

**DELIVERY PLAN 2024 / 2025**

This plan sets out what we intend to achieve by 31<sup>st</sup> March 2025. The Strategic Workforce Plan will be reviewed annually and the delivery plan will be updated to ensure that actions remain focussed and relevant. Throughout the year, this delivery plan will be monitored via OD Project Board to measure progress and determine whether or not each programme is having the intended impact on the delivery of the Corporate Plan and council priorities.

**A key priority for us in 2024 / 2025 will be to develop our approach to evaluating the impact of our employment strategy and the actions that we have taken to deliver it.**

**Workforce Priority: Resourcing Team Neath Port Talbot**

<b>Action</b>	<b>What will be the outcome?</b>
Establish a Talent Management Team for a period of 3 years to support our services with succession planning, talent management and career development	The development of a comprehensive Talent Management Strategy aligned to the council’s well-being objectives, liaising with key stakeholders across the council, using evidence from completed succession plans and Divisional Plans. The strategy will bring together succession planning, recruitment, selection and onboarding activities, with talent planning, development, deployment and retention.
The Recruitment Taskforce will continue to support the council’s recruitment strategy led by the Talent Management Team.	The Taskforce brings together key stakeholders and partner agencies with the aim of working together to develop recruitment strategies; to fill vacant posts across Neath Port Talbot with suitably qualified and experienced people and to do so at pace; to develop longer term actions to support succession planning activity across the council.
To develop and establish a Volunteering Policy for the council, establishing principles for the safe and appropriate deployment of volunteers across council services.	<ul style="list-style-type: none"> <li>• The provision of additional and appropriate volunteer support for services that can benefit from this, recognising the time, energy and skills that volunteers can offer us.</li> </ul>

Action	What will be the outcome?
	<ul style="list-style-type: none"> <li>• A framework for volunteering that encourages and enables, rather than limits, the appropriate involvement of volunteers.</li> <li>• NB: Volunteers will not perform or displace work that is presently being performed by NPT employees.</li> </ul>
We will review contractual notice periods, in partnership with the joint trade unions to ensure that contractual arrangements are fit for purpose and do not have an adverse impact on service delivery.	Arrangements that are appropriate, proportionate, and balance the attractiveness of our employment offer with service delivery needs.

**Workforce Priority: Developing and Retaining Talent**

Action	What will be the outcome?
Embed operational service level workforce planning, via the Succession Planning Toolkit, providing ongoing support to managers to develop their succession plans and review business critical posts using the updated toolkit.	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.
We will establish ‘Manager Drop In Sessions’, where managers can access support in a ‘one stop shop’ approach and develop online toolkits to support managers where they need it most, via the Viva Engage Leading and Managing Team NPT Community	We will develop confident, capable and compassionate managers and equip them to not only line manage, but also to engage and motivate their employees.
Continue to support the Corporate Director Group to drive the review of the council’s organisational design to enable us to do the work necessary to effectively and efficiently achieve our business strategy, (Corporate Plan) while delivering high quality customer and employee experience.	<p>Leadership and management capacity and capability to deliver the priorities set out in the Corporate Plan.</p> <p>Ensure clarity of roles at every level of management.</p>

Action	What will be the outcome?
	<p>Enable Corporate Directors / Heads of Service to drive the future strategic direction of the Council and empower decision making on day to day business activities at Accountable Manager level.</p> <p>Facilitate the development of a one council approach and strengthen governance arrangements.</p>
<p>The development of a strategic approach to how we develop Chief Officers and senior leaders that enables them to demonstrate the key competencies required of them in their role. This will be led by the Director of Education, Leisure and Lifelong Learning and supported by a working group bringing together appropriate officers from across the council.</p>	<p>A strategy that sets out how the council will develop our senior leaders to be capable, confident, competent and compassionate.</p>
<p>Review the council's Market Pay Scheme which enables the Council to establish competitive rates of pay for specific posts which do not attract a basic rate of pay which is sufficient to recruit and/or retain the number and quality of postholders required.</p>	<p>The Scheme must support the council's recruitment and retention strategy whilst at the same time upholding the integrity of the council's equality proofed pay and grading structure. Good governance arrangements will ensure that decision making is consistent across the council, based on robust evidence and appropriate scrutiny arrangements are in place.</p>
<p>The development of Job Evaluation Resources and Toolkit.</p>	<p>Job Evaluation Scheme processes that are accessible and easy to navigate; managers who have the confidence and capability to advise employees on scheme arrangements appropriately.</p>

**Workforce Priority: Employer of Choice – Employee Experience and Engagement**

Action	What will be the outcome?
<p>Development of an Employee Engagement &amp; Communication Strategy: this year we will continue to develop Viva Engage and NPT Connect as the council's primary communication platform and ensure that we are using this new workplace tool effectively, as well as delivering the first Annual Employee Engagement Survey to help inform our strategic approach.</p>	<p>More effective arrangements for our internal communications and Engagement Activities.</p> <p>Better retention of employees who are more informed, happier, more fulfilled and more motivated.</p> <p>Employees are involved and engaged through effective internal communications and engagement activities that are accessible, timely, targeted, on brand, and offers dialogue , so that they are well placed to represent and champion the council in their local communities.</p>
<p>We will develop an effective communication cascade strategy.</p>	<p>Effective cascading of information from senior management levels to employees at operational delivery level.</p>
<p>Employees are involved in the co-production of our employment framework.</p>	<p>Employees surveys, focus groups and other engagement methods to involve employees and key stakeholders in the development of the Future of Work Framework, leading to an employment framework that is fit for purpose and a workforce that is engaged and motivated.</p>
<p>Following implementation of the Employee Assistance Programme which offers every employee in the council access to confidential counselling services as well as a range of other benefits including holistic health and well-being support, a review to assess the impact of the programme.</p>	<p>Improved employee retention, better employee engagement and motivation, reduced sickness absence, improved employee well-being.</p>
<p>The development of how we collate, analyse and report our workforce information, procuring and implementing new technology.</p>	<p>The ability to analyse workforce trends and predict future trends, to support effective decision making, employment strategy and policy decision making.</p>

**Workforce Priority: Developing The Future of Work**

Action	What will be the outcome?
An independent external review of the Hybrid Working Framework.	An understanding of the effectiveness of hybrid working arrangements in the council; is it meeting the needs of the council, the different services across the council and the teams and employees within it.
Embed skills to line manage and lead in a hybrid world.	Confident and capable managers who are able to effectively manage the changes in working practices required, developing their teams in a hybrid world.
Establish a working group to consider how we can introduce more choice and flexibility for all our employees including those whose jobs do not lend themselves to a high level of mobility or agility in terms of location of delivery.	A more inclusive workplace where all employees feel valued and motivated and do not feel that they are overlooked in our strategic and operational approaches.
Confirmation of new working arrangements.	All employees will be able to access information about their individual contractual working arrangement via the iTrent Employee Self Service system.
Reduce unnecessary bureaucracy in employment policies and processes, which are also less prescriptive.	Managers feel more empowered to make the decisions that are right for their services. Policies are more accessible and processes are more efficient.
Review of policies and employment processes to ensure that they remain fit for purpose in a hybrid world of work: In 2024 / 2025 we will focus on a holistic review of the Maximising Attendance at Work Policy in partnership with trade unions, managers and employees.	Clear and concise policy arrangements that both support our employees and ensure that attendance at work is maximised. Managers who can manage absence confidently, competently and compassionately.

**Workforce Priority: Skills Development**

Action	What will be the outcome?
<p>Continue to embed the on-site Corporate Induction Day arrangements.</p>	<p>New employees will understand:</p> <ul style="list-style-type: none"> <li>• What the <b>Corporate Plan</b> trying to achieve, and where they fit into the “<i>big picture</i>”?</li> <li>• What they do on a daily basis to enact the Council’s <b>purpose</b></li> <li>• How they can embody the Authority’s <b>values</b> and <b>behaviours</b></li> </ul>
<p>The delivery of the <b>Leadership Development Pathway</b>. This outlines opportunities for development from the point of induction. The comprehensive programme draws on ILM qualifications - considered the de facto standard in terms of leadership &amp; management qualifications, designed in line with <b>National Occupational Standards</b>. In completing any of the qualifications from Levels 2 to 5, participants will also achieve a NVQ qualification at the same level. We are also offering level 7, aimed at our most senior managers and leaders. To supplement the pathway, we will also be delivering:</p> <p><b>Managers’ Induction Programme</b></p> <p><b>Managers’ Coaching Network</b></p> <p><b>Managers’ Peer Support Network</b></p> <p>New for 2024 / 2025:</p> <p><b>Manager Surgery</b> – a forum where managers can ‘drop in’ to access advice (for example: managing absence for the first time)</p>	<p>A competent and motivated workforce that can delivery on the commitments set out in the council’s corporate plan.</p> <p>To provide opportunities for managers at all levels to explore theories of leadership and management (enhancing knowledge), and to apply learning in day-to-day roles (practice), so they can become confident and capable managers</p> <p>To develop the organisation’s leadership capabilities to support succession planning</p> <p>To provide opportunities primarily for new managers to acquire basic knowledge of leadership in the context of NPT Council, whilst understanding their role in delivering corporate priorities, objectives and values</p> <p>To provide the same opportunity for existing managers, who feel they would benefit from refreshing skills and knowledge.</p>

Action	What will be the outcome?
<p><b>Mission I'm Possible:</b> A workshop has been developed as a “pre-management” activity to determine whether individuals wish to progress to more senior roles or would prefer to develop within their current career pathways. This will further develop.</p> <p><b>Continuation of “core workshops” – e.g. Developing Effective Remote Teams, Making the Best of Remote Working, Succession Planning Delivery of specific themed workshops.</b></p>	<p>To encourage individuals to explore progression opportunities, or “in role” continuous professional development.</p> <p>To support managers with changes to working practices</p> <p>To foster a culture of “Team NPT”</p> <p>To promote succession planning as an ongoing, cyclic process</p> <p>To complement the leadership learning offer</p> <p>To support individuals seeking promotion.</p>
<p>Embed the programme of mentoring and work shadowing.</p>	<p>To grow employee skills, explore career options and pathways, and to help our employees reach their full potential. Mentoring will generate confidence, inspire trust and support development.</p>

**Workforce Priority: A Safe Workplace – supporting the health and wellbeing of our employees**

Action	What will be the outcome?
<p>Embed Health and Safety culture across the council.</p>	<p>Safe workplaces.</p>
<p>Delivery of our Mental Health Strategy in partnership with Time to Change Wales.</p>	<p>Development of evidence based actions that support mental health and well-being in the workplace. This year these will include:</p> <ul style="list-style-type: none"> <li>• Online mental health support for our employees</li> </ul>

Action	What will be the outcome?
	<ul style="list-style-type: none"> <li data-bbox="1151 244 1509 277">• School Wellbeing group</li> </ul>
<p data-bbox="109 285 1081 432">Development of actions to support neurodivergence in the workplace: this year we will review our Recruitment Policy to consider neurodivergence in recruitment. We will also provide line manager training sessions in relation to Neurodivergence in the workplace.</p>	<p data-bbox="1104 285 2045 392">Neurodivergent employees and potential recruits will feel supported through our employment processes, and we are seen as a supportive and inclusive Employer of Choice.</p>
<p data-bbox="109 483 1081 630">We will provide training in support of the National Autism Training Framework for Wales. Appropriate training provision is made available on a continuing basis for all new staff, and existing staff who change their job roles.</p>	<p data-bbox="1104 483 2045 552">To improve the lives of autistic people and their families in Wales by gaining a greater understanding</p>
<p data-bbox="109 722 1081 906">Delivery of the Menopause Action Plan and mainstreaming of actions. The established Menopause Champions Network will be developed this year and a range of activities will be offered again this year to support, inform and help menopausal women in the workplace, as well as providing information to people who want to support menopausal women.</p>	<p data-bbox="1104 722 2045 986">An environment in which colleagues can openly and comfortably instigate conversations, or engage in discussions about menopause. Everyone understands what menopause is, and are clear on the council’s policy and practices. Managers will understand the potential symptoms of menopause, and how they can support women at work. Women with menopause symptoms will feel confident to discuss it, and ask for support.</p>
<p data-bbox="109 1038 1081 1107">Implement the Financial Wellbeing Strategy and action plan, including the introduction of the Salary Finance Website and Portal.</p>	<p data-bbox="1104 1038 2045 1145">Our employees have access to financial tools, advice and support, and this supports employee wellbeing in the current financial climate, making NPT an employer of choice.</p>



**Workforce Priority: An Inclusive Workplace where all employees can be themselves**

Action	What will be the outcome?
<p>Develop an anti-racism Strategy, led by the established Ethnic Minority Employee Network.</p>	<p>To expressly address racism in our workplaces, providing a foundation for change, setting our clear expectations for the council and our employees, as well as clear objectives to work towards.</p> <p>Initiatives planned for 2024 include:</p> <ul style="list-style-type: none"> <li>• A Unison Charter and ‘Allyship in the Workplace’ event will be held in May 2024 and will launch the ‘Allyship in the Workplace’ Viva Engage Community and a Toolkit to support this.</li> <li>• The Anti-Racism Policy is being developed in partnership with the employee network which will include clear guidance on dealing with racist incidents in the workplace.</li> </ul>
<p>To develop and implement a programme of Equality and Diversity Training across our workforce which will include an Introduction Anti-Racism, Hate Crime and Modern Slavery Awareness, and Multicultural Awareness.</p>	<p>Improved equality, diversity and inclusion, the elimination of bias and a more supportive and harmonious workplace.</p>
<p>To join the Proud Council’s Partnership in order to show support for the Lesbian, Gay, Bisexual, Trans, Queer (LGBTQ+) community.</p>	<p>Becoming a Proud Council’s partner will enable Neath Port Talbot to join a coordinated approach to media messages around LGBTQ+ inclusion, provide the opportunity for our employees to network with other local authorities, to share resources to ensure best value for money and to learn and benefit from shared good practice in relation to providing support and initiatives for the LGBTQ+ community, both within our workforce and across our communities.</p>

<b>Action</b>	<b>What will be the outcome?</b>
Investigate and establish a Disability Network	A safe, confidential environment to network, socialise, question, challenge and receive support and advice. The network's main goal will be to turn discussions into tangible actions to improve employee experience and to create cultural change and accountability within the council.
Investigate and establish an LGBTQ+ Network	A safe, confidential environment to network, socialise, question, challenge and receive support and advice. The network's main goal will be to turn discussions into tangible actions to improve employee experience and to create cultural change and accountability within the council.
To review our Gender Re-assignment Policy.	Policy arrangements developed and co-produced with the transgender community, that are fit for purpose and provide a supportive, inclusive and safe employment framework.
As members of the Carers Wales, Employers for Carers Subscription Membership, to work towards the 'Carers' Confident Benchmark' and to develop our Carers' Policy arrangements.	To build a supportive and inclusive workplace that makes the most of the talents that carers can bring to the workplace, and ensure that employees who are carers feel supported, have access to information, advice, assistance and support.
To sign the Age-friendly Employer Pledge, a nationwide programme for employers who recognise the importance and value of older workers. Employers commit to improving work for people in their 50s and 60s and taking the necessary action to help them flourish in a multigenerational workforce.	Improved retention of older employees, improved recruitment of older individuals to our 'hard to fill posts' who feel valued. The Council is seen as an Employer of Choice.

<b>Action</b>	<b>What will be the outcome?</b>
Reduction in the council's gender pay gap through actions set out in the Gender Equality Action Plan and developed in partnership with Chwarae Teg via the Fair Play Employer Scheme.	The ultimate aim is that the council will not have a gender pay gap.
Review of Career Mentoring scheme for low-paid women, giving consideration to feedback from the initial cohort.	To support the career progression of low paid women within our workforce.
Roll out implementation of anonymised application forms in our recruitment process.	To eliminate bias in our recruitment process.

**Wellbeing Objective: All children get the best start in life**

Action	What will be the outcome?
High quality apprenticeship, traineeship and work experience opportunities within the council’s workforce, including opportunities to use the welsh language in the workplace.	To help young people gain an understanding of the workplace, develop transferable skills, build confidence and entry into the world of work.
Establishment of a Workforce Forum to support the delivery of the Welsh in Education Strategic Plan.	The Forum will work in partnership to develop actions to support the WESP’s aim of increasing the number of learners accessing Welsh medium education by at least 27% over a 10 year period; this will include actions to increase the number of employees within education who are able to use the Welsh language in the workplace.
A training plan to develop the Welsh language skills of the education workforce.	To support the delivery of the WESP.

**Wellbeing Objective: All communities are thriving and sustainable**

Action	What will be the outcome?
Delivery of training in partnership with the Community Safety Partnership.	Our employees have increased awareness of issues that impact on our communities including domestic violence, anti-social behaviour, cyber-crime, substance misuse and county lines, and can take action that is appropriate to their job.
To develop and establish a Volunteering Policy for the council, establishing principles for the safe and appropriate deployment of volunteers across council services.	<ul style="list-style-type: none"> <li>• The provision of additional and appropriate volunteer support for services that can benefit from this, recognising the time, energy and skills that volunteers can offer us.</li> <li>• A framework for volunteering that encourages and enables, rather than limits, the appropriate involvement of volunteers.</li> </ul>

Action	What will be the outcome?
	<b>NB: Volunteers will not perform or displace work that is presently being performed by NPT employees.</b>

**Wellbeing Objective: Our local environment, heritage and culture can be enjoyed by future generations**

Action	What will be the outcome?
Embed Welsh Language Learning Opportunities at all levels.	Increase number of employees who have the confidence to use the Welsh language in the workplace.
Establish a programme of training and development to enable our workforce to contribute to the conservation and enjoyment of our local environment, heritage and culture	Staff will talk about the local environment, culture, sports and heritage with pride and confidence and more people will be actively involved in the conservation of our environment, culture and heritage

**Wellbeing Objective: Jobs and Skills – local people are skilled and can access high quality, green jobs**

Action	What will be the outcome?
Working with a range of partners, including the Neath Port Talbot Community Association, CVS, DWP, Employability Services, HMP Swansea, Business in the Community, Armed Forces and education providers to ensure that all parts of our community can access opportunities to apply for jobs with the council.	A workforce that is representative of our community and everyone in our community has the opportunity to access the good jobs that the council has to offer.
Delivery of our core Training and Development Programme.	<ul style="list-style-type: none"> <li>• A skilled workforce, the majority of whom live in Neath Port Talbot.</li> <li>• An engaged, motivated and healthy workforce.</li> </ul>

Continue with deliver of training to meet the actions set out in 'A Healthier Wales - a workforce strategy for health and social care' delivery plan

- Building a digitally ready workforce
- Excellent education and training
- Leadership and succession planning