

Neath Port Talbot County Borough Council

Workforce Plan 2018 – 2022

Update December 2019

Workforce Priority One: Working in Partnership to Re-shape our Services			
Action	What will be the outcome?	How will we demonstrate progress	Current position
To strategically manage changes in staffing number to support the Forward Financial Plan in partnership with the trade unions.	Employee headcount will change in line with service priorities, with the Council's continued commitment to safeguard employment to the maximum extent possible; compulsory redundancy being the last resort.	The number of compulsory redundancies, measures alongside alternative actions.	2018 / 2019 data: Compulsory redundancy = 9 Voluntary redundancy = 81 Successful redeployment = 80
To develop the skills that managers need to contribute to the Corporate Change Programme, and to explore new models of service, changing the way we work with communities and build social capital.	An organisational development programme that will equip staff at all levels with the knowledge, skills and confidence to work with communities in a different way, embracing the asset based community development model and being able to exploit new opportunities for income generation.	Heads of Service to produce annual Succession Plans, identifying the key skills employees have that can be matched to council priorities, the service specific skills gaps and other key workforce challenges, to inform the development of the organisational development programme.	A Succession Planning Toolkit has been developed, piloted, and launched in Autumn 2019. A Digital Leadership Programme has been developed in partnership with SOCITM and a pilot delivered to the Digital Transformation Group in May. Two cohorts of 20 managers have now completed this programme and further cohorts are planned for 2020. The programme has been developed to help our managers to lead the programme of change needed to support

Workforce Priority One: Working in Partnership to Re-shape our Services			
Action	What will be the outcome?	How will we demonstrate progress	Current position
			the implementation of the Council's Smart & Connected Strategy.
To support the workforce actions needed to implement an Agile Working Strategy.	Effectively managed and implemented change to how we work.	The successful roll out of agile working, to be determined by the Agile Working Strategy	A pilot agile working project in Environmental Health & Trading Standards, has informed the development of an Agile Working Policy, and provided useful lessons learnt for the senior team particularly in relation to the management of change that will be necessary to achieve good outcomes. The Agile Working Strategy is being developed by the Head of Property and Regeneration with the support of ICT and HR. The Digital Leadership Programme referred to above also supports this workforce priority.

Workforce Priority Two: Managing Performance and Building Capacity			
Action	What will be the outcome?	How will we demonstrate progress	Current position
To strengthen the Council's Performance Management Framework.	Every employee will have a performance appraisal on an annual basis.	% of employees who receive a performance appraisal (to be reported at year end 2019 / 20).	<p>The documentation that supports the Council's Performance Management Framework, the Performance Appraisal Policy, the Corporate Supervision template and the Induction 'checklist' have been reviewed in line with the Council's commitment to the Time to Change Wales Employer Pledge, providing a focus on supporting employee well-being and mental health as a key part of the performance management discussion.</p> <p>A training programme has been developed and is provided bi-annually to line managers as part of the HR Line Management Development training offer. The aim is to equip our managers to manage performance effectively and empathetically.</p> <p>The Learning, Training & Development Programme also features a suite of training aimed at line managers that will support their management of performance. 'Dealing with Difficult Situations and Having a Courageous Conversation' and 'Leading the Team Effectively' are just two examples of short courses that our managers have access to.</p>

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			Heads of Service will be required to report by year end in 2019 / 20 in relation to the % of appraisal carried out within their service area.
To maximise employee attendance at work.	Improved attendance at work and reduced sickness absence.	FTE days lost.	<p>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 7th place in the benchmarking table and with average absence lower than the Welsh average.</p> <p>However, Quarter 2 data for 2019 / 2020, compared with the same period last year, shows a 16% increase in days lost to sickness absence.</p> <p>The following actions have been taken to address sickness absence:</p> <ul style="list-style-type: none"> ➤ Line manager training is provided on a regular bi-annual basis as part of the HR Line Management Development training offer. ➤ Three posts have been established within the HR team dedicated to supporting managers managing

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			<p>sickness absence (one funded by schools). These posts support early intervention actions and effective communication between line managers and employees.</p> <ul style="list-style-type: none"> ➤ Workforce data reports are being developed for presentation at each Personnel Committee and sickness absence data is provided as part of this to encourage scrutiny and raise the profile of this important aspect of line management. ➤ The number one reason for sickness absence has been Stress and Mental Health related absence for a number of years. The Council has signed up to the Time to Change Wales Employer (TTCW) Pledge to signal its commitment to supporting employee well-being and mental health. The TTCW Action Plan contains a number of actions aimed at both raising awareness of mental health and reducing stigma as well as importantly, providing support for managers and all employees.

Workforce Priority Two: Managing Performance and Building Capacity			
Action	What will be the outcome?	How will we demonstrate progress	Current position
Develop approaches to support greater mobility of staff between services.	Fit for purpose Employee Secondment Policy and Procedure.	Implementation of fit for purpose arrangements.	This will be developed in 2020 / 2021.
	Fit for purpose redeployment processes to support employees at risk of redundancy.	Implementation of fit for purpose arrangements.	Arrangements were reviewed this year, and the process continues to be effective, supporting the redeployment of 80 employees in 2018 / 19.

Workforce Priority Three: Leadership, Succession Planning and Development Future Skills			
Action	What will be the outcome?	How will we demonstrate progress	Current position
To ensure the Council has robust succession planning arrangements in place.	Each service of the Council has considered its succession planning arrangements and has an action plan in place to ensure future leadership and skills.	Each service will report that it has an up-to-date succession plan in place.	<p>The Succession Planning Toolkit was developed, piloted and launched in Autumn 2019. Heads of Service will be required to report at year end 2019 / 20 on the development of their succession plans via CPMS.</p> <p>A number of Corporate events to support succession planning have taken place in 2019:</p> <ul style="list-style-type: none"> ➤ Mentoring support for newly appointed Chief Officers ➤ Aspiring Corporate Directors (SOLACE) ➤ Aspiring Heads of Services (SOLACE) ➤ The Digital Leadership Programme ➤ The Senior Leadership Experience with Academi Wales ➤ APSE “Developing Political Awareness and Sensitivity” ➤ APSE “Supervisory Skills for Team Leaders in Frontline Services ➤ The Learning, Training & Development Programme for 2019 / 2020 (suite of leadership and management training) <p>Further events are planned for 2020.</p>

Workforce Priority Three: Leadership, Succession Planning and Development Future Skills			
Action	What will be the outcome?	How will we demonstrate progress	Current position
To develop our leaders.	Strengthened leadership and management arrangements.	Delivery of a Leadership Development programme.	<p>Refer to information provided above in relation to succession planning events and the Digital Leadership Development Programme.</p> <p>In partnership with ACAS, the HR team lead on a programme to improve the quality of decision making in disciplinary processes, focusing on those with responsibility for investigations and hearings. This will reduce the litigation risks associated with this area of employment.</p>
To support young people leaving full-time education to enter employment.	The provision of work placement, apprenticeships and trainee opportunities for young people within the Council's workforce, in particular providing opportunities for Looked After Children.	The number of apprenticeship, traineeship and work placement opportunities made available within the Council.	We made good progress in 2018 / 19. A total of 120 apprenticeship, traineeship and work placement opportunities were made available within the Council, exceeding the target 83 and an improvement on last year's performance of 86.
To develop the digital skills of the workforce in partnership with the trade unions.	Employees will have the digital skills they need to do their jobs effectively.	The delivery of a Workforce Digital Skills Strategy.	In 2019, we have focused on putting in place the foundations, developing and delivering the Digital Leadership Programme, to ensure our line managers are equipped to deliver successful digital change, and the development and delivery of the Succession Planning Toolkit, to help our senior teams determine the future skills

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			<p>needed and develop a plan of action to deliver these skills.</p> <p>Basic digital skills training has been prioritised for the Domiciliary Care workforce to support mandatory on line registration requirements in 2020. 100% of the NPT workforce is now prepared for this registration.</p> <p>The pilot of robotics within the HR team has led to the development of skills and experience in utilising the Blue Prism technology that underpins this innovation, and will help inform and support the roll out of robotics across the Council.</p>
To develop the Social Care Workforce of Neath Port Talbot	Employees will receive training and development in line with the Social Care Wales Workforce Development Plan (SCWWDP).	The SCWWDP Grant Annual Monitoring Report.	The grant requirements ensure that there is a plan, delivery and monitoring of social care workforce development, including statutory qualifications. Of the 11,177 learning, training and development events supported by the Council's LT&D team, 8,195 were delivered to the Council's SSHH workforce, and 2,982 provided to the County Borough's wider social care workforce including independent, private and voluntary sector providers.

Workforce Priority Four: The Engagement, Well-being and Safety of our Workforce			
Action	What will be the outcome?	How will we demonstrate progress?	Current position
To ensure that the Council demonstrates sound occupational health and safety performance, including the minimisation of risks associated with occupational hazards.	Sound occupational health and safety performance.	Through a regular programme of health & safety audits.	<p>Until October 2019, the Council sought conformity to the British Standard Occupational Health & Safety Assessment Series 18001, the internationally applied British Standard for occupational health and safety management systems. The Council was audited under this regime in August 2019, and satisfied inspectors to meet continued registration requirements.</p> <p>However, changes to the standard which are due to come into effect in 2020 have resulted in it no longer having the same relevance to local government health and safety practices. The accreditation will be replaced with a system of cross auditing within the Health and Safety Team.</p> <p>The priority schedule for cross auditing for 2020 will be developed with the Corporate Director Group with reporting to Heads of Service.</p>
To develop an Employee Engagement Strategy in partnership with the Corporate Communication Team and our trade unions.	A strategy to implement and measure actions to improve employee engagement across services.	Deliver of an Employee Engagement Strategy, in conjunction with the Corporate Communication and Community Relations Strategy.	In 2018 / 19 the focus of employee engagement has been in relation to Gender Equality, working in partnership with Chwarae Teg. A Gender Equality Survey was developed issued to all employees (with the exception of Schools) in June 2019. The feedback from this survey has led to the

Workforce Priority Four: The Engagement, Well-being and Safety of our Workforce			
Action	What will be the outcome?	How will we demonstrate progress?	Current position
			<p>Council being awarded the Silver Award in Gender Diversity by Chwarae Teg, an indication that the Council is recognised for its commitment to Gender Diversity. The feedback has also been used to develop a Gender Diversity Action Plan, with specific actions to address the Council's Gender Pay Gap.</p> <p>In 2020 / 2021 wider work in relation to employee engagement will be developed with the Corporate Communication Team and our trade unions.</p>
To comply with the obligations of the Civil Contingencies Act 2004.	Every service will implement Business Continuity Planning arrangements across the Council.	Every service will report that it has an appropriate fit-for-purpose and up-to-date Business Continuity Plan in place, that has been communicated to all relevant employees and is tested on a regular basis.	<p>In 2019, the Emergency Planning team provided briefings for Heads of Service and their accountable managers on the BCP process and supported the development of BCPs across the Council. Each Directorate has now engaged with the BCP programme and plans are either in place or in development.</p> <p>In 2020, the EPT will focus the testing of plans and ensuring that those employees with key roles in major incident planning have the appropriate skills and training (e.g. Directors on the 'Gold Command' rota to have completed the Gold Command training course provided by WG.</p>

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Action	What will be the outcome?	How will we demonstrate progress?	Current position
To support the implementation of our local, joint Violence Against Women, Domestic Abuse and Sexual Violence Strategy.	Our Employees will be trained to spot the signs of violence and to know how to refer people to support services.	% Council staff trained at each level of the National Training Framework.	By March 2019, 59% of the Council's workforce had received either on line or face to face training in relation to VAWDASV.
To promote well-being through the workplace.	The development of a Mental Health in the Workplace Strategy in partnership with the trade unions, and a strategic approach to supporting the mental health of employees, with actions aimed at reducing sickness absence caused by mental health illness.	Delivery of a Mental Health Strategy.	The Council has determined that its strategy will be delivered via the Time to Change Wales Employer Pledge Scheme. An action plan has been developed in partnership with trade unions and endorsed at the highest level of the organisation. It was formally launched in partnership with Time to Change Wales at Staff Council in September 2019, and the Action Plan will be presented to and monitored by Personnel Committee.
	To raise awareness about the Menopause in partnership with the trade unions.	Employees will have greater awareness of how women in the workplace may be affected by the Menopause and know how to refer people to support services.	A suite of guidance and advice documents is available on the intranet. In November 2019 a Menopause Drop in Session was piloted as a joint initiative between HR and Occupational Health and as a result of positive feedback, this will become a regular offer in 2020.
	Improved customer access to occupational health services,	Successful roll out of the OuCH database across the	The OuCH occupational health database has been implemented across the Council.

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	with the implementation of a digital system to manage referrals and all other aspects of employee occupational health, improving efficiency, and access to timely and appropriate medical guidance and advice to support the management of employee health in the workplace.	Council and feedback from users of the service.	Managers can now refer and access all occupational data relating to the employees within their relevant services. In 2020 a user survey will be used to evaluate the success of implementation.

Workforce Priority Five: Promoting Equality and Embracing Diversity			
Action	What will be the outcome?	How will we demonstrate progress?	Current position
<p>The Council will ensure that our recruitment processes promote fairness, equality and inclusion.</p>	<p>Our recruiting managers will be aware of their responsibilities under the Equality Act 2010 in relation to making reasonable adjustments, at interview and when considering the best applicant for the post, ensuring a fair and transparent process.</p>	<p>We will monitor training for recruiting managers, to ensure those with responsibility for recruitment are equipped to do so in a way that is fair and transparent. We will also monitor complaints in relation to recruitment to determine any emerging patterns that require action and intervention.</p>	<p>In 2018 / 19 29 managers received training in relation to recruitment, 100% feeding back that their knowledge had increased as a result of the training.</p> <p>No complaints were received in 2018 / 19 in relation to recruitment.</p> <p>Guidance has been developed in partnership with the trade unions, to help line managers consider and agree reasonable adjustments. This guidance will be implemented in 2020, with the support of Corporate Communications colleagues to ensure that it reaches all part of our organisation.</p> <p>Our Gender Diversity Action Plan contains specific actions in relation to recruitment, and these will be progressed in 2020.</p>

Workforce Priority Five: Promoting Equality and Embracing Diversity			
Action	What will be the outcome?	How will we demonstrate progress?	Current position
	The Council will achieve The Disability Confident Employer Status (Level 2)	<p>The aims of the Scheme are to:-</p> <ul style="list-style-type: none"> ➤ 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. 	Level 2 was achieved in August 2017 and maintained at re-assessment in August 2019. The Council can use the 'Disability Confident Employer' badge in recruitment.
	NPT's BME community will be engaged and supported to increase employment opportunities both within the Council and the wider County borough.	To increase the diversity of the Council's workforce, to reflect the community we serve.	A strategy will be developed in 2020, in partnership with the trade unions and in consultation with the Council's BAME forum.
To develop a strategy to close the Council's	The Council will understand the reasons for our gender pay gap	In 2018 / 19 the Council will publish its % median gender	In 2017/18 the Council reported a gender pay gap of 4.17%. In 2018 / 19 the Council

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Gender Pay Gap.	and will have identified actions to close the pay gap.	pay gap.	<p>reported a gender pay gap of 3.93%.</p> <p>In 2019, the Council has worked with Chwarae Teg, as a member of their Fair Play Employer Scheme. Chwarae Teg carried out a gender diversity audit of the Council's policies and practices, and a gender diversity survey of employees. As a result of this audit, the Council was awarded the Silver Award for Gender Diversity, which confirms the Council's commitment to gender diversity in the workplace. The feedback report sets out positive feedback for the Council in relation to its employment practices, as well as areas for improvement. This has led to the development of a Gender Diversity Action Plan, which includes actions to close the Council's gender pay gap.</p>												
Implementation of Welsh Language Standards in relation to recruitment and employment.	The Welsh language is treated no less favourably than the English language in relation to vacant posts advertised and recruited to.	<p>Number of posts advertised and assessed as:</p> <p>(a) Welsh language skills are essential;</p> <p>(b) Welsh language skills need to be learnt when appointed to the post;</p> <p>(c) Welsh language skills are desirable; or</p>	<table border="1"> <thead> <tr> <th></th> <th><u>2017 / 18</u></th> <th><u>2018 / 19</u></th> </tr> </thead> <tbody> <tr> <td>(a) Welsh language skills are essential;</td> <td>15</td> <td>29</td> </tr> <tr> <td>(b) Welsh language skills need to be learnt when appointed to the post;</td> <td>0</td> <td>0</td> </tr> <tr> <td>(c) Welsh language skills are desirable; or</td> <td>79</td> <td>189</td> </tr> </tbody> </table>		<u>2017 / 18</u>	<u>2018 / 19</u>	(a) Welsh language skills are essential;	15	29	(b) Welsh language skills need to be learnt when appointed to the post;	0	0	(c) Welsh language skills are desirable; or	79	189
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Workforce Priority Five: Promoting Equality and Embracing Diversity			
Action	What will be the outcome?	How will we demonstrate progress?	Current position
		(d) Welsh language skills are not necessary.	313
	Improved Welsh language capability and confidence within the workforce.	Number of employees who have accessed Welsh language learning, training and development.	487
			2017 / 18 63
			2018 / 19 46
To support obligations set out in the Strategic Equality Plan (SEP).	Employees will be aware of their obligations under the SEP and will have training and development to support this, appropriate to their role.	Number of employees who have accessed equalities training.	The following training courses were provided in 2018 / 19 with attendance figures in brackets: Equalities in the Workplace (45) Hate Crime (6) Wales Victim Response Pathway Procedures for Human Trafficking & Modern Slavery (9) An Introduction to Transgender Issues (25) Understanding and Responding to Human Trafficking (9)