Delivery Plan 2024-2027

Cyngor Castell-nedd Port Talbot
Neath Port Talbot Council

Corporate Director	Noelwyn Daniel
Directorate **:**	Strategy and Corporate Services
Head of Service/s;	**Sheenagh Rees**
Division/s **:**	**People and Organisational Development**
Date Completed:	August 2024

INTRODUCTION

Purpose of this Plan

The plan is a key strand of the 'Golden Thread' of the council's Corporate Performance Management Framework and provides an overview of the People and Organisational Development Service. The delivery plan:

- Sets key actions and measures that the service will deliver to make progress against the Corporate Plan's Well-being Objectives and Transformation Programmes.
- Sets out the support required by other services from the Enabling Programme to deliver actions.
- Sets the direction of travel and translate into individual staff objectives/targets.
- Provides an open and transparent way of showing employees in the service and across the council, managers at every level, elected members, recognised trade unions and all our other stakeholders what is to be achieved and how we plan to do this.

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People and Organisational Development

Who are we and what do we do?

We are much more than a 'support service', we are shapers and enablers

We are:
- Civil Contingency & Preparedness
- Human Resources
- The Future of Work*
- Learning, Training & Development
- Occupational Health & Safety & Well-being
- Policy & Executive Support

*temporary additional resource

What do we do?

The **Civil Protection and Preparedness** team ensure that the Council is prepared for emergencies defined under:
- the Civil Contingencies Act 2004,
- the Control of Major Accident Hazard Regulations 2015 (COMAH),
- the Pipeline Safety Regulations 1996,
- Radiation (Emergency Preparedness & Public Information) Regulations 2001 (REPPIR),
- the Counter Terrorism Strategy (CONTEST) via Martyn's Law (Protect Duty) Bill and the Prepare Duty
- the Health and Safety at Work Act 1974

The team do this by ensuring the necessary framework is in place to provide a safe, legally compliant Neath Port Talbot Council through the development, implementation and adoption of occupational standards, policy, process and best practice.   The team provide specialist advice, guidance and support on emergency planning matters, both internally and externally, and delivers a competent emergency planning and management service that ensures a systematic approach to effective incident management, both internally and with multi-agency partners.

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The **Human Resources** team support strategic workforce planning, at both a corporate and service level, and provide professional and timely HR advice and guidance to services across the Council via a legally compliant employment framework, co-produced with our trade union social partners and key internal and external stakeholders. This framework promotes diversity and fairness in everything we do.

Our team of qualified professionals provide specialist support for the most complex employment matters. This team have a key role to play supporting the management of change across the Council, working alongside managers dealing with the most complex and difficult aspects of managing people, developing responses for issues occurring now, but also planning effective employment strategies for the future.   The team are the 'keepers' of the council's trade union social partnership, maintaining employee relations and ensuring effective consultation and contract negotiation with trade unions. The team provide employment administration services, facilitating recruitment, pre-employment and safe recruitment checks, employment contract administration, as well as managing the Council's workforce information.

The team achieved Chartered Institute of Personnel Development (CIPD) People Development Partner Status in 2022, the first organisation in Wales and the first council in the UK to do so. This status recognises that the council is demonstrating a real commitment to better work and working lives. In 2024 the team were finalists in the CIPD Wales awards, in the Best In-House team category.

The Future of Work delivery team was established in 2022 to supplement the resources across People & Organisational Development. The team includes HR, Training & 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 temporary additional capacity was created to ensure the ambitions of the Future of Work Strategic Workforce Plan 2022 – 2027 can be realised.

The Future of Work Strategy builds on the council ambition that Neath Port Talbot residents will live good lives; it delivers a holistic strategic approach for our workforce focussing on fair working practices and ensuring that every person in our workforce can realise their career aspiration. Our approach places employee voice at the heart of what we do. Our strategy sets out 7 clear priorities that ensure we can attract and retain the right people into our workforce, through an employment offer, reward and recognition strategies, career development pathways and a talent management strategy that make people enthusiastic about working for us. Our equality, diversity and inclusivity offer links to this – we want our workplaces to be places that are welcoming to everyone. And importantly we have placed good leadership as a key strand of our strategy – developing confident, capable and compassionate leaders to lead Team NPT.

> The People & OD Service is delighted that the Future of Work Strategic Workforce Plan has been shortlisted for the final of the Association for Public Service Excellence (APSE) Awards 2024, in the Best Workforce Initiative Category.

The **Learning, Training & Development** team identify, develop, and deliver appropriate workforce training & organisation development opportunities to meet both strategic and service level workforce planning requirements, ensuring our workforce has the knowledge, skills, and qualifications they need to deliver the priorities of the council. The majority of the team is funded via the Social Care Wales Workforce Development Grant to provide specialist learning, training and development across Social Services as well as private and voluntary social care providers across the County Borough. A small corporate team of 3 Training Officers provide focused training support to the rest of the council in identified priority areas.

The **Occupational Health, Safety and Wellbeing Team** provides the necessary framework to deliver council services in line with the Health & Safety at Work Act 1974. Our qualified officers are committed to providing specialist and professional advice, guidance and support to the council's workforce, to achieve a safe and healthy environment for employees and others, preventing risks to health, safety and wellbeing, as far as is reasonably practicable. The Team is made up of a small Occupational Health section and a Health and Safety section.
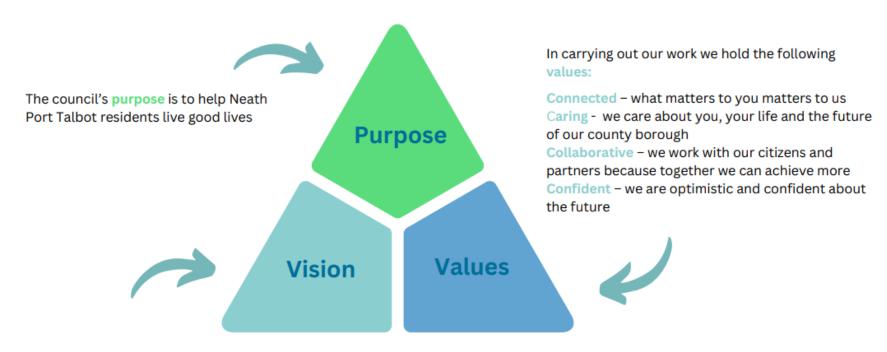
Policy and Executive Support has three key functions:
1. **Policy Performance and Engagement** ensure effective arrangements are in place for the council's statutory corporate planning, policy, performance management, equalities, welsh language, tackling poverty and engagement functions; managing key council relationships with external stakeholders including the Voluntary Sector Liaison Forum, the Public Services Board and Audit Wales, as well as delivering the Regional Armed Forces Covenant.
2. **Executive Support** Team provide effective administrative support to both the senior political and officer leadership of the council.
3. The provision of professional and effective **Communications, Marketing and Customer Services** including effective support for the office of the Mayoralty.

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Purpose, Vision and Values

We have tested our existing purpose, vision and values as part of our review process and have concluded that they remain relevant.

The council's **purpose** is to help Neath Port Talbot residents live good lives

Purpose

Vision

Values

In carrying out our work we hold the following **values:**

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 partners because together we can achieve more
Confident – we are optimistic and confident about the future

Our **vision** is to give every child the best start in life; that every community is thriving and sustainable; that our environment, heritage and culture can be enjoyed by future generations; and that local people have the skills to access well paid, sustainable jobs in the local green economy.

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WELL-BEING OBJECTIVES

Well-being Objective 1 - All children get the best start in life

Well-being Objective 2 - All communities are thriving and sustainable

Well-being Objective 3 - Our local environment, heritage and culture can be enjoyed by future generations

Well-being Objective 4- Jobs and skills – local people are skilled and can access high quality, green jobs

TRANSFORMATION PROGRAMMES

Programme 1 - Education, Early Years & Lifelong Learning

Programme 2 - Children's Social Services

Programme 3 - Housing & Community Development

Programme 4- Adult Social Care

Programme 5 – Neighbourhood Management & Regeneration

Programme 6 - Responding to the Climate & Nature Emergency

Programme 7 – Deliver a Strong Tourism, Leisure and Culture Offer

Programme 8 – Supporting Business and Attracting Investors

Programme 9 - Skills and Employability for Local People

ENABLING PROGRAMME

POD **People**

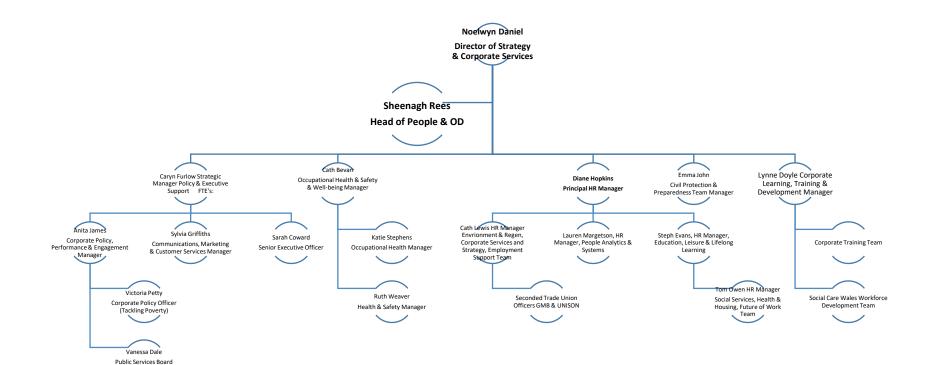DS **Digital**

AST **Assets**

FS **Financial Stability**

GOV **Governance**

ENG **Engagement**

Title: People and Organisational Development Structure
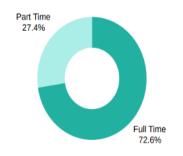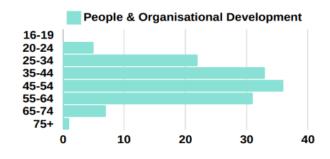
Top of hierarchy: Noelwyn Daniel, Director of Strategy & Corporate Services

Then Sheenagh Rees, Head of People & OD

People and Organisational Development Structure

Noelwyn Daniel
Director of Strategy & Corporate Services

Sheenagh Rees
Head of People & OD

- **Caryn Furlow** Strategic Manager Policy & Executive Support FTE's:
  - Anita James Corporate Policy, Performance & Engagement Manager
    - Victoria Petty Corporate Policy Officer (Tackling Poverty)
      - Vanessa Dale Public Services Board Coordinator
  - Sylvia Griffiths Communications, Marketing & Customer Services Manager
  - Sarah Coward Senior Executive Officer

- **Cath Bevan** Occupational Health & Safety & Well-being Manager
  - Katie Stephens Occupational Health Manager
  - Ruth Weaver Health & Safety Manager

- **Diane Hopkins** **Principal HR Manager**
  - Cath Lewis HR Manager Envrionment & Regen, Corporate Services and Strategy, Employment Support Team
    - Seconded Trade Union Officers GMB & UNISON
  - Lauren Margetson, HR Manager, People Analytics & Systems
  - Steph Evans, HR Manager, Education, Leisure & Lifelong Learning
    - Tom Owen HR Manager Social Services, Health & Housing, Future of Work Team

- **Emma John** Civil Protection & Preparedness Team Manager

- **Lynne Doyle** Corporate Learning, Training & Development Manager
  - Corporate Training Team
  - Social Care Wales Workforce Development Team

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Workforce Planning:

Service	Permanent FTE		Temporary FTE	
Civil Protection & Preparedness		**6**		
Human Resources	HR	28.66	iTrent	2
	Seconded Trade Union Officers	5.3	Talent Management	3
			Future of Work	4
	Total	**33.96**		**9**
Learning, Training & Development		**28.99**	Future of Work	3
Occupational Health & Safety & Well-being	Health & Safety	9.6		
	Occupational Health	5.45		
	Total	**15.05**		
Policy & Executive Support	Communications & Marketing	7	Future of Work	1
	Customer Services	16.82	Tackling Poverty	2
	Public Services Board	.65		
	Policy, Performance & Engagement	9.31		
	Executive Support	4		
	Mayoralty	2		
	Total	**39.78**		**3**
Totals		**123.78**		**15**

Part-time / Full-time ratio

Age bands (as at June 2024)

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Financial planning:

Budget	2023-2024 Actual	2024-2025 Latest Figures	2025-2026 Estimate
People & Organisational Development - Total Budget			
Expenditure	6,312,638	6,650,954	6,650,954
Income	-1,896,579	-2,133,950	-2,133,950
Net	4,416,059	4,517,004	4,291,154
Savings Targets	0	0	-225,850
Civil Protection & Preparedness			
Expenditure	330,323	332,366	332,366
Income	-41,515	-42,991	-42,991
Net	288,808	289,375	274,906
Savings Targets			-14,469
Human Resources (including Seconded Trade Union budget)			
Expenditure	2,138,407	2,063,928	2,063,928
Income	-731,049	-724,592	-724,592
Net	1,407,358	1,339,336	1,272,369
Savings Targets			-66,967

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Learning, Training & Development			
Expenditure	1,170,688	1,264,381	1,264,381
Income	-822,149	-926,935	-926,935
Net	348,539	337,446	320,574
Savings Target			-16,872
Occupational Health & Safety & Well-being			
Expenditure	765,105	827,549	827,549
Income	-115,418	-129,536	-129,536
Net	649,687	698,013	663,112
Savings Target			-34,901
Policy & Executive Support			
Expenditure	1,908,115	2,162,730	2,162,730
Income	-186,448	-309,896	-309,896
Net	1,721,667	1,852,834	1,852,834
Savings Target			-92,642

The Sustainable Development Principle

As part of the Well-being of Future Generations Act (Wales) 2015 we need to ensure that we carry out sustainable development as part of improving the economic, social, environmental and cultural well-being of Neath Port Talbot. Corporately we are required throughout the year to provide examples of where the council uses the 'sustainable development principle' in all that we do'. Set out below is where we think we are as a service using the 5 ways of working in our planning, and delivery, of our services.

Key: 1 - Developing 2 - Developing moving towards Mature 3 - Mature 4 - Mature moving towards Leading 5 – Leading	1	2	3	4	5	Provide examples to evidence your assessment
5 ways of working	✔	✔	✔	✔	✔	
Collaboration - Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.					✔	Working collaboratively is key to how we deliver our services. We endeavour to collaborate across People & OD, supporting each other to deliver our priorities, and pooling our collective knowledge and expertise. The following are examples of how we seek to collaborate with other partners and stakeholders: **Civil Protection and Preparedness (CPP)** The team work collaboratively with other services across the council as well as external stakeholders, in the planning for, and responding to, emergencies as defined by the Civil Contingencies Act. For example, working in partnership with the Internal Resilience Co-ordinators Group enables the team to plan for emergencies and assess risks with colleagues, whilst also sharing examples of best practice and promoting business continuity planning. The Risk Management Partnership Group and the Local Resilience Forum enables collaborative working with external stakeholders to plan for emergencies and assess risks at a regional and all Wales level, again whilst sharing examples of best practice. Established formal and informal relationships support the council in emergency planning, preparation and response.

Human Resources (HR)

The council's social partnership with the Trade Unions is at the heart of how HR does business. We are very proud of this long standing partnership, 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.

We have been recognised by Welsh Government and the CIPD as an example of best practice in Wales, invited to showcase our approach at a number of CIPD and Welsh Government conferences and online events over the past 3 years.

Learning, Training & Development (LT&D)

The Learning, Training and Development Team provide collaborative leadership support to the West Glamorgan Regional Social Care Workforce Development Partnership, which includes representatives from statutory, third sector and private sector employers, people who use care and support, carers, training providers including further and higher education, commissioners, regulated and non-regulated providers covering social work and social care for children and family services and adult services. Through this partnership we are able to strategically plan collaborative training and development for mutual benefit across the partnership – ensuring that we have appropriately trained and qualified across staff the whole sector strengthens it, and reduces the risks of one part of the infrastructure weakening and pushing demand onto other parts of the eco system.

Occupational Health & Safety & Well-being (OHSWT)

The OHSWT have really focussed on developing collaborative working over the last 12 months, and continue to strengthen relationships through increased dialogue with recognised trade unions, and holding regular meetings with managers to increase both the teams' understanding of service needs, pressures and risks, but also to raise

						the profile and importance of health and safety. Creating a culture of health and safety throughout the council can only be achieved through this collaborative approach. **Policy & Executive Support (PES)** The team leads and facilitates a number of collaborative corporate groups with the aim of improving performance and planning arrangements. This includes the Corporate Complaints Officers Group, the Welsh Language Officer Group and the Performance User Group. These groups also help to inform the development of future policy and guidance. Collaborative working with external partners includes, for example the work currently being undertaken with the Council for Voluntary Service on the review of the Compact. Communications, Marketing and Customer Services hold regular meetings with other services (for example, Waste Services / Digital Services / Environmental Health) to ensure that any changes in service delivery can be effectively communicated, and that the Customer Services team in particular is briefed to be able to share information with customers. Collaborative working with Digital Services (Web) and the Civil Protection & Preparedness Team in emergency situations has helped to ensure that we can communicate essential information with customers immediately.
Integration - Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.					✔	The work across the service aims to support and enable the priorities of other services. The following are examples of how we do this across People & OD services: **Civil Protection and Preparedness** Emergency Planning legislation places a legal duty on the council to work with other services internally and externally to achieve common goals and objectives. The Emergency Planning and Business Continuity Policy, together with the Emergency Preparedness and Resilience Strategy, the Protective Security and Preparedness Strategy and the Business Continuity Strategy work towards achieving the council's well-being objectives by supporting children to become more resilient to emergencies in order to give them the best start in

life; ensure our communities are thriving and sustainable by giving them the tools to become more resilient to emergencies; ensuring environmental protection where require is factored into emergency planning arrangements and the use of welsh language is encouraged.

Human Resources
The HR team co-produce employment strategy, policy and practice, utilising for example, surveys, focus groups, briefing sessions and rolling out Viva Engage across our workforce to establish what is important to our managers, employees, job applicants and trade union partners. This enables us to understand, and integrate, what is important to our stakeholders in all that we do; in particular in the development of the Strategic Workforce Plan and the annual delivery plan – the plan is focussed on the priorities of our stakeholders and how we deliver against has been informed by what is important to them. We also seek to understand the impact of what we do, and this enables us to review our activity and determine effectiveness.

Learning, Training & Development
Working within the West Glamorgan Regional Social Care Workforce Development Partnership, the main focus of which is to have an integrated approach to supporting the ambitions of the Health and Social Care Workforce Strategy, the implementation of the Social Services & Well-being (Wales) Act 2014 and the Regulation & Inspection of Social Care (Wales) Act 2016, identifying and addressing regional priorities to support improvement of care and support across all social care providers and organisations.

Occupational Health & Safety & Well-being
Establishing Health and Safety Committees in each directorate of the council seeks to ensure an effective and integrated approach between the OHSWT, managers and trade unions, establishing common aims and working towards common goals.

Policy & Executive Support
The Public Services Board (PSB) Co-ordinator supported the NPT Public Services Board in the development and publication of its

				✔		revised Well-being Plan for the period 2023-2028. At an early stage in its development the impact that the council's well-being objectives, and those of the PSB have on each other was recognised, and it was agreed that the PSB will adopt the council's well-being objectives. The NPT Community of Practice (CoP) was established by the Policy, Performance and Engagement Team, to look at how we can work more smartly and collaboratively across the council to ensure that everyone in our communities has the opportunity to have their say on the decisions that affect them. The CoP meets on a quarterly basis to share information and experience and to ensure an integrated approach to engagement.
Involvement - The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.				✔		We want our hard work to have a tangible impact on the delivery of council priorities, so across our service we listen to what's important to our employees at every level and our internal and external partners, involving them in developing our approaches and reviewing the impact of our actions. The following are examples of how we are developing this across People & OD services: **Civil Protection and Preparedness** The team invited Accountable Managers, Heads of Service, Directors and the Chief Executive to a series of 'drop-in' sessions between March and April 2024, to participate in the review of major incident management across the council. The feedback from these sessions has informed the development of policy, strategy and practice. **Human Resources** The Strategic Workforce Plan sets out the following ambition: *An inclusive Workplace where all employees can be themselves*. In line with this priority objective, we have established the Black Minority Ethnic Employee Forum and the LGBTQ+IA Employee Network, to improve employee voice and involvement. We intend to develop this approach; we hope to establish a similar network for disabled colleagues later this year.

Learning, Training & Development

On a macro level, the team develops its annual programme of training and development, to ensure employees have the right knowledge, skills and abilities to deliver against council priorities. So for example, Digital, Literacy and Numeracy skills are developed across our workplaces, and via online portals for the social care sector, to ensure our employees and communities can thrive in the modern digital world.

On a micro level, the team provide inclusive support to young people leaving the care system. The team develop relationships with age 14+ Looked After Children and external partners across the county borough in order to offer and match bespoke work experience opportunities and soft skills training (for example, confidence building). By understanding what is important to each young person, the team build a bespoke programme so that as the young person moves to leave the care system, they are better prepared and able to fulfil their true potential.

Occupational Health & Safety & Well-being

The team support services to achieve their priority outcomes through an effective risk assessment process, to enable the identification and mitigation of current and future risk, minimising any accidents or incidents that could cause harm and / or de-rail service delivery.

Policy & Executive Support

To ensure effective involvement, the team have deployed surveys (examples: Let's Talk, Let's Keep Talking, Public Participation Survey, Employee Engagement Survey), workshops, drop in sessions, community events, monitoring social media, as well as rolling out Viva Engage across our workforce. All of this activity helps us to communicate with and listen to employees, citizens and all of our internal and external partners, to understand what matters to them and what their priorities are. We have used this feedback to help the council develop, agree and implement the Corporate Plan 2024 –

					2027, including the well-being objectives and the work to achieve them.
Long term focus - The importance of balancing short-term needs with the need to safeguard the long term needs.				✔	We understand the importance of delivering now, but also planning how and what we will deliver in the future. We are reactive where we have to be, but seek to embed proactive strategies to improve future outcomes. The following are examples of how we do this across People & OD services: **Civil Protection and Preparedness** The implementation of the Emergency Preparedness Policy, along with the 3 underpinning strategies, will help to contribute to the long term well-being of the people who live, work and visit Neath Port Talbot; emergency preparedness enables individuals, communities and businesses to recover more effectively from emergencies that impact upon them. **Human Resources** The new People Analytics and HR Systems Team has been recently established to develop the use of people data analytics across the council. This will include the provision, and analysis, of comprehensive data sets for reporting purposes for all stakeholders across the Council. This data and its analysis will then provide a basis for the development of workforce planning, Succession Plans, Key Performance Indicators, Service Delivery Plans and will be reported to senior managers and Members to inform decisions to continuously improve the organisation and the services it delivers. The insights from people data will drive organisational change, as well as contributing to the development of strategies linked to employee engagement and retention, workforce well-being, and workforce and organisational performance. This will be an ongoing process and as new technologies emerge, the team will research and utilise these technologies to improve the quality and reporting of data that the Council requires. We are one of the first councils in Wales to adopt

this forward thinking approach to placing data analytics at the heart of what we do.

The Talent Management Team, funded from reserves until 2027, provides dedicated specialist support to managers across the Council in relation to recruitment activity, succession planning, career grades, job redesign and career advice. This Team work to an agreed work programme that includes 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.

Learning, Training & Development
Our Leadership Development Pathway seeks to develop the skills sets our leaders and managers need now and in the future. We have created leadership development programmes at different levels, supporting employees who are 'curious' about management and contemplating their first career move in to management, delivering an 8 week induction programme for new managers, and development programmes for existing managers, and to help them develop their leadership skills. This is supplemented by a coaching and mentoring network.

Occupational Health & Safety & Well-being
The development of management information is used to inform senior management, increase awareness of health and safety, and embed a generative safety culture that has a positive impact on employees and how seriously they take safety. Data in relation to accidents, incidents and hear misses is used for learning purposes and encourages continuous improvement. This will lead to scenarios that are anticipated and planned for in advance, fewer emergency responses as proactive management is in place and complacency is reduced because risks are continuously monitored and new ways of dealing with things are considered.

Policy & Executive Support

						The team endeavours to help the council meet the needs of the present without compromising the ability of future generations to meet their own needs, by making it easy and appealing for our residents, partners and wider stakeholders to give us feedback on our work and to contribute to decision making. The team provide advice and guidance to officers across the council when developing their Integrated Impact Assessments to ensure consideration has been given to the impact of proposed decisions on long term needs.
Prevention - How acting to prevent problems occurring or getting worse may help public bodies meet their objectives					✔	We ensure that the council has a **legally compliant framework** in place, whether that relates to employment, occupational health and safety, emergency planning, corporate policy and planning, or the provision of training to ensure our employees are safe in their practice, and safe in the workplace. Through this we seek to prevent problems escalating and in particular resulting in lengthy, time consuming and costly, litigation. The following are examples of how we shape and enable across People & OD services: **Civil Protection and Preparedness** Engagement with our workforce and communities helps the people who live, work and visit the county borough to prepare for and recover more quickly from emergencies that may affect them. **Human Resources** Strategic workforce planning at a corporate and service level helps to ensure that we have the right people, in the right place, at the right time, doing the right things. The Future of Work strategic workforce plan aims to deliver the workforce of the future. **Learning, Training & Development** The team developed the Succession Planning Toolkit, to provide our service managers with a framework to develop their own service level workforce plan. The completed plans are enabling us to identify and develop the potential future leaders and individuals required to fill

					other business-critical positions and to ensure we continue to provide high quality services to our citizens. **Occupational Health & Safety & Well-being** The teams encourage employees to support themselves to protect their long-term health and well-being, educate them with regard to occupational hazards and how to take action to minimise risk. **Policy & Executive Support** The Review of Customer Services commenced in 2023, initially focusing on the team itself, and now taking a much broader, whole council review of our approach to the customers of this council – our vision is to achieve sustained, consistent improvement in our customer service; **a strategic and pro-active approach** rather than a service that responds to complaints and failure demand.

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Actions & Measures for 2024-2025

Key Actions
These are the actions which will support the delivery of the well-being objectives and transformation programmes.

Actions	2024-2025	2025-2026	2026-2027	Responsible Officer/s	WBO 1	WBO 2	WBO 3	WBO 4	T. Prog. 1	T. Prog. 2	T. Prog. 3	T. Prog. 4	T. Prog. 5	T. Prog. 6	T. Prog. 7	T. Prog. 8	T. Prog. 9	Enabling .Prog	WBO -3 Year Aim/s	Enabling Prog. – Request for support
Delivery, monitoring and review of the Future of Work, Strategic Workforce Plan 2022 – 2027 FUTURE OF WORK STRATEGIC WORKFO[...] Delivery Plan 2024 2025.docx	☒	☒	☒	Diane Hopkins Lynne Doyle Cath Bevan Caryn Furlow-Harris	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒		
Incident Management Review: Implementation of agreed recommendations	☒	☒	☐	Emma John	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒		
Delivery, monitoring and review of exercising and training events programme for all command levels across the council and for our partner agencies	☒	☒	☒	Emma John	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒		
Delivery, monitoring and review of Business Continuity Strategy	☒	☒	☐	Emma John	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒		

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Action				Lead																		Objective	Partners
Delivery, monitoring and review of Emergency Preparedness and Resilience Strategy	⊠	⊠	☐	Emma John	☐	⊠	⊠	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	⊠			2.2 3.3	
Delivery, monitoring and review of Protective Security and Preparedness Strategy	⊠	⊠	☐	Emma John	☐	⊠	⊠	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	⊠			2.2 3.3	
Ongoing development of iTrent, to improve employee management processes, data collection and reporting.	⊠	⊠	☐	Diane Hopkins Lynne Doyle	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	⊠				Digital Services
Implementation of PowerBi to support the development of our People Analytics capability and evidence based employment strategies.	⊠	⊠	☐	Diane Hopkins	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	⊠				Digital Services
Delivery, monitoring and review of the Talent Management Forward Work Programme	⊠	⊠	⊠	Diane Hopkins	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	⊠				
Review of the HR Operating Model and development of HR Business Partnering	⊠	⊠	⊠	Diane Hopkins	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	⊠				Digital Services
Review of Sickness Policy and Processes and digitalisation of associated resources	⊠	☐	☐	Diane Hopkins	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	⊠				
Implementation of actions recommended by external Equal Pay Audit	⊠	☐	☐	Diane Hopkins	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	⊠				
Delivery, monitoring and review of an action plan to improve data collection and provision of training across the Regional Social Care Workforce Development Partnership	⊠	☐	☐	Lynne Doyle	⊠	⊠	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	⊠			1.15 2.3	

Action				Owner																		
Delivery, monitoring and review of Thinqi Learning Management System	⊠	☐	☐	Lynne Doyle	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	⊠		Digital Services
Delivery, monitoring and review of the council's internal apprenticeship programme.	⊠	⊠	☐	Lynne Doyle	☐	☐	☐	⊠	☐	☐	☐	☐	☐	☐	☐	☐	☐	⊠	4.7 4.8	
Delivery, monitoring and review of health and safety management information	⊠	☐	☐	Cath Bevan	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	⊠		
Develop a lone working solution to minimise risk	⊠	☐	☐	Cath Bevan	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	⊠		Digital Services
Review Responsible Persons in partnership with the Facilities Team	⊠	☐	☐	Cath Bevan	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	⊠		
Develop a Health and Well-being Strategy for the council	⊠	☐	☐	Cath Bevan	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	⊠		
Embed a health and safety culture through the delivery of an awareness campaign	⊠	⊠	⊠	Cath Bevan	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	⊠		
Delivery, monitoring and review of the council's Communications and Marketing function to support the development and implementation of a Communications and Marketing Strategy	⊠	☐	☐	Caryn Furlow-Harris	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	⊠		
Phase 2 review of Customer Services	⊠	☐	☐	Caryn Furlow-Harris	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	⊠		Digital Services
Development, delivery, monitoring and review of a Consultation and Engagement Strategy	☐	☐	☐	Caryn Furlow-Harris	⊠	⊠	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	⊠	2.5	

Task				Owner																
Review of the council's Corporate Performance Management Framework, implementing arrangements that ensure the council is able to demonstrate delivery of the Corporate Plan	☒	☐	☐	Caryn Furlow-Harris	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒	
Review of the council's approach to self-assessment for 2024 / 2025	☒	☐	☐	Caryn Furlow-Harris	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒	
Review of Strategic Risk Management	☒	☐	☐	Caryn Furlow-Harris	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒	
Delivery, monitoring and review of the Code of Corporate Governance	☒	☐	☐	Caryn Furlow-Harris	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒	
Conclude the review of the 3rd Sector Compact	☒	☐	☐	Caryn Furlow-Harris	☐	☒	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒	2.8
Review of the oversight arrangements that support the delivery of the council's Strategic Equality Plan 2024 – 2028	☒	☐	☐	Caryn Furlow-Harris	☐	☐	☒	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒	3.8
Develop Cost of Living / Poverty Prevention Partnership Action Plan, to deliver actions that produce tangible impact	☒	☐	☐	Caryn Furlow-Harris	☐	☒	☐	☐	☐	☐	☐	☐	☐	☐	☒	☐	☐	☐	2.2

Performance Measures

These are the measures which will support the delivery of the well-being objectives and transformation programmes.

Measures	2024-2025	2025-2026	2026-2027	Responsible Officer/s	WBO 1	WBO 2	WBO 3	WBO 4	T. Prog. 1	T. Prog. 2	T. Prog. 3	T. Prog. 4	T. Prog. 5	T. Prog. 6	T. Prog. 7	T. Prog. 8	T. Prog. 9	Enabling .Prog	WBO -3 Year Aim/s
Number of new employees joining the council	☒	☒	☒	Diane Hopkins	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒	
Employee Turnover rate	☒	☒	☒	Diane Hopkins	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒	
% of employees who leave the council whether on a voluntary or involuntary basis during the year	☒	☒	☒	Diane Hopkins	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒	
% of employees who leave the council during the year, initiated by the council	☒	☒	☒	Diane Hopkins	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒	
% of temporary employees who leave the council during the year, initiated by the council	☒	☒	☒	Diane Hopkins	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒	
% of temporary employees who leave the council during the year, initiated by the employee	☒	☒	☒	Diane Hopkins	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒	
% of permanent employees who leave the council during the year, initiated by the council	☒	☒	☒	Diane Hopkins	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒	
% of permanent employees who leave the council during the year, initiated by the employee	☒	☒	☒	Diane Hopkins	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒	

![Delivery Plan 2024-2027 header with Neath Port Talbot Council logo]

Measure				Owner															
Number of employees (excluding teachers) on formal recognised apprenticeship schemes	☒	☒	☒	Lynne Doyle	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒
% of employees that agree / strongly agree that they are proud to tell people they work for NPT Council (annual employee engagement survey)	☒	☒	☒	Caryn Furlow-Harris	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒
% of employees that would agree / strongly agree that they will recommend NPT Council as a great place to work (annual employee engagement survey)	☒	☒	☒	Caryn Furlow-Harris	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒
Number of Mental Health First Aid Champions across the Authority	☒	☒	☒	Cath Bevan	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒
Number of Accidents/Incidents reported annually	☒	☒	☒	Cath Bevan	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒
Number of lost time Accidents reported annually	☒	☒	☒	Cath Bevan	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒
% of accountable managers who have an up-to-date Business Continuity Plan in place (a plan reviewed / updated within the last 12 month period)	☒	☒	☒	Emma John	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒
% of employees who have completed mandatory training courses (cumulative as at 'end of period')*	☒	☒	☒	Lynne Doyle	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒
Number of employees who self-report as fluent or fairly fluent welsh speaker / writer.	☒	☒	☒	Diane Hopkins	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒
Number of employees who self-report as fluent or fairly fluent welsh speaker.	☒	☒	☒	Diane Hopkins	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒

Measure				Lead															
Number of employees who self-report as a welsh learner.	☒	☒	☒	Diane Hopkins	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒	
Number of employees who self-report as little or no knowledge of the welsh language	☒	☒	☒	Diane Hopkins	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒	
Number of employees who prefer not to say or have not reported their welsh language status	☒	☒	☒	Diane Hopkins	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒	
Number of Welsh Language Complaints received by the council via the Welsh Language Commissioner	☒	☒	☒	Caryn Furlow-Harris	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒	
Reduced the average time (seconds) to answer calls in welsh	☒	☒	☒	Caryn Furlow-Harris	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒	
Reduced the average time (seconds) to answer calls in english	☒	☒	☒	Caryn Furlow-Harris	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☒	

Risk Register

Risk Title	Date From	Date to	Risk rating	
			Original	Latest
Risk 1: If business critical post holders resign suddenly or are unable to attend work due to sickness and ill health this will result in capacity issues and prevent or delay achievement of priority actions	**1st April 2024**	**31st March 2027**	**5**	**2**
Risk action 1: Each Accountable Manager to complete the Succession Planning Toolkit to plan how business critical posts can be filled through development actions, and also to engage and motivate employees through planning their career development in line with personal aspirations. Review on an annual basis.			N/a	N/a
Risk action 2: Head of Service / Accountable Managers / Managers to hold regular 1:1 sessions and team meetings as a key measure in informing, involving, engaging, motivating and feedback to employees across our service.			N/a	N/a
Risk action 3: Employees empowered to work flexibly within the parameters of the Hybrid Framework as discussed with their Accountable Manager, and taking into account the needs of the service, improving work life balance, morale, well-being and employee engagement and motivation.			N/a	N/a
Risk 2: If the work of the Future of Work Team and the Talent Management Team is not embedded within 'business as usual' resources, priority work streams will cease when funding comes to an end; risks further exacerbated by potential reduction in budget and further strain on resources.	**1st April 2024**	**31st March 2027**	**6**	**3**
Risk action 1: Review operating models across the service.			N/a	N/a
Risk Action 2: Demand analysis to identify priorities for service efficiencies			N/a	N/a
Risk Action 3: Process mapping to reduce wasted demand			N/a	N/a
Risk action 4: Digitalisation of services wherever this is possible including development of Chat bots and Robotics Process Automate (RPA).			N/a	N/a
Risk 3: If demands for services outstrip capacity within the teams, this will prevent or delay achievement of priority actions.	**1st April 2024**	**31st March 2027**	**6**	**3**

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Risk action 1: Clear engagement, involvement and consultation with managers across the council in relation to delivery plans			N/a	N/a
Risk action 2: Head of Service / Accountable Managers / Managers to hold regular 1:1 sessions and team meetings as a key measure in monitoring workloads.			N/a	N/a
Risk action 3: Accountable Manager / Managers / employees to conduct process efficiency reviews to find alternative methods of service delivery that can release capacity across our teams.			N/a	N/a
Risk 4: If employees are not appropriately qualified, skilled, knowledgeable and experienced this will result in failure to deliver priority actions competently.	**1st April 2024**	**31st March 2027**	**6**	**3**
Risk action 1: Each Accountable Manager to complete the Succession Planning Toolkit to plan how business critical posts can be filled through development actions, and also to engage and motivate employees through planning their career development in line with personal aspirations. Review on an annual basis.			N/a	N/a
Rick 5: If the service overspends this could have an adverse impact on the councils overall financial well-being.	**1st April 2024**	**31st March 2027**	**5**	**2**
Risk action 1: Head of Service / Accountable Managers to meet regularly with our Management Accountant to ensure good awareness of the budget and current expenditure, taking action as necessary.			N/a	N/a
Risk 6: If the budget for the service is reduced, this may lead to reduced capacity across the service, preventing or delaying achievement of priority actions	**1st April 2024**	**31st March 2027**	**6**	**3**
Risk action 1: Review operating models across the service.			N/a	N/a
Risk Action 2: Demand analysis to identify priorities for service efficiencies			N/a	N/a
Risk Action 3: Process mapping to reduce wasted demand			N/a	N/a
Risk action 4: Digitalisation of services wherever this is possible including development of Chat bots and RPA.			N/a	N/a
Risk 7: If there is a lack of engagement and compliance with business continuity planning and other emergency planning and preparedness strategies, the council may not be compliant with its obligations under the Civil Contingencies Act 2004	**1st April 2024**	**31st March 2027**	**6**	**3**

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Risk action 1: Develop an exercising and training events programme for senior officers			N/a	N/a
Risk action 2: Provision of good quality management information to raise awareness in relation to compliance.			N/a	N/a
Risk action 3: Engagement with Directorate management teams to raise awareness and increase knowledge			N/a	N/a
Risk 8: If the council fails to comply with the requirements of the Health and Safety at Work Act 1974 this may result in adverse incidents or accidents; the council may be in breach of its statutory responsibilities leading to litigation and reputational damage.	1st April 2024	31st March 2027	6	3
Risk action 1: Embed a health and safety culture by improving the management of Occupational Health, Safety and Well-being through the provision of good quality Health and Safety data and information.			N/a	N/a
Risk action 2: Provide clear policy and procedures that are easy to follow.			N/a	N/a
Risk action 3: Ensure regular formal and informal dialogue with managers and trade unions, engaging with them in relation to the value of good health and safety practice.			N/a	N/a
Risk 9: If managers fail to engage with employment resources, guidance, advice and support, this may result in breaches of employment policy and legislation, leading to increases in time consuming grievances and costly employment litigation	1st April 2024	31st March 2027	6	3
Risk action 1: HR involvement in employee induction / Manager induction / Leadership development programmes to raise awareness of key employment policies and practice.			N/a	N/a
Risk action 2: The provision of the Leadership Development Pathway, developing the competency and confidence of our managers and leaders.			N/a	N/a
Risk action 3: Provision of good quality employment advice and guidance using a range of tools and channels.			N/a	N/a
Risk 10: If managers fail to engage with corporate policy and planning development, planning and policy will be ineffective and could lead to statutory duties not being met.	1st April 2024	31st March 2027	6	3
Risk action 1: Early engagement with management teams.			N/a	N/a
Risk action 2: Clear and accessible processes to enable managers to provide timely information as required.			N/a	N/a

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Risk 11: If managers fail to engage with mandatory training programmes, employees will not receive the mandatory training required, leading to breaches of statutory requirements, and knowledge and skill gaps in our workforce.	**1st April 2024**	**31st March 2027**	**6**	**3**
Risk action 1: Implementation of better Learning Management System, so that training is more easily accessible.			N/a	N/a
Risk action 2: Provision of regular management information to increase awareness and encourage compliance.			N/a	N/a
Risk 12: If personal/ sensitive information is unlawfully disclosed THEN there will be major financial penalty and loss of public confidence.	**1st April 2024**	**31st March 2027**	**6**	**3**
Risk action 1: Continued training and refresher training for employees across the service in relation to Data Protection responsibilities			N/a	N/a

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