



## **PERSONNEL COMMITTEE**

**2.00 PM - MONDAY, 9 SEPTEMBER 2019**

**COMMITTEE ROOM 1/2 - PORT TALBOT CIVIC CENTRE**

### **PART 1**

1. Declarations of Interest

### **Report of the Head of Human Resources**

2. Robotics Process Automate in HR (*Pages 3 - 6*)
3. Workforce Information Report (*Pages 7 - 20*)
4. HR Support provided to support school budget setting / Strategic Schools Improvement Programme - Spring 2019 (*Pages 21 - 26*)
5. Succession Planning Update (*Pages 27 - 40*)
6. Disability Confident Employer Status (*Pages 41 - 46*)
7. Pay Update (*Pages 47 - 56*)
8. Voluntary Redundancy Arrangements (*Pages 57 - 60*)
9. Urgent Items  
Any urgent items at the discretion of the Chairperson pursuant to Section 100B(4)(b) of the Local Government Act 1972.

**S.Phillips**  
**Chief Executive**

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

**Tuesday, 3 September 2019**

**Committee Membership:**

**Chairperson:** Councillor D.Jones

**Vice  
Chairperson:** Councillor D.Cawsey

**Members:** Councillors R.G.Jones, A.J.Taylor,  
S.E.Freeguard, E.V.Latham, S.Miller, S.Bamsey,  
J.Hale, N.T.Hunt, S.A.Knoyle and J.Jones

**Non-Voting  
Members:** Councillors P.D.Richards, C.Clement-Williams,  
A.Wingrave, A.R.Lockyer, P.A.Rees and L.Jones



Cyngor Castell-nedd Port Talbot  
Neath Port Talbot Council

## **NEATH PORT TALBOT COUNTY BOROUGH COUNCIL**

### **Personnel Committee**

**9<sup>th</sup> September 2019**

### **Report of the Head of Human Resources**

#### **Matter for Information**

#### **Robotics Process Automate in HR**

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

The purpose of this report is to provide information to Members in relation to the pilot of Robotics Process Automate (RPA) technology within the Human Resources Team.

##### **2. Background:**

The HR Team has trialled new technology, Robotics Process Automate, on behalf of the Council and in order to test the proof of concept. A short video and presentation will be delivered at Committee to provide Members with further information on this and the key lessons learnt.

##### **3. Financial Impacts**

The annual cost for the robot is £10k. This cost will not increase as the number of processes increase across the Council. At present HR has three processes operating and only a very small percentage of the robot's capacity is being utilised. If a human were to replace the robot and carry out the work that the robot is able to do, it would

cost significantly more than £10k for HR alone. The intention is to roll the use of this technology across the Council – the more processes that are undertaken by the robot, the more cost effective it is.

#### **4. Integrated Impact Assessment:**

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

#### **5. Valleys Communities Impacts:**

No implications.

#### **6. Workforce Impacts**

There are workforce implications in relation to the introduction of new technology and it is important that employees are provided with the necessary training, and that the introduction of digital change is managed as with other changes to working practices and in line with agreed Council policies. In the case of the HR team, the introduction of new technology has reduced the amount of hours that officers need to spend on routine administrative work and has meant that one officer could be moved to higher value work.

#### **7. Legal Impacts**

No implications.

#### **8. Risk Management Impacts:**

No implications.

#### **9. Consultation:**

There is no requirement for external consultation on this item'

**10. Recommendations**

It is RECOMMENDED that this report be NOTED.

**FOR INFORMATION.**

**11. Appendices**

None.

**12. List of Background Papers**

None

**13. Officer Contact**

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



## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### PERSONNEL COMMITTEE

9<sup>TH</sup> SEPTEMBER 2019

### REPORT OF THE HEAD OF HUMAN RESOURCES – SHEENAGH REES

#### **Matter for information**

**Wards Affected: All wards**

#### **Workforce Information Report**

#### **Purpose of Report**

The purpose of this report is to provide Members with the 2019 / 20 Quarter 1 Workforce Information report. The report is attached at Appendix 1.

#### **Executive Summary:**

This report provides Members with a range of data and information in relation to the workforce of the Council.

#### **Workforce Information:**

This data set has been developed to provide Members with an overview of the Council's workforce, including how many people we employ, where we employ them, how we employ them (work patterns), their protected characteristics, Welsh language ability and this report focuses on the key area of sickness absence.

Understanding how our workforce is distributed across the Council and analysing trends in workforce activity helps inform workforce planning, strategies and key decision making. For example, an analysis of sickness absence data has shown a significant number of absences result from mental health conditions. This data has helped to inform the Council's strategy to support the mental health and wellbeing of the workforce and has led to the Council's partnership with Time to Change Wales, a mental health awareness campaign designed to reduce stigma and discrimination in relation to mental health and, which will be formally launched at Staff Council later this month.

The data presented in this report may raise questions for Members, so for example, where Members see fluctuations in sickness absence levels in particular services, they may want to take the opportunity to refer this to the relevant scrutiny committee for further investigation.

### **Sickness absence**

The Local Government All Wales benchmarking figures for sickness absence in 2018 / 2019 show an average FTE days lost across the 22 councils of 10.48 FTE days. Neath Port Talbot's end of year figure of 9.79 FTE days places the Council at 7<sup>th</sup> place in the benchmarking table.

Quarter 1 data for 2019 / 2020, compared with the same period last year, shows a 16% reduction in days lost to sickness absence.

Chart 5 provide an overview of the breakdown between long term absence (continuous absence of 28 days or more) and short term absence (continuous absence of less than 28 days). Consistent with previous year, the majority of absence is linked to long term absence.

Chart 6 sets out data in relation to the top ten reasons for sickness absence. As already referred to, a number of categories relate to mental health. This data also shows the breakdown in each category between long term and short term absence.

Chart 7 sets out Quarter 1 sickness absence by service area, with a comparison to the same period last year. When considering this table, it will also be helpful for Members to compare this with the number of employees employed within each service (provided in Chart 3).

### **Future reporting**

It is intended to present workforce information to Members at each meeting of Personnel Committee. Members are asked to consider the data set before them, providing feedback at Committee on its usefulness and whether there is any other information (subject to availability) Members would be interested in receiving at future meetings.

### **Financial Impacts:**

No implications.



**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:**

Workforce information support workforce planning activity and the development of workforce strategies.

**Legal Impacts:**

No implications.

**Risk Management Impacts:**

No implications.

**Consultation:**

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

**Recommendations:**

It is recommended that Members note the workforce information report.

**FOR INFORMATION****Officer contact**

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

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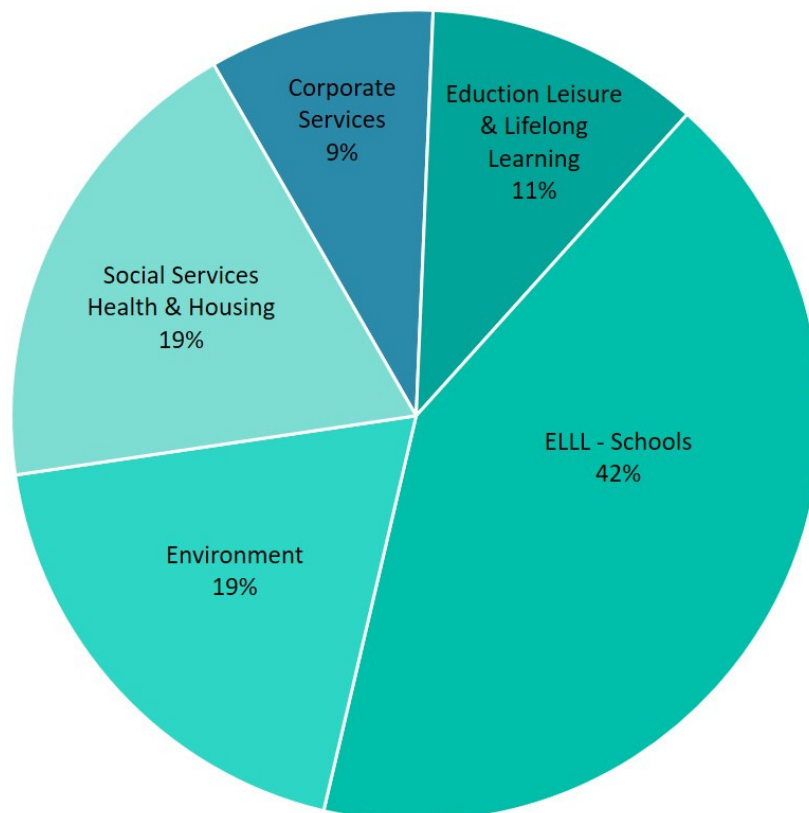


Cyngor Castell-nedd Port Talbot  
Neath Port Talbot Council

# WORKFORCE INFORMATION REPORT

## Overview of the Council's Workforce

Data set out in this report relates to Quarter 1 2019/20



6,843 employees

£ 47 million

49% of gross expenditure

**54%**

of employees work  
Part Time

**18%**

of employees are  
teachers

**76%**

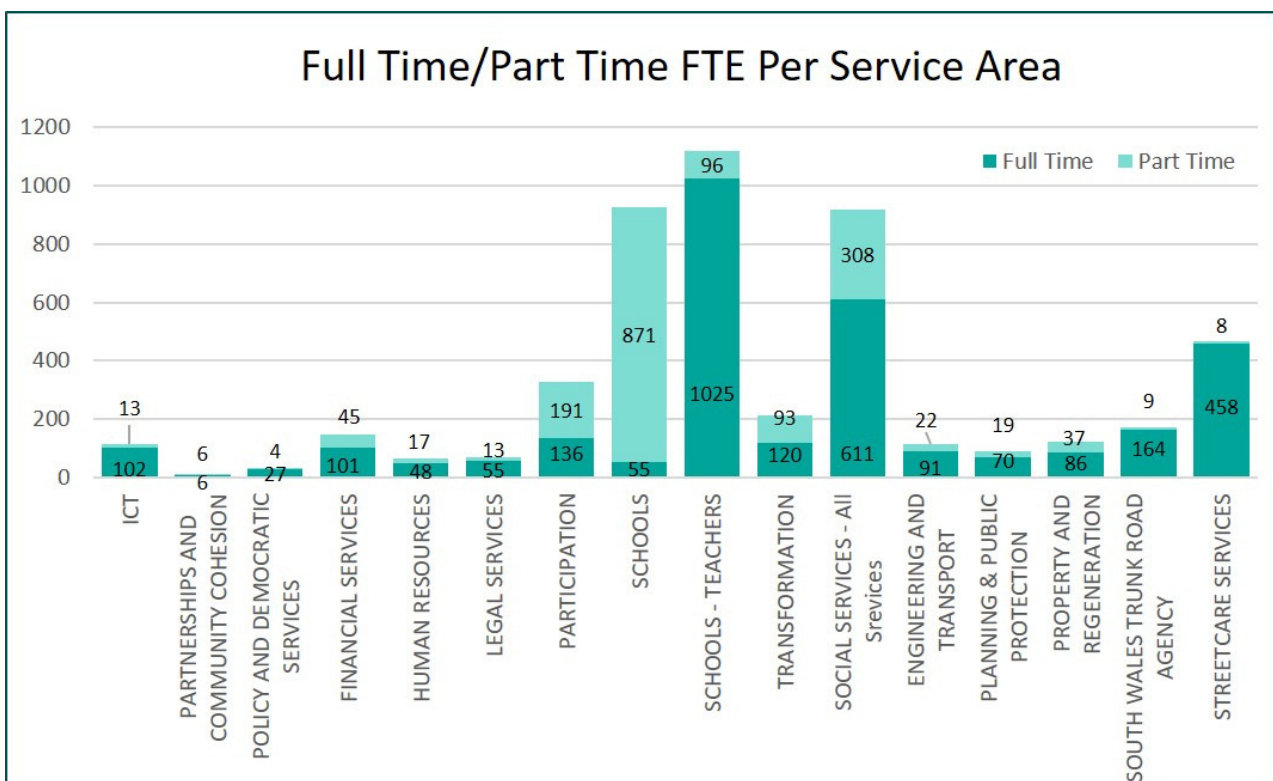
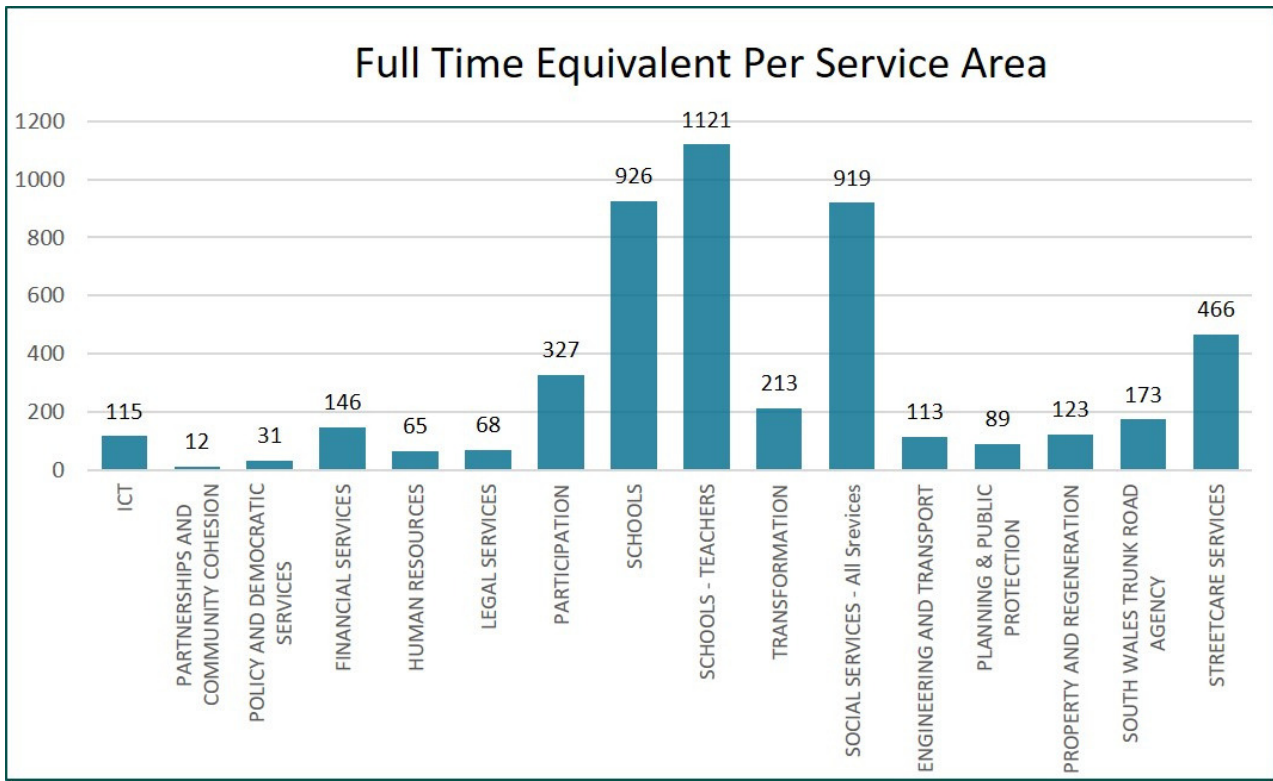
of employees are  
LGS/Green Book

**42%**

of employees are  
employed in our  
Schools

# Employees by Service Area

Chart 3



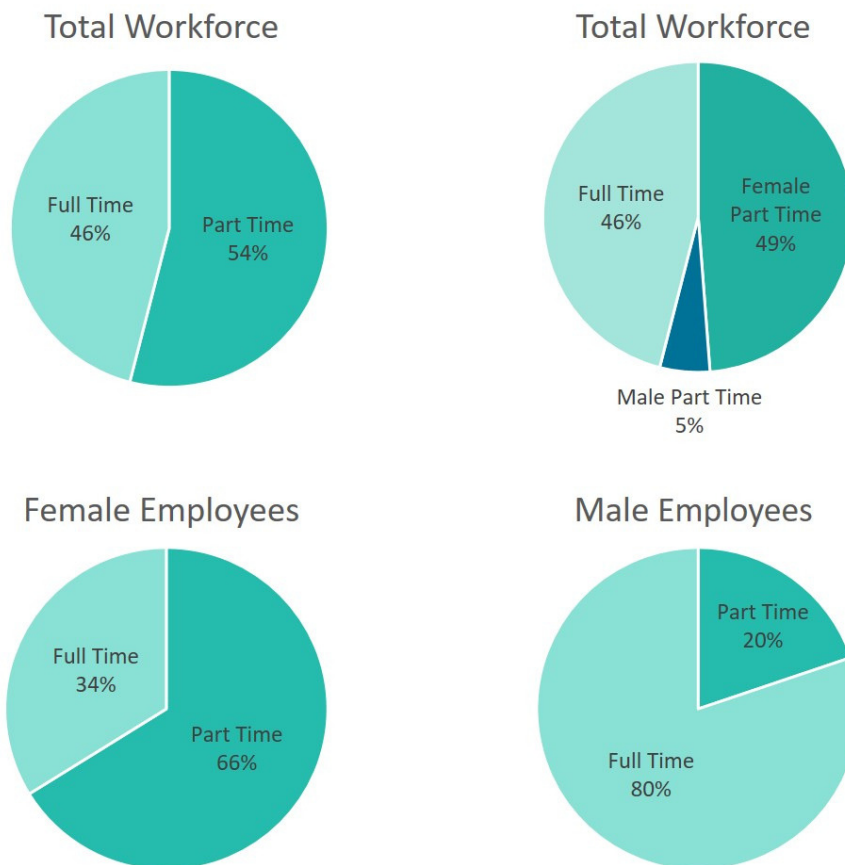
# Protected Characteristics - the Workforce

## Sex

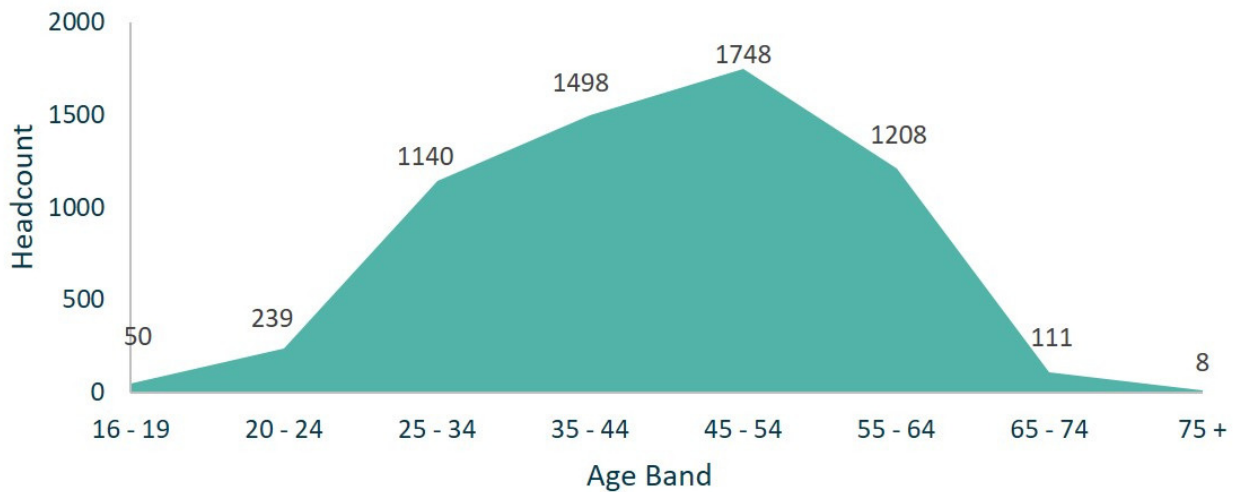
Chart 4



## Working Patterns



### Headcount per Age Band



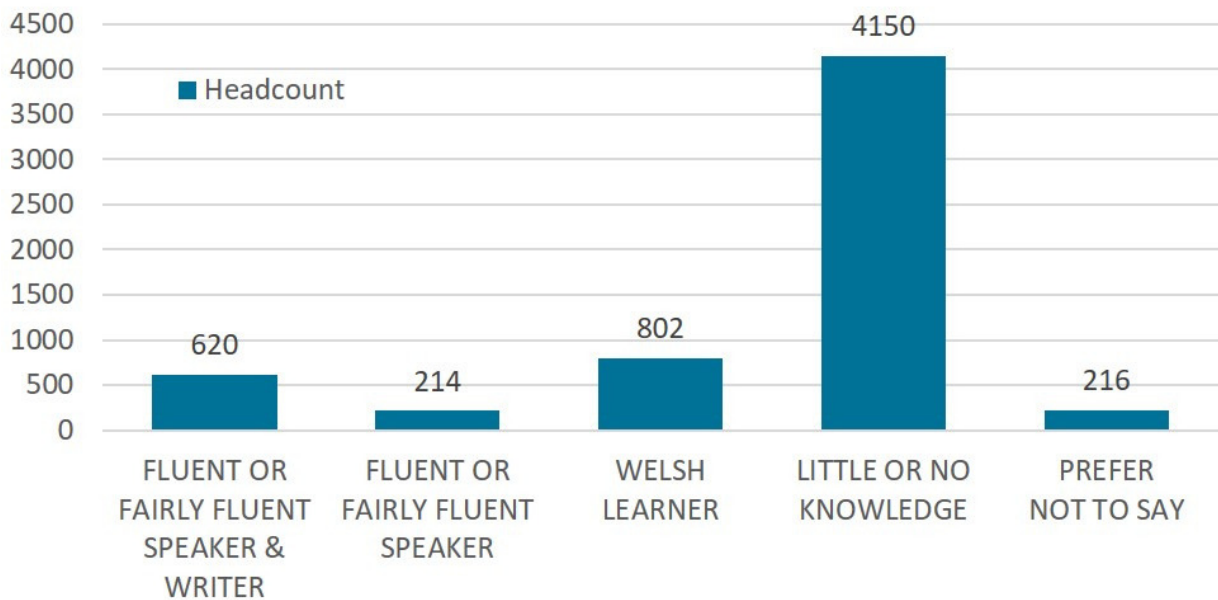
2.4%

of employees have identified themselves as having a Disability

The overall proportion of Black, Asian & Minority Ethnic employees is

1%

### Welsh Language

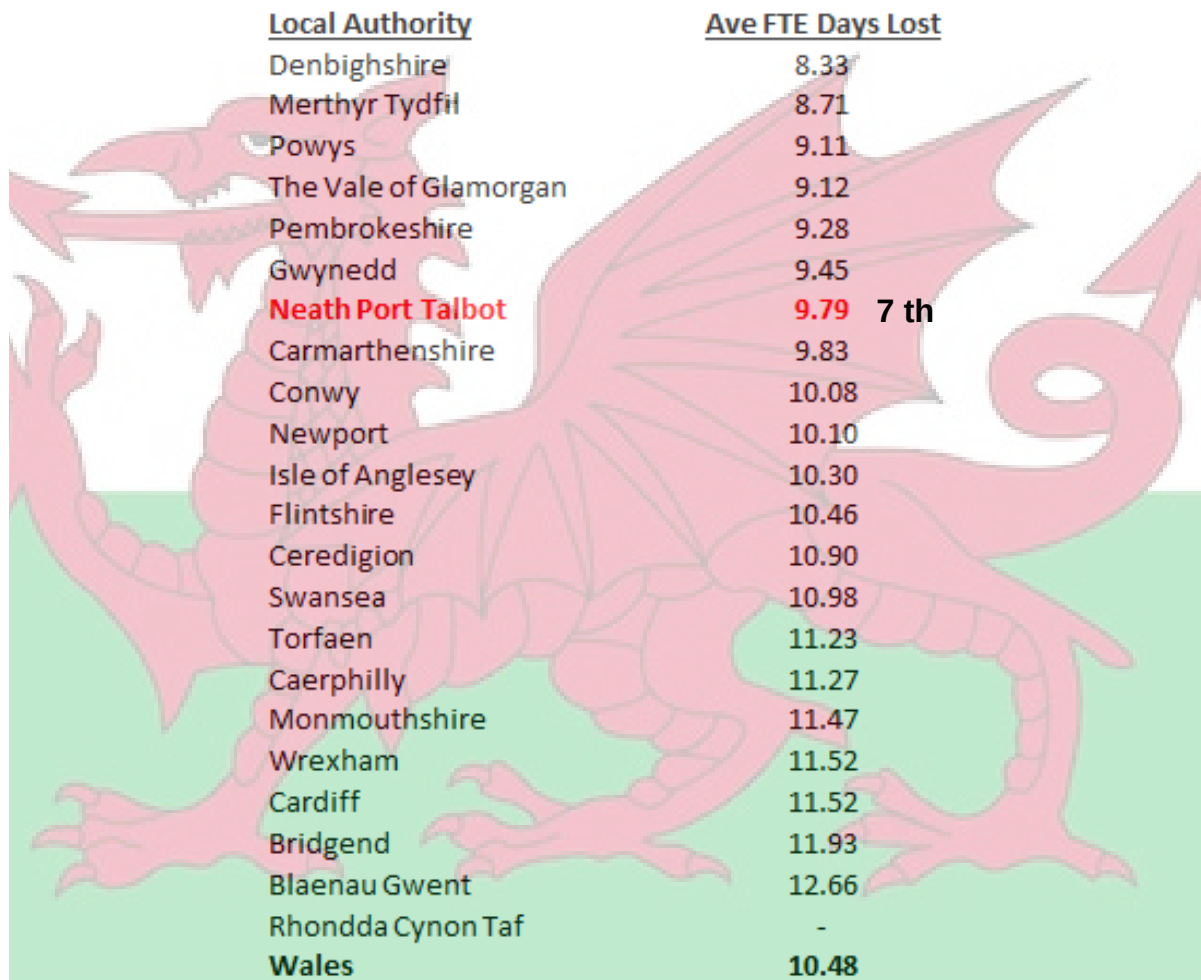


# Sickness Absence Quarter 1 2019/20

## 2018-2019 Sickness Absence

### Performance Comparison – NPT compared to All Wales

Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence during the year



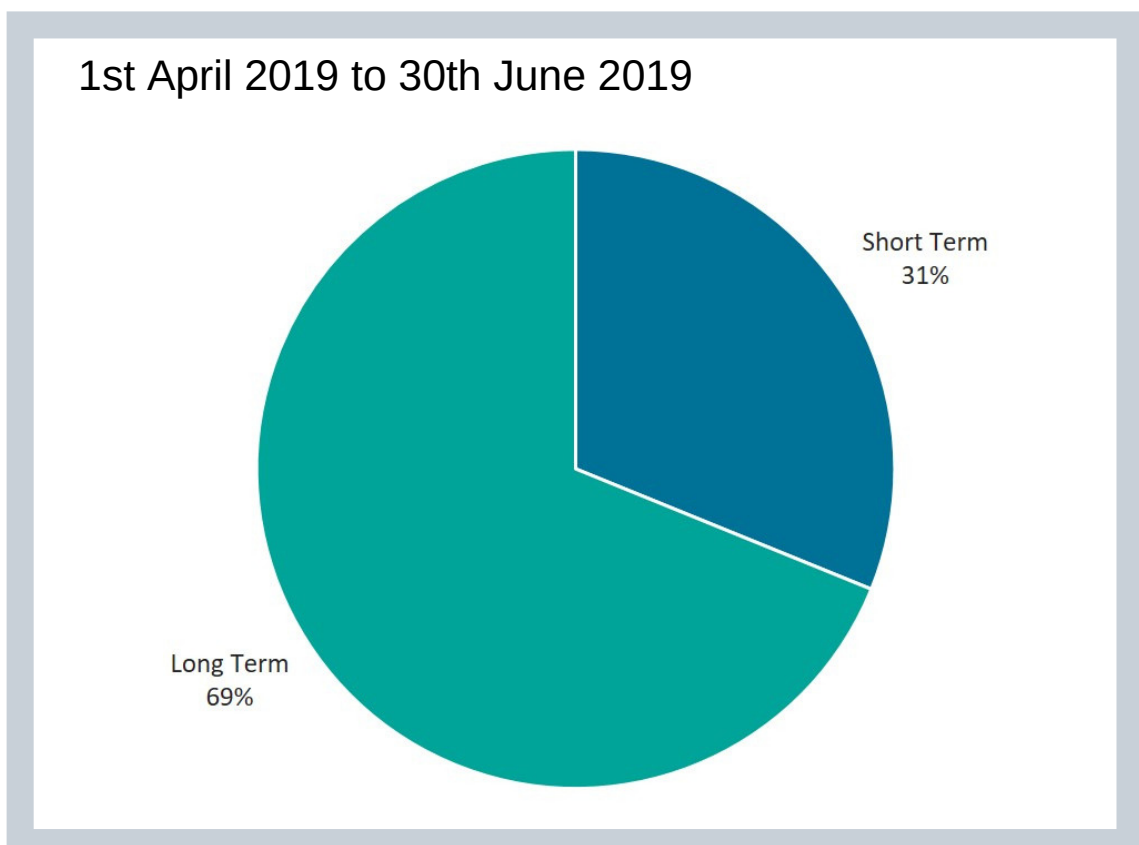
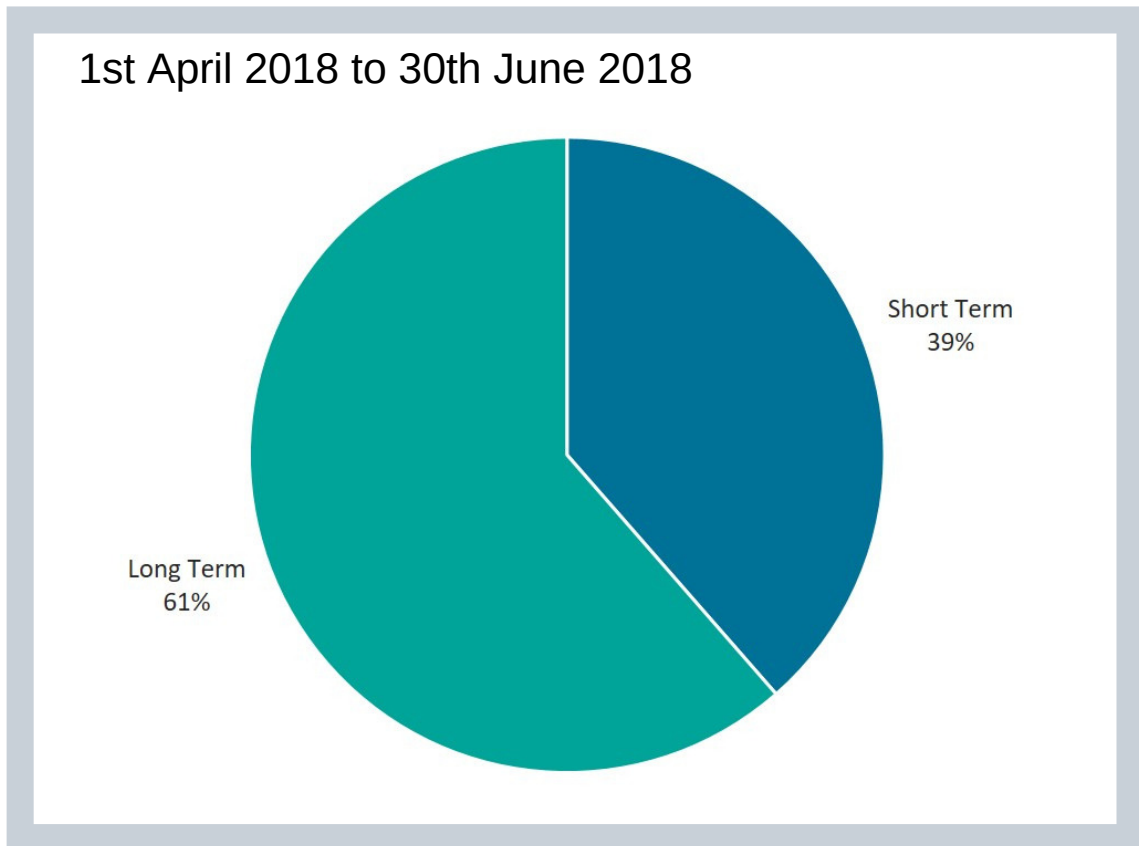
ID	Measure	Data Item(s)	Staff (exc teachers)	Teachers	All staff Q1 2019/20	All staff Q1 2018/19
PAM/001	Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence during the year	Number of working days/shifts lost to short-term sickness absence during the year	2559.82	390.31	2950.13	4342.03
		Number of working days/shifts lost to long-term sickness absence during the year	5736.56	786.68	6523.24	6918.08
		Number of working days/shifts lost to sickness absence during the year	8296.38	1176.99	9473.37	11260.11
		Average number of full-time equivalent (FTE) employees	3936.95	1114.91	5051.85	5058.15
		PI Value	2.11	1.06	1.88	2.23



# Ratio of short and long term sickness - number of FTE days lost (Including teachers)

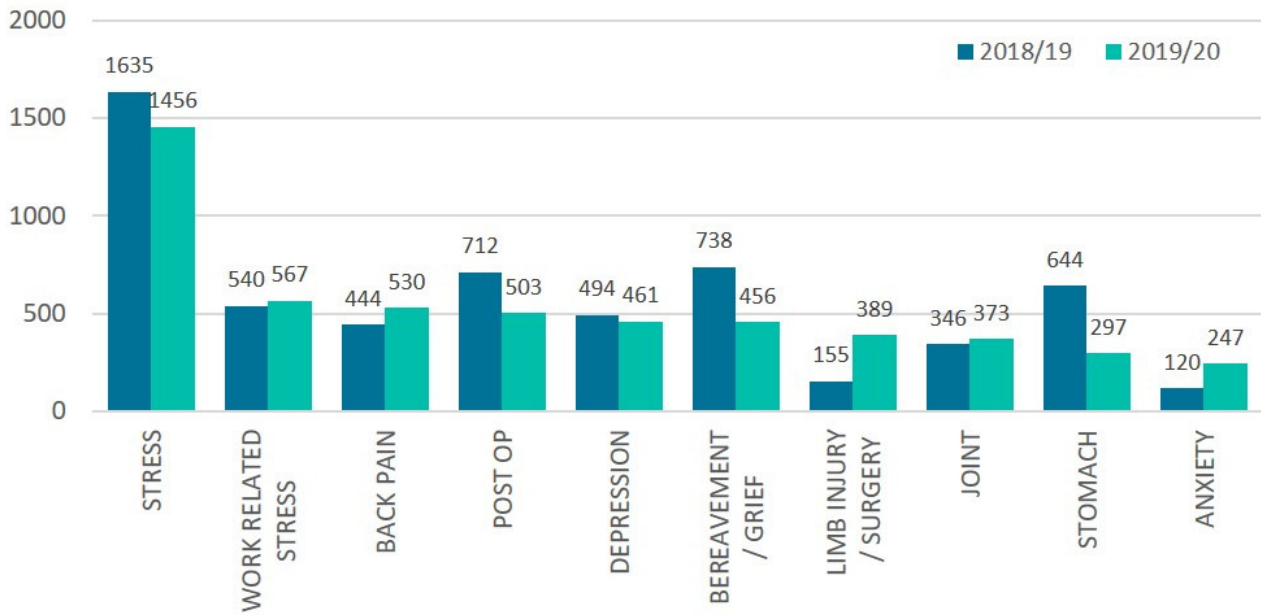
## Quarter 1 Comparisons

## Chart 5

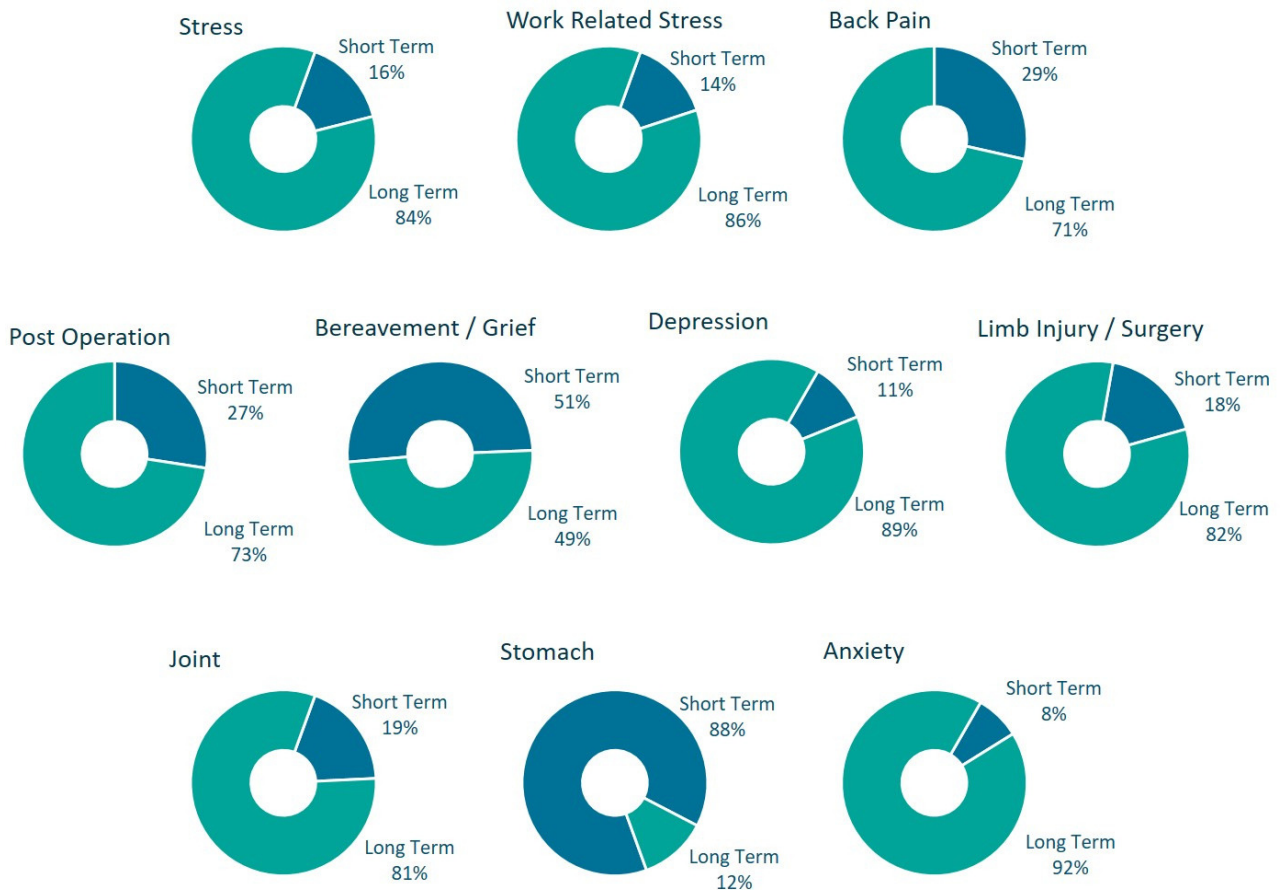


# Sickness Absence Reasons - Top Ten

Chart 6



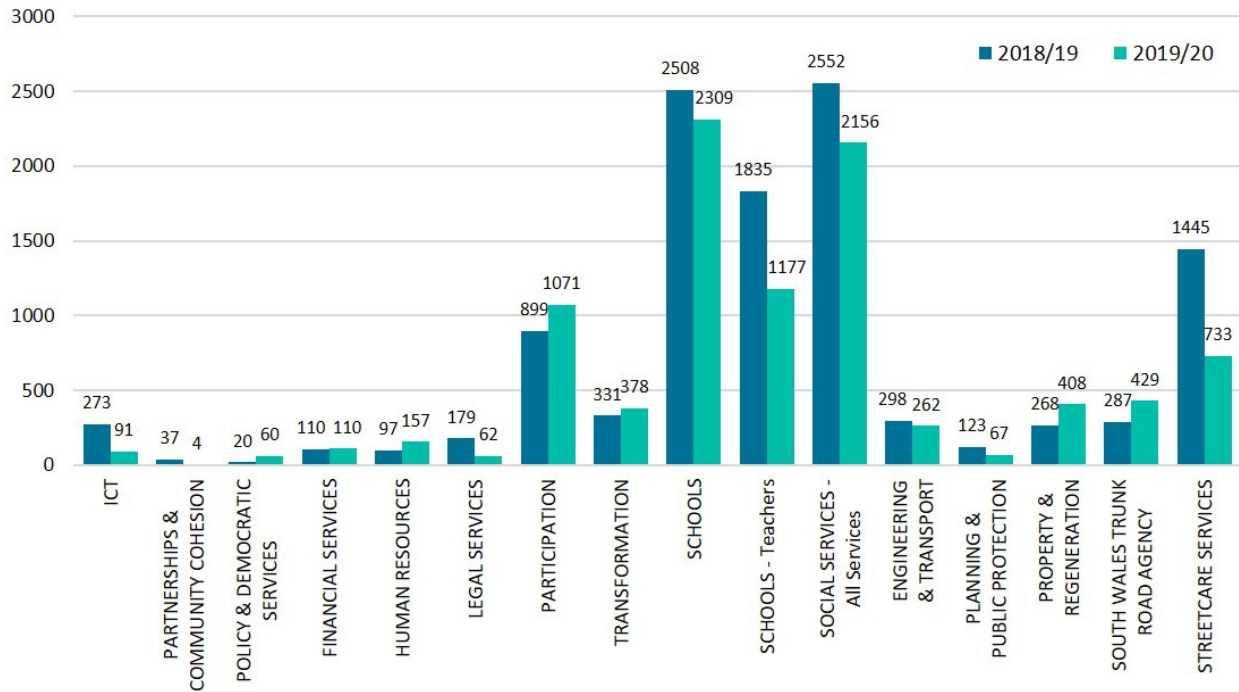
## Long Term / Short Term Comparison (Top 10 reasons) Quarter 1



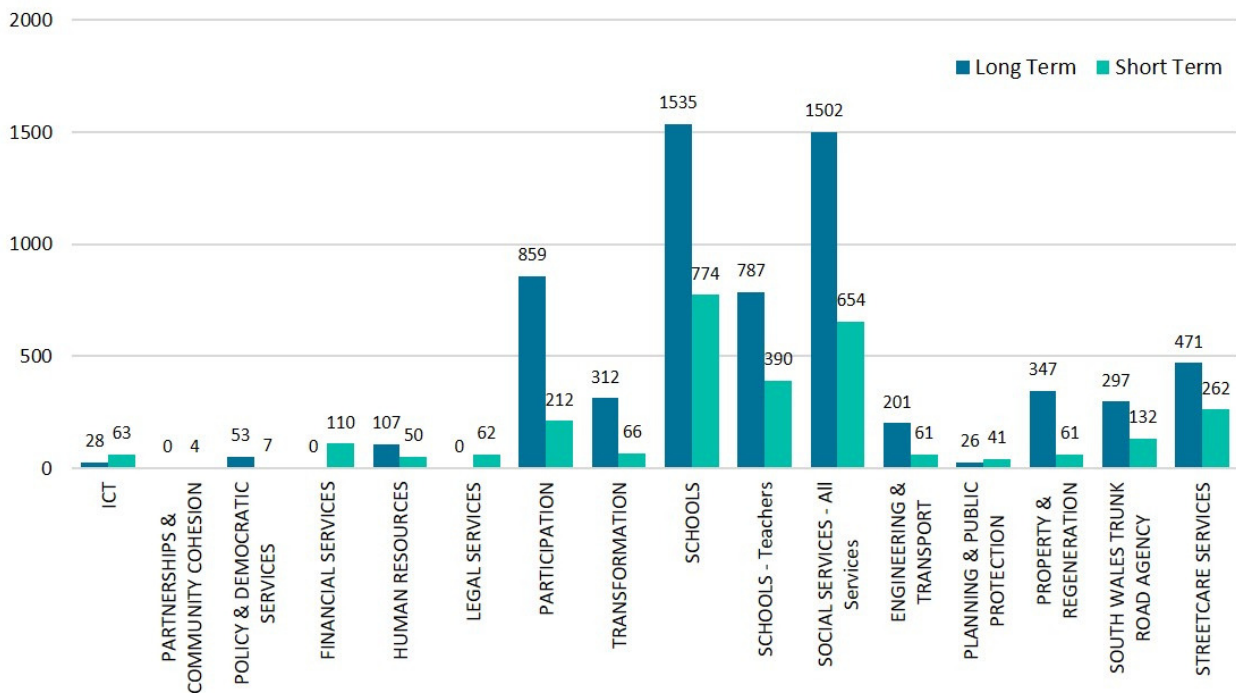
# Overview of Sickness per Service Area

Chart 7

Quarter 1 2018/19 and 2019/20 comparison



Long Term / Short term Sickness per Service Area Quarter 1 2019/20



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## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### Personnel Committee

9<sup>th</sup> September 2019

### Report of the Head of Human Resources – Sheenagh Rees

#### Matter for Information

#### Wards Affected:

All wards

#### HR Support provided to support school budget setting / Strategic Schools Improvement Programme - Spring 2019

#### 1. Purpose of the Report

The purpose of this report is to provide Members with details of the HR support provided to schools facing financial difficulties as a result of budget pressures, following receipt of their budgets in March 2019. In addition this report provides Members with details of the HR support provided to the Strategic School Improvement Programme (SSIP).

#### 2. Background

In order to prepare for the financial pressures schools may face as a result of the budget setting process, the HR team offer advice and guidance, as well as training to school management teams throughout the year. The team establish a clear timetable for schools to operate within if they do find themselves facing budget difficulties and to ensure that any necessary workforce actions can be carried out in a timely way, and in a way that prevents further budget difficulties accruing. The HR team ensure they are available as much as possible during this difficult period in order to provide support to our schools.

### **3. Voluntary Redundancy**

A Voluntary Redundancy (VR) 'window of opportunity' for school based employees was launched in February 2019. The aim of this is to support those schools who need to reduce paybill costs in order to set a balanced budget, and at the same time avoid compulsory redundancies.

32 Teachers and 58 Support Staff expressed interest in VR. 12 Teachers and 25 Support Staff left the Council's employment as a result, with a post being lost from the respective school, either directly or through a restructure.

### **4. Budget Setting Process**

24 schools initially contacted the HR team to indicate difficulty in setting budgets, with the potential for an impact on staffing.

11 of these schools were able to resolve their financial problems with the advice and support of the HR team, by proactively seeking volunteers for Voluntary Redundancy or ending temporary contracts.

13 schools were unable to resolve budget difficulties. School Finance Sub Committees met in these schools in mid to end of March 2019 and where they were unable to set a budget, they referred the matter to their Staff Disciplinary and Dismissal Committee (SDC).

The following reductions in staff numbers were identified in order to set budgets:

- 15.6 FTE Teaching Posts
- 19.78 FTE Support Staff Posts

HR Officers attended to support the Staff Disciplinary and Dismissal Committees (SDDC) and Staff Disciplinary and Dismissal Appeal Committees (SDDAC), providing advice and

support to the Governors to help them determine necessary action. As part of the process the following meetings are held:

- An initial Meeting to determine proposals in relation to job losses and consider alternative options including flexible working requests, VR applications and other cost reductions
- Consultation Meeting with Trade Unions to discuss proposals, consider alternative options and where possible to agree the skills audit criteria
- SDDC selection meeting to consider any skills audits in circumstances where staffing cuts are proposed
- SDDC Employee Representation Meeting, during which employee and trade union representative makes representations to SDDC
- SDDAC Appeal Committee following any dismissals (by reason of redundancy) should an employee appeal the dismissal.

All redundancy notices were issued, where no alternative had been identified, by 31<sup>st</sup> May 2019. This is important as it ensures that budget savings can be made in readiness for the start of the school year in September.

Between the issuing of notice and the end of employment (August 2019), HR Officers were available and contactable to provide support to employees. Every employee at risk of redundancy was allocated a named Redeployment Liaison Officers (RLOs) from within the HR team to provide personal, bespoke advice and guidance in relation to the redeployment process, to provide support in completing application forms and ensuring all vacancies are circulated to them in a timely manner.

The table below sets out the final position:

### Teachers

Action	FTE
Redeployed	1
Voluntary Redundancy	12
Temporary contract terminated	3.7
Compulsory redundancy	1

## Support Staff

Action	FTE
Voluntary Redundancy	12.9
Temporary contract terminated	5.9
Agreed reduction in hours and / or term time working	0.5

## 5. Strategic School Improvement Programme

HR support was provided to facilitate the closure of Cymer Afan Comprehensive School on 31<sup>st</sup> August 2019, including supporting the necessary consultation with employees affected by the closure, and the redundancy and redeployment processes. A summary of actions taken is set out below:

### Teachers

Action	FTE
Voluntary Redundancy	4
Temporary contract terminated	7.2
Redeployed	8
Resignations (job offers outside the County Borough)	2.6

### Support Staff

Action	FTE
Voluntary Redundancy	5.3
Temporary contract terminated	4.6
Redeployment	8.4
Compulsory Redundancy	1

## 7. Financial Impact

In early March 2019 the Director of ELLL notified schools of their budgets for 2019/20. The Schools Delegated Budget for 2019/20 is £84,424,000 and was an increase of 3.32% from the 2018/19 Schools Delegated Budget.



All jobs lost as a result of VR, in line with the Council's ER VR CR Scheme are subject to a robust business case signed off by the Director of Finance in consultation with the Head of Transformation.

## **8. Integrated Impact Assessment**

There is no requirement for an Integrated Impact Assessment as part of this report.

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

There are no implications in relation to impact on Valleys Communities as a result of HR process.

## **10. Workforce Impacts**

The workforce impacts are shown in Paragraph 4.

## **11. Legal Impacts**

All employment processes reported within this report are compliant with the Schools Redundancy and Redeployment Policy and Procedure and employment legislation.

## **12. Risk Management**

There are no risks associated with this report as all processes are in line with schools policies and employment legislation.

## **13. Consultation**

There is no requirement under the Constitution for external consultation on this item, however the relevant Trade Unions are consulted at each stage of the process.

## **14. Recommendations**

It is RECOMMENDED that the report be NOTED.

FOR INFORMATION.

## **15. Appendices**

None

## **16. List of Background Papers**

School Redundancy/Redeployment Policy and Procedure

Individual VR Business Cases

## **17. Officer Contact**

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

## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### PERSONNEL COMMITTEE

9<sup>TH</sup> SEPTEMBER 2019

#### REPORT OF THE HEAD OF HUMAN RESOURCES – SHEENAGH REES

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

**Wards Affected: All wards**

##### **Succession Planning Update**

##### **Purpose of Report**

The purpose of this report is to update Members in relation to succession planning activity.

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

This report provides Members with information in relation to actions that are in place to support succession planning across the Council.

##### **Background:**

Succession planning focuses on identifying and growing talent to fill leadership and business critical positions in the future.

##### **Succession Planning Toolkit**

A toolkit has been developed to support Heads of Service and their management teams develop their own succession plans, please see Appendix 1. This toolkit has been developed to help management teams identify and develop the potential future leaders and individuals who are required to fill business critical positions within the Council. The toolkit is a 5 step process, through which managements teams can develop a plan of action to take forward. The toolkit has been piloted in two service areas and will be rolled out across the Council in the autumn.

A range of support will be on hand to help management teams with this activity, from the provision of workforce information, to HR and Learning, Training and Development support.

### **Additional corporate actions to complement Succession Planning**

The Council needs leaders and managers with a range of experience and succession planning is an important way to manage the delivery of that experience. It can be complemented by management training and development activities, aligned to the needs of the Council.

Corporate actions that have been taken to support succession planning, in addition to any actions taken at service level include:

#### **Performance Appraisal**

The Council's Performance Appraisal creates the link between Corporate Plan and Business objectives and individual employees in the Council. It also support the identification of appropriate learning, training and development activity, aligned to the needs of the Council and succession planning as well as taking into consideration an individual's career aspiration.

#### **Qualified Mentoring support**

This support is available for Corporate Directors and Heads of Service, to support the transition to a new role and level of leadership and / or to support ongoing development.

#### **Aspiring Corporate Directors Event July 2019**

Provided by SOLACE (the Society of Local Authority Chief Executives), this day is designed to help participants understand what the role of Corporate Director is, determine whether or not it is something participants want to do, and understand what actions participants would need to take in order to get there. Attended by 88% of Heads of Service.

### **Aspiring Heads of Service Events October and November 2019**

Similar to the event above, but aimed at Accountable Managers to support their career development. 25 places are available over two sessions.

### **Digital Leadership Event**

This 2 day course has been developed in partnership with SOCITM (Society of IT Managers) and the Digital Transformation Group, to support the delivery of the Council's Smart & Connected Strategy. It will help leaders understand emerging technologies and importantly how to support change in services as a result of the digital revolution, how to maintain it and continuously evolve. A pilot for the Digital Transformation Group was held in May 2019, and 2 sessions of the 2 days will be held in the autumn aimed at Heads of Service (those who have not already attended as part of the Digital Transformation Group) and nominated senior managers / digital leaders.

### **Senior Leadership Experience with Academi Wales**

Over the past year, a number of senior leaders have participated in this 'experience' provided by Academi Wales, which focuses on leadership style and includes 360 degree feedback, personal leadership profiling and coaching sessions. It helps participants obtain a better understanding of how their leadership style is impacting on their workplace and develop a plan of action as a result of feedback.

### **APSE training - Developing Political Awareness and Sensitivity**

This was provided to 25 Accountable Managers / Aspiring Accountable Managers in January 2019, a one day skills development event to help delegates fully understand and work in a political environment, and to have an insight into the world of elected members

### **APSE Supervisory skills for team leaders in frontline services**

This one day skills development course explains what is meant by team leadership, team building, and developing staff to provide an improved front line service across the Council. Provided to 25 Accountable Managers / Aspiring Accountable Managers in January 2019.

## **Learning, Training & Development Programme 2019 – 2020**

This programme, which is published annually, sets out a range of training courses that are available for employees of the Council. Courses range from essential job skills (literacy, numeracy, digital), job specific and health & safety courses, through to management qualifications and short courses. E learning courses are included within the programme. In addition to this regular programme, managers can request bespoke training and development if it is identified via succession planning or in a performance appraisal. The programme can be viewed on the Council's intranet via the following link: <http://umbraco.npt.gov.uk:700/1122>

### **Financial Impacts:**

Training and development activities are provided within available budgets.

### **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:**

Succession planning supports the development of the current workforce and the delivery of the future workforce.

### **Legal Impacts:**

No implications.

### **Risk Management Impacts:**

No implications.

**Consultation:**

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

**Recommendations:**

It is recommended that Members note the information provided in relation to succession planning.

**FOR INFORMATION****Officer contact**

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

Lynne Doyle, Learning, Training & Development Manager, Email: [l.doyle@npt.gov.uk](mailto:l.doyle@npt.gov.uk) or tel: 01639 685279



Cyngor Castell-nedd Port Talbot  
Neath Port Talbot Council

# Pecyn Cymorth Cynllunio Olyniaieth

## Succession Planning Toolkit



## SUCCESSION PLANNING TOOLKIT

This toolkit has been developed to assist managers to prepare a Succession Plan 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. When preparing your plan you should consider the diversity of your workforce and your duties under the Equality Act 2010.

A holistic approach is recommended and it is recognised that not all jobs and services may need the same detailed level of analysis and planning.

It is divided into 5 sections and provides guidance and information you may consider in order to prepare a Succession Plan for your service area.

There is no need to complete a separate document, your Succession Plan will be the actions you identify in the right hand column of the document.

### Notes:-

1. Information in relation to your workforce can be provided within your HOS Workforce Information Profile which is available from the HR Workforce Information Team. Please note that requests for may take up to 4 weeks – [estabteam@npt.gov.uk](mailto:estabteam@npt.gov.uk)
2. Consider your Business Plan and whether you have the skills now and in the future to deliver identified priorities and if not, develop a plan of action to ensure that you will have the skills in place when you need them.
3. The HR Learning, Training and Development Team can provide advice and guidance in relation to professional and vocational qualifications and jobs which require statutory registration – [trainingadmin@npt.gov.uk](mailto:trainingadmin@npt.gov.uk)
4. The Council's Qualification Scheme (including Post Entry Training Agreement) is available by clicking [here](#)
5. Managers and employees can access the Corporate Training Programme and make applications by clicking [here](#), or by contacting the Team by telephone on 01639 685271
6. When completing your succession plan, not all sections will apply to your particular service area.

STEPS	SUCCESSION PLAN – ACTIONS YOU WILL IMPLEMENT
<p><b>Step 1 – Data Collection</b></p> <p>Firstly, you need to understand your workforce, you can do this by considering :-</p> <ul style="list-style-type: none"> <li>• Your Established Staffing Structures</li> <li>• HOS Workforce Information Profile which will include current employees, vacant posts, turnover, gender/equality profile (available from the HR Workforce Information Team)</li> <li>• Salary budget report (provided by your Accountant)</li> <li>• Business Plan</li> </ul>	

STEPS	SUCCESSION PLAN – ACTIONS YOU WILL IMPLEMENT
<p><b>Step 2 – Assessment of key jobs</b></p> <p>This is where you Identify <b>key jobs</b> in your service for which there is a need for “successors” and develop a plan of action to ensure that you have a supply of successors for key posts in 2 – 3 years.</p> <ul style="list-style-type: none"> <li>• Jobs which require professional / vocational qualification</li> <li>• Jobs which require statutory registration</li> <li>• Jobs which require particular experience</li> <li>• Jobs which require particular skills, e.g. managerial / leadership skills</li> <li>• Jobs which have a limited internal field of candidates</li> <li>• Jobs which are “business critical” i.e. vacancies will have a significant impact on the ability of the service to function effectively</li> </ul> <p>Consider:</p> <ul style="list-style-type: none"> <li>• Person specifications</li> <li>• Contact professional bodies for advice in relation to qualification / registration frameworks and career maps</li> <li>• Consider the internal / local jobs market</li> <li>• Consider priority aims and objectives set out in your Business Plan</li> <li>• Develop a list of key skills and qualifications which</li> </ul>	

STEPS	SUCCESSION PLAN – ACTIONS YOU WILL IMPLEMENT
<p>are necessary at entry point to key and business critical jobs (day 1)</p> <ul style="list-style-type: none"> <li>• Available budget and how qualifications can be funded – if opportunities are limited you may need to put in place a ‘selection’ exercise to ensure places are allocated in a fair and transparent way</li> <li>• Agree development opportunities via the Performance Appraisal</li> </ul> <p>Consider whether you need to review your established structure to create, e.g. ‘training’ jobs (gaining experience and studying for a professional qualification) or apprenticeships (refer to the Council’s Career Start Scheme) in order to develop future skills – and seek advice from your HR Officer</p>	

STEPS	SUCCESSION PLAN – ACTIONS YOU WILL IMPLEMENT
<p><b>Step 3 – Assessment of current employees</b></p> <p>Do you have <b>employees</b> who have the necessary skills and / or qualifications now to move into <b>key and business critical jobs</b>?</p> <ul style="list-style-type: none"> <li>• Performance appraisals can provide useful intelligence in relation to career aspirations</li> <li>• Any other relevant information for example you may have e.g. employees who are studying for a professional qualification and would be more likely to be leaving the Council post qualification if promotional opportunities are not available</li> <li>• If employees have the necessary qualifications agree appropriate Training and / or development opportunities via the Performance Appraisal, This can involve employees taking part in working groups, special projects, work shadowing etc. to ensure candidates are 'Day 1 Ready'.</li> </ul> <p>Include the following in your considerations:</p> <ul style="list-style-type: none"> <li>• Mandatory training (contact the HR LT&amp;D team)</li> <li>• Digital skills</li> <li>• Commercial skills</li> <li>• New working practices</li> <li>• New and emerging legislation</li> <li>• Corporate training provision (contact the HR LT&amp;D team)</li> </ul>	

STEPS	SUCCESSION PLAN – ACTIONS YOU WILL IMPLEMENT
<p><b>Step 4 – Future Needs</b></p> <p>Consider our Business Plan and how your service may need to change as a result of reduced budgets, changing technology or other internal and external drivers. What actions can you take to prepare employees to keep pace with changes, safeguard employment and ensure you have the right people with the right skills in the right place at the right time?</p> <p>Consider:</p> <ul style="list-style-type: none"><li>• Consider whether there are any jobs that could be at risk over the next 1 – 3 years and how you can match these to the jobs identified in Step 2</li><li>• Mandatory training</li><li>• Digital skills</li><li>• Commercial skills</li><li>• New working practices</li><li>• New and emerging legislation</li><li>• Corporate Training Provision – click <a href="#">here</a></li></ul>	

STEPS	SUCCESSION PLAN – ACTIONS YOU WILL IMPLEMENT
<p><b>Step 5 – Scenario Planning</b></p> <p>If it is relevant to your service, consider other actions that you can take to improve recruitment and retention.</p> <ul style="list-style-type: none"> <li>• Consider how staff turnover may create skills gaps in the future – When may they occur?</li> <li>• Consider leaver feedback &amp; the reasons for leaving</li> <li>• Age profiles particularly when employees may access their pensions and may choose to retire</li> <li>• Involve employees – one way of doing this is to conduct a staff engagement survey and ask specific questions in relation to recruitment and retention</li> <li>• Talk to relevant recognised trade unions</li> </ul>	

**NOTE:** When you have completed your Succession Plan please forward a copy to the Learning, Training and Development Team.

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## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### Personnel Committee

9th September 2019

## Report of the Head of Human Resources - Sheenagh Rees

### Matter for Information

#### Wards Affected:

All wards

## Disability Confident Employer Status

### 1. Purpose of the Report

The purpose of this report is to inform Members of the Council's continued accreditation to the Disability Confident Employer Scheme.

### 2. Background

Disability Confident was launched as a campaign by the Government in July 2013. Its aim is to work with employers to challenge attitudes, increase understanding of disability, remove barriers, and ensure that disabled people have the opportunities to fulfil their potential and realise their aspirations.

The Council was previously a Positive about Disabled People 'Two Ticks' Employer, and as a result of the introduction of the Disability Confident Scheme the Council automatically transitioned to Level 2 to become a Disability Confident Employer. We have had this accreditation for three years and in order to continue our commitment to the Scheme a self-assessment has to be carried out before the accreditation is awarded for a further period.

### **3. Disability Confident Employer**

Disability Confident encourages employers to attract, recruit and retain disabled people who are eager to work and have the skills, talents and abilities that employers are looking for as there are over 7 million people (17.5%) of working age in the UK are disabled or have a health condition.

The aims of the Scheme are to:-

- engage and encourage employers to become more confident so they employ and retain disabled people;
- increase understanding of disability and the benefits of employing or retaining disabled people;
- increase the number of employers taking action to be Disability Confident; and
- make a substantial contribution towards halving the disability employment gap.

### **4. Self - Assessment**

The self assessment has been carried out and the Council has maintained its status as a Level 2 Disability Confident Employer. This accreditation will last for two years until 6th August 2021. This means that the Council can continue to use the Disability Confident Employer badge on our application form, recruitment documentation and website. We have also received a Disability Confident Employer Certificate (attached as Appendix 1).

The self-assessment was based around a set of statements grouped into 2 themes:

- getting the right people for your business; and
- keeping and developing your people.

By continuing our Disability Confident journey, the Council is ensuring that disabled people and those with long term health conditions have the opportunities to fulfil their potential and realise their aspirations.

Further information on being a Disability Confident Employer can be accessed via the website:-

<https://www.gov.uk/government/collections/disability-confident-campaign>

## **5. Financial Impact**

No implications.

## **6. Integrated Impact Assessment**

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

## **7. Valleys Communities Impact**

No implications.

## **8. Workforce Impacts**

Being a Disability Employer will have a positive impact on the workforce of the Council and applicants.

## **9. Legal Impacts**

No implications.

## **10. Risk Management**

No implications.

## **11. Consultation**

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

## **12. Recommendations**

It is RECOMMENDED that Members NOTE this report.

FOR INFORMATION

### **13. Appendices**

Appendix One - Disability Confident Employer Certificate

### **14. List of Background Papers**

None

### **15. Officer Contact**

Sheenagh Rees, Head of Human Resources

Tel: 01639 763315

Email: [s.rees5@npt.gov.uk](mailto:s.rees5@npt.gov.uk)



**This is to certify that**

**is a Disability Confident Employer**

**Period of award:**

**Issue date:**

**As a Disability Confident Employer we:**

- have undertaken and successfully completed the Disability Confident self-assessment
- are taking all of the core actions to be a Disability Confident employer
- are offering at least one activity to get the right people for our business and at least one activity to keep and develop our people.

Find out more about Disability Confident at:  
[www.gov.uk/dwp/disabilityconfident](http://www.gov.uk/dwp/disabilityconfident)

 **#DisabilityConfident**

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## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### PERSONNEL COMMITTEE

9<sup>TH</sup> SEPTEMBER 2019

### REPORT OF THE HEAD OF HUMAN RESOURCES – SHEENAGH REES

#### **Matter for decision**

**Wards Affected: All wards**

#### **Pay update**

#### **Purpose of Report**

The purpose of this report is to update Members in relation to national pay negotiations and agree feedback for the regional employer consultation.

#### **Executive Summary:**

This report provides Members with information in relation to the pay negotiations that are taking place at a national level in relation to those employees who are employed under LGS 'Green Book' terms and conditions of employment. The National Trade Union Side have submitted a pay claim for 2020 and the National Employers are consulting with employers on how to respond to the claim that has been made. Details of the pay claim and the employer consultation are set out in the report.

#### **Background:**

The Council employs people under a number of nationally agreed terms and conditions: Local Government Services (LGS), Joint National Council Chief Executives, Joint National Council Chief Officers, Soulbury Officers and Youth & Community Workers. For all employee groups, any nationally agreed pay awards, negotiated at a national level by the local government employers in conjunction with the recognised Trade Unions will be applied. The Council will pay these nationally agreed pay awards as and when determined unless full Council decides otherwise.

## **Trade Union Pay Claim 2020**

In July 2019 the National Employers advised that they were in receipt of the NJC Trade Union pay claim for 2020. The pay claim is for:

- A 10% pay increase
- A one day increase in annual leave
- A two hour reduction in the working week
- A review of workplace stress and mental health

## **Employer consultation**

The NJC National Employers will be consulting with employers through a series of regional pay briefings during September and October. The Welsh consultation meeting will be held in September in Cardiff. In preparation for this consultation event the National Employers have circulated a number of questions to employers, to help inform the national pay negotiations. The questions, along with draft responses are set out below and Members are asked to consider these responses and provide feedback at Committee:

## **2018 – 20 Pay Deal**

If you have not implemented the new pay spine, why? When do you expect to implement?

Response: Neath Port Talbot Council implemented the new pay spine on 1<sup>st</sup> April 2019.

## **2020 Pay Claim:**

### **Pay Increase:**

How much have you assumed in budget for 2020 pay award?

Response: Neath Port Talbot Council has assumed a 2% pay award for 2020 in forward financial planning.



Would you expect the award to be ‘across the board’ – i.e. no bottom loading?

Response: Neath Port Talbot Council notes that bottom loading has been necessary in the past to ensure that the lower points on the pay spine do not fall below national living wage (NLW) requirements. The introduction of the new pay spine has ensured that the bottom point of the pay spine is now 79 pence above the current NLW rate. In order to maintain the even steps in the pay spine created through the implementation of the new pay spine, an across the board pay award should be applied, unless there is a specific reason to bottom load e.g. because of NLW requirements – otherwise it will result in uneven steps between pay points, which is one of the issues that resulted in the need to introduce a new pay spine.

Would you expect the same award for CEXs / Cos / Craft (NB: no claims tabled at present)?

Response: Neath Port Talbot Council would support equality in approach – it certainly would not support higher pay awards for the groups set out above.

How do you view an appropriate level of settlement in the context of other increases in the public sector, in particular schoolteachers’ award of 2.75?

Response: Employee engagement and retention across the diverse local government and then wider public sector, workforce is best served by an even handed approach. However the schoolteacher pay award is not a funded position, and this and any other pay award can only put pressure on an already extremely pressured funding position. Unless pay awards are adequately funded, this will result in job losses.

## **Non-Pay Issues**

What is your minimum leave entitlement for new starters?

Response: 25 days (including one day allocated at Christmas).

Is your working week less than 37 hours?

Response: No.

Do you have stress / mental health policies over and above e.g. HSE good practice? Would you be willing to share policy with employers?

Response: we have signed the Time to Change Wales Employer Pledge and will be happy to share our experience of this.

### **Financial Impacts:**

A 1% pay award equates to an additional £1.1 million on the paybill for the LGS workforce.

### **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 assessment is not required as this response is not in relation to any firm proposal on pay and the report does not propose any changes to Council pay arrangements. The report asks Members to approve a draft response to consultation questions, some of which are factual responses”.

### **Valleys Communities Impacts:**

No implications

### **Workforce Impacts:**

This report refers to national pay bargaining in relation to the LGS 'Green Book' workforce of the Council, which represents the majority of Council employees (5234 employees or 76% of the total workforce as at 30.06.19.)

### **Legal Impacts:**

No implications.

### **Risk Management Impacts:**

No implications.

### **Consultation:**

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

### **Recommendations:**

It is recommended that:

- A) Members note the information provided in relation to pay and receive further updates reports when more information is available, and
- B) Members approve the response to inform the regional employer consultation.

### **FOR INFORMATION**

#### **Officer contact**

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

**Impact Assessment - First Stage**

**1. Details of the initiative**

<b>Initiative description and summary: Pay Update – response to Employer Side Consultation</b>
<b>Service Area:</b> N/A
<b>Directorate:</b> N/A

**2. Does the initiative affect:**

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

**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						
Disability						
Gender Reassignment						
Marriage/Civil Partnership						
Pregnancy/Maternity						
Race						
Religion/Belief						
Sex						
Sexual orientation						

**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						
Treating the Welsh language no less favourably than English						

**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		√				
To promote the resilience of ecosystems, i.e. supporting protection of the wider environment, such as air quality, flood alleviation, etc.		√				

**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	√		To inform the development of future pay arrangements.
<b>Integration</b> - how the initiative impacts upon our wellbeing objectives	√		Pay is intrinsically linked to well-being.
<b>Involvement</b> - how people have been involved in developing the initiative	√		We are responding to a regional consultation initiative which will feed in to and inform national pay negotiations. Trade unions will consult with their respective memberships to inform their response to negotiations.
<b>Collaboration</b> - how we have worked with other services/organisations to find shared sustainable solutions	√		As above.
<b>Prevention</b> - how the initiative will prevent problems occurring or getting worse	N/A		

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

A full impact assessment (second stage) <b>is not</b> required	
Reasons for this conclusion	
A full impact assessment is not required as this response is not in relation to any firm proposal on pay and the report does not propose any changes to Council pay arrangements. The report asks Members to approve a draft response to consultation questions, some of which are factual responses.	

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

	Name	Position	Signature	Date
Completed by				
Signed off by	Sheenagh Rees	Head of Service		15/08/19

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## NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

### PERSONNEL COMMITTEE

9<sup>TH</sup> SEPTEMBER 2019

### REPORT OF THE HEAD OF HUMAN RESOURCES – SHEENAGH REES

#### **Matter for information**

**Wards affected: all wards**

#### **Voluntary Redundancy arrangements**

#### **Purpose of report**

To set out proposed arrangements for Voluntary Redundancy (VR), to be implemented in September 2019.

#### **Executive Summary**

This report sets out arrangements for seeking expressions of interest from employees to leave the Council's employment by reason of voluntary redundancy. This action is required to support the ongoing financial situation of the Council and the impact this has on the Council's workforce.

Rather than launch a 'window of opportunity' for employees to express interest in accessing voluntary redundancy, employees are to be advised that voluntary redundancy is available to express interest in, on an ongoing and indefinite basis. This will provide more flexibility to management teams managing workforce change.

These arrangements do not include School employees, for whom a 'window of opportunity' remains an appropriate arrangement due to the budget setting process, however it is intended to launch a school scheme earlier than in previous years, in early January, with a closing date of the February half term.

## **Voluntary Redundancy Scheme arrangements**

### **All employees except those employed directly by school governing bodies**

- A letter will be issued to all employees in September (with the exception of those employed directly by school governing bodies, please see below) seeking expressions of interest in VR, and unlike previous years, the scheme will not be time limited to a 'window of opportunity', but rather, it will be available on an ongoing and indefinite basis.
- Employees will be required, as they were last year, to have a discussion with their Head of Service to confirm that their post can be 'lost' or VR facilitated by a bumped redundancy. This is to ensure that the numbers of expression of interest are manageable and no wasted work is undertaken by the HR, payroll and pension teams, particularly as this causes delays in the process.
- Employees will also be asked to discuss and agree a provisional leaving date, in order to support the provision of a redundancy, and where applicable, a pension estimate – this will avoid multiple requests for estimates for the same employee, and again helps avoid wasted work and delays in processes.
- Consultation has taken place with trade unions who are supportive of these arrangements.

### **Employees employed directly by school governing bodies**

- It is proposed to continue with the practice of offering a window of opportunity to school employees, because of the close link between VR consideration and the school budget setting process which occurs post-Christmas each year.
- It is proposed however to offer a longer period of time in which employees can express interest, opening the scheme early in January, closing by the February half-term.

**Financial Impacts:**

The operation of the VR Scheme is intended to support financial planning across the Council – enabling services to reduce headcount numbers and avoid compulsory redundancy. The total costs of voluntary redundancy packages are limited to the equivalent of 52 weeks' pay (for the employee concerned).

**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:**

The VR Scheme is part of a number of measures that the Council has put in place with the aim of minimising compulsory redundancy amongst the workforce.

**Legal Impacts:**

No implications.

**Risk Management Impacts:**

Heads of Service are required to complete a business case for every voluntary redundancy that they approve – this business case should consider any risks associated with the deletion of a job, and actions that will be taken to mitigate these risks.

**Crime and Disorder Impacts:**

No impacts

**Counter Terrorism Impacts:**

No impacts

**Consultation:**

There is no requirement for external consultation on this item.

**Recommendation:**

It is recommended that the information in this report is NOTED.

**For Information**

**Officer contact:**

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