

**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**

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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.

<b>STEPS</b>	<b>SUCCESSION PLAN – ACTIONS YOU WILL IMPLEMENT</b>
<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.