better work and working lives.

### **Legal impacts:**

There are no legal implications associated with this report.

### **Risk Management Impacts:**

There are no risks associated with this report.

### **Consultation:**

There is no requirement under the Constitution for external consultation on this item.

### **Recommendation:**

That Members note that the council has been awarded People Development Partner Status by the Chartered Institute of Personnel and Development (CIPD).

**FOR INFORMATION**

**Appendices:**

None

**List of Background Papers:**

None

**Officer contact:**

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By virtue of paragraph(s) 15 of Part 4 of Schedule 12A  
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