

CABINET POLICY & RESOURCES SUB-COMMITTEE

17TH OCTOBER 2023

REPORT OF THE HEAD OF PEOPLE & ORGANISATIONAL DEVELOPMENT

Succession Planning Update

Purpose of Report

To provide members with information in relation to succession planning activity in the context of the council's Strategic Workforce Plan – the Future of Work Strategy.

Background information: Strategic Workforce Plan – Future of Work Strategy

Members will receive a presentation at committee providing an overview of the Council's Strategic Workforce Plan, the Future of Work Strategy 2022 – 2027.

This is the link to plan on the council's sharepoint:

[The Future of Work Strategy - Strategic Workforce Plan 2022-2027 \(sharepoint.com\)](#)

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

The plan was very much co-produced with the council's Corporate Management Group, and developed over a number of months during which we listened to what's important to our employees and managers at every level as well as our trade union partners. We also worked with Audit Wales and the Chartered Institute of Personnel and Development (CIPD) to ensure our people practices are the best they can be. A consultation in relation to the plan was launched in August 2022, and all employees

were encouraged to provide feedback. Face to face consultation also took place with our recognised trade unions across the council. Corporate Directors approved the plan at their meeting of 12th October 2022 for presentation and approval by Personnel Committee on 24th October 2022.

The plan describes our key workforce priorities and includes a 12 month delivery plan. The plan will be reviewed by 31st March 2024 to ensure that the priorities remain fit for purpose and a further 12 month delivery plan will be developed for 2024 / 25. This will of course be carried out with input from the Corporate Management Group and all of our stakeholders, including managers, employees, trade unions and external partners.

Succession planning

Succession planning is a key workforce planning activity, and is a process for identifying business critical jobs and developing an action plan to deliver future incumbent post-holders. The council has adopted a strategic approach to succession planning that takes place at both a corporate level (via the strategic workforce plan) and operational service level (via the succession planning toolkit). The strategies that support succession planning will range from line manager / service led actions such as ensuring regular supervision and performance management takes place, ensuring training plans are in place and up to date, ensuring a development and learning culture is encouraged, etc, to wide ranging corporate strategies, for example to develop leadership across the council, to recruit and retain the best quality staff and to be an employer of choice.

A comprehensive **Succession Planning Toolkit** was developed and agreed prior to the pandemic. As with all services, priorities changed as we grappled with the challenges associated with COVID-19, and as such, work on succession planning was suspended. The link to view the toolkit on sharepoint is provided below:

[Succession Planning Toolkit.doc \(sharepoint.com\)](#)

The Delivery Plan appended to the Strategic Workforce Plan sets out that we will “embed operational service level workforce planning, via the Succession Planning Toolkit”. The outcome is described as “our Heads of Service and Accountable Managers will have the knowledge and skill set to develop a succession plan for each service, in order to identify and

develop the potential future leaders and individuals required to fill other business-critical positions within the Council to ensure we continue to provide high quality services to our citizens”.

The presentation to members at committee will provide an overview of the succession planning toolkit, the actions we have taken to embed succession planning activity and actions flowing from this activity.

Financial Impacts:

Staffing costs account for 48.6% or £61 million of gross expenditure (as at September 2023).

Integrated impact assessment:

A full impact is not required as this report is for information only.

Valleys Communities Impacts:

No Impact.

Workforce Impacts:

Workforce planning at both a strategic and operational level will help ensure the council delivers its aim of having the right number of people with the rights skills and attitudes in place at the right time to deliver council services and functions.

Legal Impacts:

No impact.

Risk Management Impacts:

The Strategic Workforce Plan and the Succession Planning Toolkit both seek to reduce workforce risks associated with recruitment and retention by ensuring actions are in place to mitigate against these risks.

Crime and Disorder Impacts

No impact.

Counter Terrorism Impacts

No impact

Consultation:

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

Recommendations:

It is **RECOMMENDED** that this report is NOTED.

FOR INFORMATION**Appendices:**

None.

List of background papers:

The Strategic Workforce Plan: The Future of Work Strategy
The Succession Planning Toolkit

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