



THE FUTURE OF WORK STRATEGY

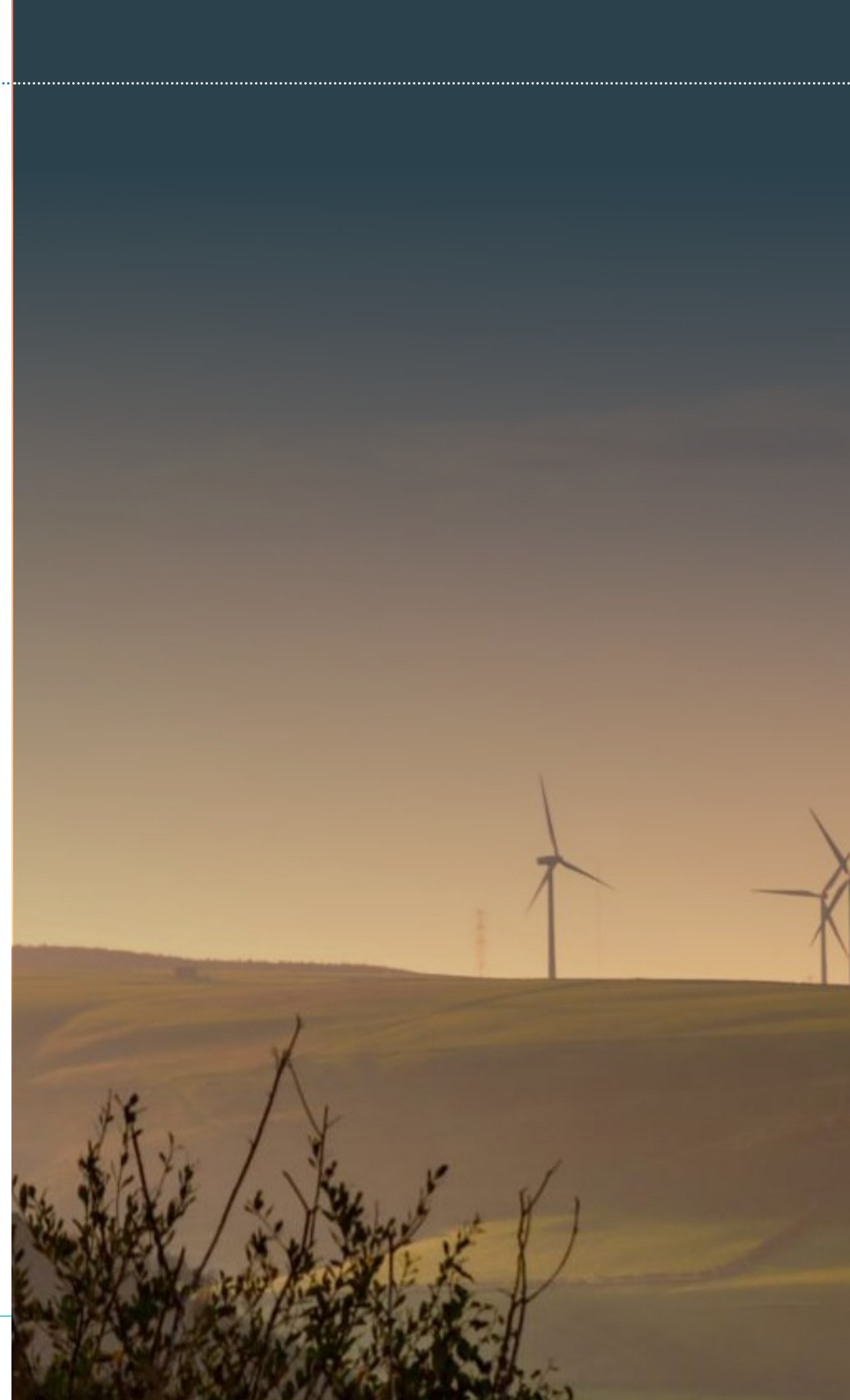
Strategic Workforce Plan
2022-2027



Cyngor Castell-nedd Port Talbot
Neath Port Talbot Council

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Foreword

Our services are delivered by people and it is the people who make this council what it is. We are extremely proud of the way in which our employees stepped up and helped during the global pandemic over the last two years, supporting our communities and businesses, and for the way in which they have helped to protect the NHS and public health.

As we now start to look to the future, taking into account the impact that Covid-19 has had on our community and our workforce, this strategy sets out how we intend to shape Team NPT over the next 5 years, to ensure that together, as one council, we can focus on doing what matters to our residents, local businesses and investors, helping our residents to live good lives.

Operating in a challenging recruitment market, we need to ensure that we can continue to attract, retain and motivate the best employees with the right skills to deliver services that are the best they can be for the people of Neath Port Talbot.

Through this Strategic Workforce Plan, we aim to ensure our people are well led, supported, trusted and recognised for the contribution they make. We want our people to be treated fairly and with respect and also encouraged to bring forward ideas about how we can improve what we do. We will develop a workforce which is representative of its communities and people will have equal opportunity to progress in our organisation.

We will develop a culture where people are accountable for and recognised for what they do and how they do it. We will develop an employment framework that is fit for the future of work.



Cllr Steve Hunt
Leader of Council



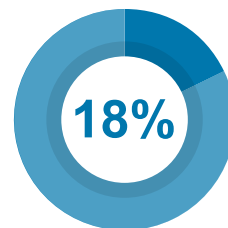
Mrs K Jones
Chief Executive



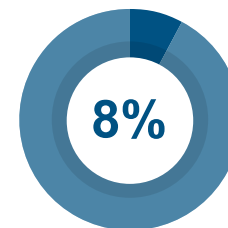
We are Team NPT



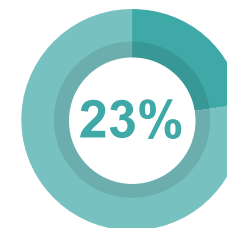
We employ
6,385
employees



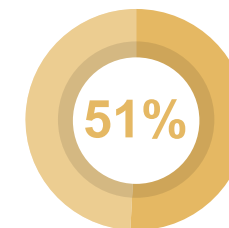
work in
Social Services



work in
Corporate Services



work in
Environment
& Regeneration

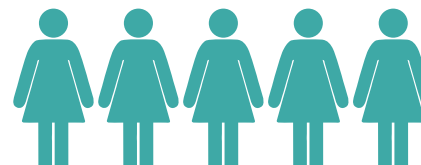


work in
Education, Leisure
& Lifelong Learning

40%
are employed
in schools



70%
are female



30%
are male



95% of those employed in
our lowest paid pay
band (Grade 1) are female

37% of those employed in
our highest Chief Officer
pay bands are female

21%
are teachers

19%
are school support staff



We are Team NPT

The median pay in our council is
£24,920

The ratio between the lowest paid employee's earnings and the highest paid employee's earnings (as at 1st April 2018) is

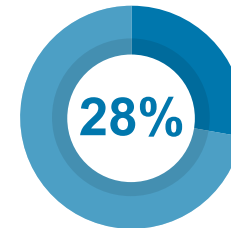
1:7

3.86%
Our median gender pay gap

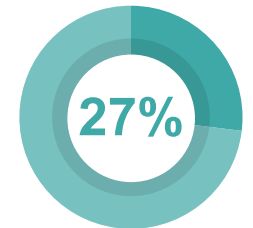


Average sickness absence levels amongst our workforce was 13.28 days in 2021/2022. Covid-19 was the number one reason for sickness absence, followed by mental health and stress related absence

1.5% 
are of Black and Minority Ethnic Origin



are aged between 51-60 years



are aged 41-50 years

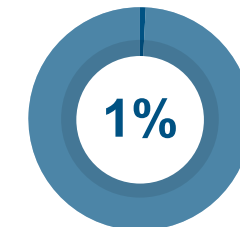
3% 
identify as disabled

Turnover rate of **4.55%** 

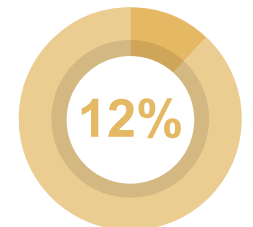
622
speak and write fluent Welsh



4,135
have little or no Welsh



of the workforce is aged 21 or under



are aged 30 or under



What is the Strategic Workforce Plan?

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.

Why do we need one?

A talented and focussed workforce is critical for bringing the strategic priorities to life and ensures the organisation delivers on its well-being objectives. Direct people costs make up 45% of our total expenditure. The cost of getting it wrong can therefore be significant. Getting it right delivers significant improvements:

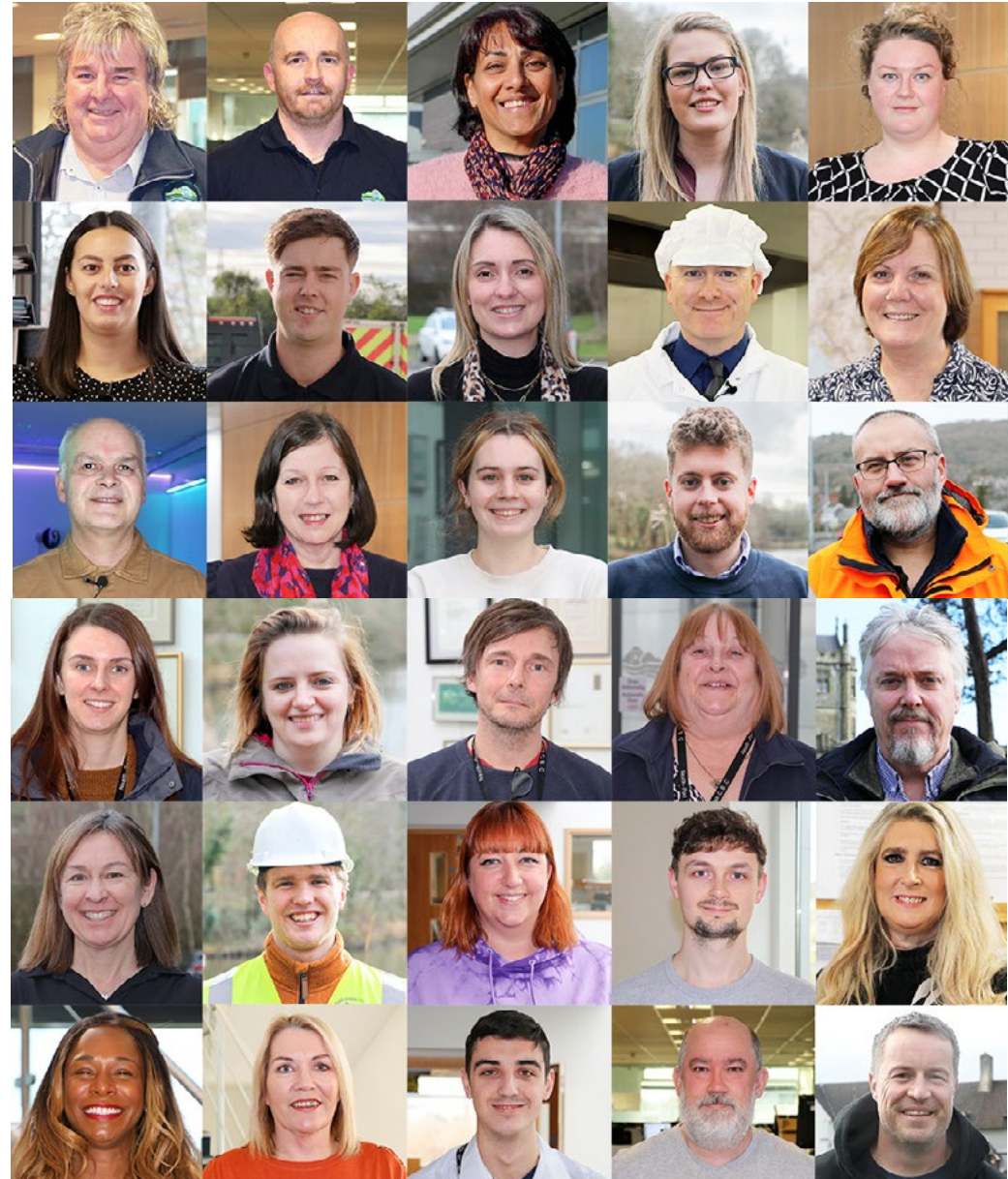
- Identify and respond to changing citizens' needs.
- Enable employees to have a good work-life balance and well-being.
- Reflect the make-up of our population, strengthening our connection to our communities.
- Increase our ability to innovate by being a truly diverse and inclusive organisation.
- Use employee insight to drive highly effective strategies that enable people to fulfil their potential.
- Deliver efficient public services that are good value for money.
- Create an attractive employer brand that enables us to recruit and retain a highly capable workforce.

In short, this Strategic Workforce Plan will help us to ensure our employees are the best they can be.



"Direct people costs make up 45% of our total expenditure. The cost of getting it wrong can therefore be significant.

Getting it right delivers significant improvements."





How did we develop the Strategy?

1 ENGAGEMENT WITH KEY STAKEHOLDERS





1. Engagement with Key Stakeholders

We want this Strategic Workforce Plan to be a meaningful document that has a tangible impact on the delivery of council priorities.

In developing this plan, we have listened to what's important to our employees at every level and our trade union partners. We have used surveys, workshops, drop in sessions, as well as rolling out Yammer across our workforce, to help us communicate with and listen to our employees. We have worked with managers to understand what matters to them and their priorities for their teams and the services they deliver. We have used this information to develop key themes for delivery, and to determine our priority actions.

In 2021 we developed a Framework for Hybrid Working, following the clear feedback from our employees who have worked from home, for all or some of the time during the Covid-19 Pandemic, and from managers, and the detailed steer they provided of how they want to manage and arrange the work of their teams moving forward. We are clear from the feedback that this new way of working must enable our employees to work more flexibly, to maximise their productivity, as well as improve their work-life balance. We are also clear that we need to empower managers to make the decisions about how work is organised and services are delivered. The Framework has taken account of all of this feedback, enabling more flexibility in how people work, and a less prescriptive policy. Managers will work to a set of principles that they will apply fairly and consistently within their own teams, but with the ability to adapt working arrangements to suit the needs of their own service and the council as a whole.

We will further develop the ways in which we communicate and engage with our employees, and most importantly, how our employees can feedback to us. We want to embed the principles of co-production in our approach to developing employment policies, with our employees and trade unions influencing and participating in the design and development.



How did we develop the Strategy?

2 OUR SOCIAL PARTNERSHIP WITH TRADE UNIONS



2. Our Social Partnership with Trade Unions

We are very proud of our long standing partnership with our recognised trade unions, 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. Our trade union partners are key to the delivery of the Future of Work Strategy and we will work together to ensure fairness and transparency in our approach, shaping the workforce of the future in partnership.





How did we develop the Strategy?

3 REVIEW OF OUR WORKFORCE PLANNING ARRANGEMENTS





3. Review of our Workforce Planning Arrangements

Since the publication of the last Strategic Workforce Plan covering the period 2018 to 2022, Audit Wales has helped us by undertaking a review of our approach to workforce planning across the council, with the aim of informing the development of this strategic plan.

Positively, this review concluded that we had made significant progress with workforce planning and developed clear processes and tools. Whilst we knew we needed to do more to embed workforce planning consistently through all levels and all services, intended follow-up action was curtailed by the Covid-19 pandemic. During Covid our reactive workforce planning worked well, with strong focuses on maintaining essential services and ensuring employee well-being.

Audit Wales found some real strengths in our workforce planning approaches. As well as having a Strategic Workforce Plan in place with an accompanying action plan, Audit Wales also highlighted the clear process in place for developing operational level workforce plans (The Succession Planning Toolkit). As well as a long-established Workforce Planning Group focusing on redeployment Audit Wales recognised the strong, positive working relationship with Trade Unions and the effective Learning & Development support in place. As a key area for improvement, Audit Wales recommended we focus on supporting operational managers to embed and embrace workforce planning further.

Audit Wales identified themes for the council to consider as part of its future strategic workforce planning: Succession Planning, Recruitment and Retention, The New 'Normal' and Collaborative Workforce Planning – all of these themes chimed with the feedback given to us from our managers and have informed the development of this Strategic Plan.



How did we develop the Strategy?

4 BENCHMARKING





4. Benchmarking

In 2021 the council began working in partnership with the Chartered Institute for Personnel and Development (CIPD) via their People Development Partner (PDP) Scheme which seeks to recognise organisations that are demonstrating a real commitment to better work and working lives.

The CIPD will assess the council for PDP Status in the summer of 2022, and by becoming a People Development Partner this will confirm the council's dedication to raising the capability, credibility and impact of its people functions, including its Human Resources, Training and Organisational Development functions. The council is the first employer in Wales, and one of the first councils across the United Kingdom to be assessed by the CIPD in this way.

As part of the scheme the CIPD carried out a People Impact Survey to determine how the council's current people capability aligns to CIPD standards, set out in the CIPD Profession Map, as well as public sector benchmarking. As can be seen from the table, the council benchmarks higher than the public sector average in areas including 'Business Acumen', 'Ethical Practice', 'Learning and Development', 'Valuing People', 'Employee Relations' and 'Working Inclusively'. There are three areas where we are below public sector benchmarking, 'Employee Experience', 'Talent Management' and 'Reward', and again, this has helped in the development of this Strategic Plan.

Area of CIPD Profession Map	NPT Average Rating	Public Sector Benchmark
Ethical practice	3.1	2.8
People practice	3.1	2.8
Business acumen	3	2.6
Situational decision making	2.8	2.6
Inclusion and diversity	2.8	2.7
Employee relations	2.8	2.7
Learning and development	2.8	2.5
Professional courage & influence	2.7	2.5
Commercial drive	2.7	2.5
Culture & behaviour	2.7	2.5
Evidence-based practice	2.7	2.4
Change	2.7	2.4
Technology and people	2.7	2.3
Valuing people	2.6	2.6
Insights focused	2.6	2.4
Passion for learning	2.6	2.4
Organisation development & design	2.6	2.4
Working inclusively	2.6	2.5
Employee experience	2.6	2.7
People analytics	2.5	2.2
Resourcing	2.5	2.4
Talent management	2.1	2.2
Reward	2	2.1

 Priority area



How did we develop the Strategy?

5 ALIGNMENT TO THE CORPORATE PLAN 2022-2027





5. Alignment to the Corporate Plan 2022-2027

By aligning the Strategic Workforce Plan to the council's Corporate Plan, we will ensure that the plan focuses on embedding the council's purpose, vision and values across the council's workforce.



Our Values

Connected

What matters to you matters to us

Caring

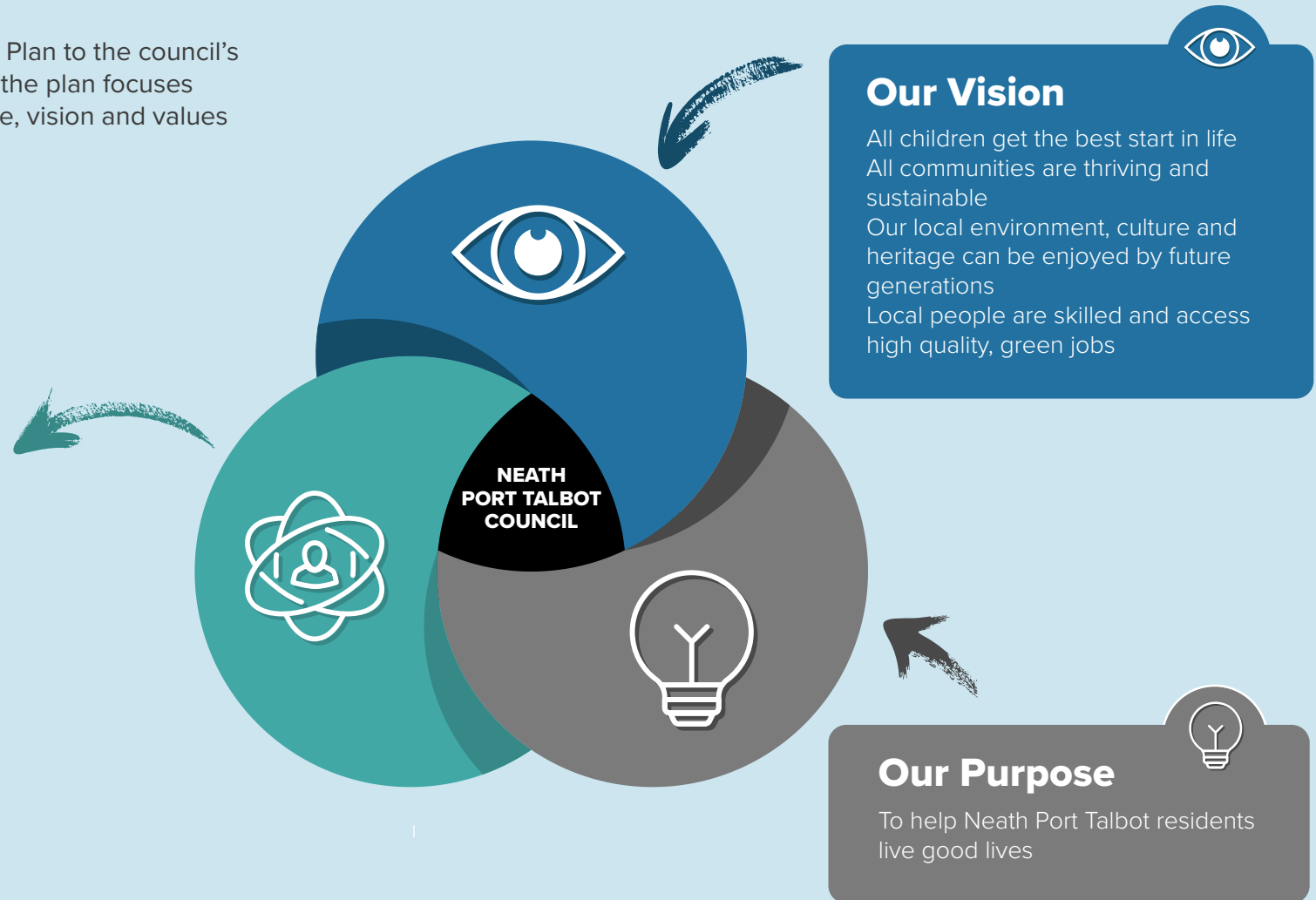
We care about you, your life and the future of our county borough

Collaborative

We work with our citizens and our partners because together we can achieve more

Confident

We are optimistic and confident about the future



Our Vision

All children get the best start in life
All communities are thriving and sustainable
Our local environment, culture and heritage can be enjoyed by future generations
Local people are skilled and access high quality, green jobs

Our Purpose

To help Neath Port Talbot residents live good lives



How did we develop the Strategy?

6 ALIGNMENT TO THE STRATEGIC CHANGE PROGRAMME





6. Alignment to the Strategic Change Programme

(contained within the Corporate Plan 2022-2027)

The Strategic Change Programme has been initiated to enable the council to achieve its purpose and vision.

The Strategic Change Programme contains the following 4 well-being objectives:

- 1. All children get the best start in life**
- 2. All communities are thriving and sustainable**
- 3. Our local environment, heritage and culture can be enjoyed by future generations**
- 4. Jobs and skills – local people are skilled and can access high quality, green jobs**

Each of these well-being objectives will require workforce actions to enable deliverability. These actions will be developed in partnership with the relevant well-being objective lead and described within the annual Future of Work Delivery Plan which is appended to this strategy. The Programme is supported by an Enabling Programme of Organisational Development which will be delivered to develop the capacity and capability of the council over a 3-5 year period. As well as People, the scope of the programme and how it links to the Strategic Workforce Plan is summarised below.

Digital – we will become smart and connected as a council and as a place. We will join up and use the data we hold to improve our understanding of what matters to our citizens.

We will create new digital services designed around the needs of our citizens which are safe, easy and convenient to use. We will develop the skills our workforce needs for a digital world and address skills gaps within our council, recognising that competencies and confidence won't be the same across the workforce; we will develop analytical and data skills within HR and build credibility in this area; and finally we will bring people expertise to digital transformation to add real value; addressing ethical considerations when it comes to data, privacy and implementing new technology.

Governance – we will adjust our risk appetite to encourage responsible innovation and invest in building a strong corporate culture where people are responsible and accountable for what they do, where people challenge behaviours that are unacceptable and where people continuously learn and improve. We will continue to foster a culture of mutual trust and respect between councillors and officers with each clear about their respective roles and responsibilities. We will seek to weave good governance through the entire employee lifecycle, from recruitment to performance and engagement.

Delivering value for money and ensuring financial sustainability

We will take a 'whole system' approach to the way we manage our own financial resources, focusing on 'what matters', systematically removing failure demand, reducing duplication and improving the efficiency and effectiveness of service operations. The HR Team will develop a business partnering approach that takes the lead on strategic change and development, rather than reacting to it.



How did we develop the Strategy?

7 OUR DESIGN PRINCIPLES





7. Our Design Principles

The '5 ways of working' set out in the Well Being of Future Generations Act 2015 and the sustainable development principle are embedded in the Strategic Workforce Plan through the following design principles and this mirrors the approach taken in the Corporate Plan:

Our Council

Team NPT working together to achieve our purpose and vision.

Leadership and Teamwork

Recognising the tremendous impact our leaders and managers have on the council's culture, we will work with and through our leaders to provide a sense of vision, purpose and inspiration to our employees.

Trust and Empowerment

We trust and believe in our colleagues and through our Strategic Workforce Plan we will make sure they are trained, supported and authorised to do the things that matter.

Accountability

We will create a culture of transparency, making it easy for employees to access information and will explain whether we have done what we said we would do.

Agile and Innovative

We will take a user-centred approach to the way we design our employment policies and services, and we will encourage colleagues to come forward with new ideas and to challenge the status quo.

Fairness and Equality

We will recruit and develop a workforce that is representative of our communities, celebrating diversity and ensuring our workplace is a place everyone can show up as themselves.

Sustainable

We will balance our resources between short term actions to support the current workforce and long term actions to develop the workforce of the future.

Value for Money

We will ensure our resources are prioritised against what matters most and where our resources can add the most value.



Where are we now?

Through developing both the Corporate Plan and this Strategic Workforce Plan, we have been able to identify many strengths in our current workforce arrangements, not least our strong social partnership with our trade unions, and our well developed and effective employee relations practices. We have begun to develop more effective mechanisms to communicate with, and listen to, our employees, but there is the opportunity for us to develop this further and improve how we engage our employees, harnessing digital technology to increase how and when we can reach our employees – our trade unions are working with us on this. This is not an aim in itself – by hearing more from our employees about their experience at work, we want to improve that experience, motivate and empower our employees, and improve retention.

Our developed approach to strategic workforce planning at a corporate level is working well, and we used these approaches effectively during the pandemic and as we emerge from it. Our managers are keen to engage with operational service level workforce planning and we can use this as an opportunity to link service level workforce needs with effective corporate programmes to address them in a targeted way. Like many employers across the UK we are facing a challenging and competitive recruitment market, with skills gaps in some key areas of the council and concerns in relation to succession planning. In some services retention of employees is also a challenge, and particularly where we face competition from other employers. If we cannot recruit and retain the best employees to deliver our services, this will represent a real threat to the future delivery of council services and priorities.

A strong strategic workforce partnership with other employers within the county borough and the Swansea Bay region will enable us to forge links with both the demand and supply side of the labour market, so developing our relationships with schools and colleges, and other key partners will ensure the supply of our future workforce, whilst more effective links with other employers will increase our understanding of labour market competition and the demand on the labour market.

Many of our front line services continued to deliver services throughout the pandemic, making continuous adjustments to working arrangements to protect their own and others health and well-being. The need for PPE and social distancing presented significant challenges in sustaining service delivery and we are very proud of the work colleagues did to ensure continuity of service throughout this period. For other colleagues, their activities were paused for some time in the interest of public health but staff showed tremendous flexibility and commitment as they willingly redeployed to priority activities many of which were new responsibilities given to local government as we worked to protect the NHS and the public health. We couldn't have played our part in supporting those who were shielding without this.

The majority of our civic centre based workforce, as well as many of our employees from front line services, worked wholly or mainly from home, and we learnt that many of our services can operate effectively and efficiently through online delivery. The step change in the adoption of digital technologies has permanently disrupted the way we work and the labour market within which we now need to operate.



We also learnt that there are some things that cannot be done, or are not so effective at home, needing a more collaborative and personal face-to-face approach. Like other employers across the UK, as we emerge from the pandemic we are developing our approach to the future world of work and using this as a real opportunity to develop a framework for employment that maximises efficiency in our service delivery whilst enhancing work life balance and employee experience.

We want our workforce to be properly representative of our communities, and we have some way to go to make this happen. Our ratio of employees from ethnic minority backgrounds does not reflect our community and the representation of ethnic minority employees at all levels of our workforce is also not proportionate. In partnership with UNISON we have established an Ethnic Minority Employee Network as a starting point and our ambition is that this council will become a proud anti-racist council. This represents an exciting opportunity for the council to develop its approach to anti-racism and improve diversity.

We will use the lessons learnt through this experience to develop other employee network groups for example for employees with disabilities and LGBTQ+ employees, with the aim of creating a truly inclusive workplace. Whilst we have reduced our gender pay gap through our partnership working with Chwarae Teg we want to eradicate the pay gap altogether. Our gender profile at all levels in the council is improving, but the data shows us it is still not proportionate; through our Gender Equality Action Plan we have the opportunity to do something about this.



What does the council need to look like in future?

Quite simply, we want to have the right number of people with the right skills and attitudes in place at the right time to deliver council services and functions.

How will we achieve this?

By delivering the following key objectives:

1. Delivering the workforce actions needed in the short, medium and long term to implement the Corporate Plan whilst ensuring the health, safety and well-being of our people.
2. Embedding the Corporate Priorities, Vision and Values.

What are our priorities?

Resourcing Team Neath Port Talbot

Through collaborative Workforce Planning, attracting a diverse future workforce to ensure an ongoing supply of suitable applicants across a broad range of occupations, tackle skill shortage areas and attract the right people with the right skills and competencies at the right time. Like many employers across the UK we are facing a challenging recruitment market, with skill gaps in some key areas and concerns in relation to succession planning – if key personnel resign, we need to have plans in place to replace them. Working with a range of partners such as the Department for Work and Pensions, Swansea University, Neath College, Gower College, the Council for Voluntary Service, HMP Swansea, amongst others, we are putting in place 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.

Developing and Retaining Talent

Through a strategic approach to succession planning that takes place at both a corporate level and operational service level, embedding leadership development, promoting movement across the organisation and facilitating career paths. The development of well-resourced corporate programmes providing comprehensive development at every level of leadership will help ensure that the leaders of today and tomorrow are capable, confident, competent and compassionate.



Employer of Choice – Employee Experience and Engagement

To help us recruit and retain the best employees, our ambition is to become an Employer of Choice, with an employment offer that is attractive to current and potential candidates and employees. This employment offer isn't just about pay and terms and conditions of employment, albeit that is important too and we will be looking at how our pay and terms and conditions support both recruitment and retention. Our employment offer is also about our culture, our leadership style, and our employee engagement initiatives.

We will develop and support our leaders, managers and supervisors at all levels so that they can engage and motivate our employees to be the best they can be. We will embed the corporate values from recruitment and through all of our employment activity. We will ensure that employees are involved and engaged through good internal communications, so that they are well placed to represent and champion the council in their local communities. We will develop a Reward & Recognition Strategy, supported by our leaders and managers, who will engage with every team member to ensure that they feel valued. Employee performance management will no longer be a once a year activity, but a continuous cycle that motivates employees and reinforces our values and behaviours.

Developing The Future of Work

During the pandemic many of our employees worked in different ways to continue delivering services in the most difficult of circumstances. The majority of our civic centre based workforce, as well as many of our employees from front line services, worked wholly or mainly from home, and we learnt that many of our services can operate effectively and efficiently through online delivery.

We also learnt that there are some things that cannot be done, or are not so effective at home, needing a more collaborative and personal face to face approach. Like other employers across the UK, as we emerge from the pandemic we are developing our approach to the future world of work. This new way of working must enable our employees to work more flexibly, to both maximise their productivity, as well as improve their work life balance.

We are doing so carefully and taking time to work out what this means for us all in the council. However we are clear that we do need to embrace new hybrid ways of working if we are to be seen as an Employer of Choice. We also want our workplaces to feel inclusive, so we will be looking at 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.

Our managers have asked us to remove unnecessary bureaucracy from internal processes; we are also clear from their feedback that we need to empower managers to make the decisions about how work is organised and services are delivered. They want employment policies and processes that are less prescriptive. Our approach to Hybrid Working is our first step towards this, providing managers with a set of principles, to apply fairly and consistently within their own teams, but with the ability to adapt working arrangements to suit the needs of each service and the council as a whole.



Knowledge and Skills Development

As a result of the pandemic we developed new, innovative and creative ways of delivering training and development to employees, embracing technology to support with this. We developed online courses delivered via a range of platforms, and this enabled thousands of employees to continue with their professional development and essential skill learning. Whilst some training necessarily has to take place face to face and in a physical environment, we have learnt how cost effective, and efficient these new ways of delivering training can be, and we intend to continue to embrace this. Our succession planning activity will enable the Learning, Training and Development team to develop targeted and bespoke training and development support that focuses on the priorities identified by services.

A Safe Workplace – supporting the health and well-being of our employees

Our employees who worked on the frontline during the pandemic, maintaining essential services to some of our most vulnerable people in our communities, supporting the NHS and keeping everyone safe, have told us how important it is for them to feel safe in their workplaces, whether their workplace is a school, a council vehicle, a resident’s home, on the street, in the countryside, or in a council building. We want to develop a Well-Being Strategy that provides assurance and programmes of support accessible to every employee, as well as an embedded Health & Safety culture that ensures our employees feel safe in the workplace, wherever that workplace is.

An Inclusive Workplace where all employees can be themselves

We want our workforce to be properly representative of our communities, and we have some way to go to make this happen. Our ratio of employees from ethnic minority backgrounds does not reflect our community and the representation of ethnic minority employees at all levels of our workforce is also not proportionate. In partnership with UNISON we have established an Ethnic Minority Employee Network as a starting point and our ambition is that this council will become a proud Anti-Racist Council.

Whilst we have reduced our gender pay gap through our partnership working with Chwarae Teg we want to eradicate the pay gap altogether. Our gender profile at all levels in the council is improving, but the data shows us it is still not proportionate. We want to remove any barriers in our workplaces for all employees, regardless of race, religion, sex, disability, age, gender reassignment, pregnancy or sexual orientation, and eliminate bias in our recruitment processes.

Our trade unions are an important partner for us in realising this ambition. The Strategic Workforce Plan supports the delivery of the council’s Strategic Equality Plan and the Welsh Language Promotion Strategy through the development of focussed workforce actions.





How will we deliver these priorities?

Team NPT

Our part:

We will:

- Connect with you and involve you in policy development.
- Ask for your views and build our employment framework around what matters to the people in our workplaces.
- Trust you and empower you to make the decisions that are right for your service.
- Provide you with the training and tools to help you do your job with confidence.

Your part:

You will:

- Engage and contribute to help build the future of work.
- Keep yourself up to date with employee news and information.
- If you are a manager you will engage with your team(s) and involve them in your decision making.
- Tell us what matters to you and let us know if we get things wrong.
- Engage with the training and development opportunities that are provided.

The Future of Work Team

The council has established a Future of Work delivery team to supplement the resources of the People & Organisational Development Service. This team includes HR, 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 additional capacity will help ensure that the ambitions of this strategy will be realised over the course of the next 3-5 years.

The Delivery Plan

This Strategic Workforce Plan sets out a five year ambition for the council's workforce. Appended to this plan is the initial delivery plan for the period up to 31st March 2023 and this will be reviewed annually, along with a review of the priorities set out in this plan to ensure they remain relevant and fit for purpose, that the delivery actions are appropriate and we are on track to achieving our ambitions.

How will we measure if this is working?

- The Organisational Development (OD) Project Board will oversee delivery of all strands of the Strategic Change Programme, including 'People', monitoring progress and determining whether or not each programme is having the intended impact on the delivery of the Corporate Plan and the council's priorities.
- The Future of Work Project Board will be established to overview the delivery of the strategy.
- The Annual Delivery Plan will set out specific measurable outcomes.
- Regular engagement will take place with our trade unions colleagues.
- Improved employee data analytics will help us to see if key employment indicators are improving.
- A review will take place annually of this strategy to ensure it remains fit for purpose.

"We developed **online courses delivered via a range of platforms**, and this enabled thousands of employees to **continue with their professional development and essential skill learning.**"





The Future of Work Plan

Annex 1



Delivery Plan

This plan sets out what we intend to achieve by 31st March 2023.

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 the Future of Work Project Board and the Corporate 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.

Workforce Priority: Resourcing Team Neath Port Talbot

Action	What will be the outcome?	How will we demonstrate progress?
Establish a Recruitment Taskforce to drive the council's recruitment strategy.	To bring 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.	Number of vacant* posts. Number of applicants. Number of successful appointments. Turnover rates. <i>*this will not include jobs held vacant for business reasons with no immediate intention to recruit.</i>



Workforce Priority: Developing and Retaining Talent

Action	What will be the outcome?	How will we demonstrate progress?
Embed operational service level workforce planning, via the Succession Planning 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.	Every service will publish a succession plan setting out the actions needed to develop the future workforce.
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>Enable leadership and management capacity and capability (Accountable Managers and above) to deliver the priorities set out in the Corporate Plan.</p> <p>Ensure clarity of roles at Chief Officer and Accountable Manager levels and more logical Corporate Director portfolios to drive greater synergy and value.</p> <p>Enable Corporate Directors/Heads of Service to drive the future strategic direction of the council and enable 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>This will be a key foundational piece of work for the development of our strategic approaches to leadership development, talent management and performance management.</p>	<p>Consultation outcome document and implementation plan.</p> <p>Revised pay and grading structure for senior/Chief Officers.</p> <p>Key competencies established for Chief Officers and senior leaders.</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.	A strategy that sets out how the council will develop our senior leaders to be capable, confident, competent and compassionate leaders.	A Senior Leaders Development Strategy, linked to the council's Organisational Development Strategy.



Workforce Priority: Employer of Choice – Employee Experience and Engagement

Action	What will be the outcome?	How will we demonstrate progress?
Pay review of hard to fill jobs.	An assessment of the market place to ensure that where jobs are hard to fill, pay is not a barrier to the council attracting the best candidates.	Number of vacant posts. Number of applicants. Number of successful appointments. Turnover rates.
Development of an Employee Engagement & Communication Strategy: This year we will focus on rolling out Yammer to every employee as the council's primary communication platform.	Better retention of employees who are healthier, happier, more fulfilled and more motivated. Employees are involved and engaged through good internal communications, so that they are well placed to represent and champion the council in their local communities.	Employee engagement survey. Turnover rates. Yammer metrics.
Employees are involved in the co-production of our employment framework.	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.	Participation rates. Survey outcome reports with action plans to respond to survey responses. Informed IIAs to support change proposals.
Procurement and implementation of an Employee Assistance Programme offering every employee in the council access to confidential counselling services as well as a range of other benefits which could include holistic health and well-being support, a rewards platform, etc.	Improved employee retention, better employee engagement and motivation, reduced sickness absence, improved employee well-being.	Sickness absence data. Turnover rates/exit questionnaire information.



Workforce Priority: Developing The Future of Work

Action	What will be the outcome?	How will we demonstrate progress?
Review the Hybrid Working Framework through engagement with all key stakeholders, including employees, managers and trade unions.	A fit for purpose employment framework that enables our employees to work more flexibly, to both maximise their productivity, as well as improve their work life balance, and working arrangements that suit the needs of each service and the council as a whole.	Employee survey. Manager feedback. Agreement with relevant Trade Unions.
Delivery of management training to support the implementation of hybrid working practices.	Confident and capable managers who are able to effectively manage the changes in working practices required, developing their teams in a hybrid world.	Employee survey. Manager feedback.
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.	Employee survey. Manager feedback.
Confirmation of new working arrangements.	Every employee will have a Statement of Particulars that reflects their agreed working pattern.	Agreement with relevant Trade Unions. Contract monitoring data.
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.	Manager feedback.
Review of policies and employment processes to ensure that they remain fit for purpose in a hybrid world of work: this year we will establish a Joint Working Group with our trade unions to review mileage allowances and other issues associated with business travel.	Fit for purpose travel arrangements that reflect new ways of working, and take into account the council's decarbonisation strategy, as well as the cost of living crisis.	A clear set of recommendations from the Working Group, informed by cross section employee focus groups.



Workforce Priority: Knowledge and Skills Development

Action	What will be the outcome?	How will we demonstrate progress?
The development of an Organisational Development and Training & Development Strategy that supports the delivery of the corporate plan.	A competent and motivated workforce that can deliver on the commitments set out in the council's corporate plan.	A comprehensive programme of training and development for all employees, supporting the delivery of the corporate plan, focusing on the key priorities set out in the plan and making best use of the training resources available. The success of the programme will be measured via the corporate performance assessment.

Workforce Priority: A Safe Workplace – supporting the health and well-being of our employees

Action	What will be the outcome?	How will we demonstrate progress?
Embed Health and Safety culture across the council.	Safe workplaces.	Accident and incident statistics. Sickness absence linked to industrial injury. Employee survey.
Delivery of our Mental Health Strategy in partnership with Time to Change Wales.	Development of evidence based actions that support mental health and well-being in the workplace.	Sickness absence data. Employee survey.
Development and delivery of a Menopause Action Plan.	An environment in which colleagues can openly and comfortably instigate conversations, or engage in discussions about menopause. Everyone understands what menopause is, and is 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.	Monitoring of action plan, both quantitative and qualitative data.

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

Action	What will be the outcome?	How will we demonstrate progress?
Establishment of the Ethnic Minority Employee Network to support the development and delivery of an anti-racism strategy.	The network's aim is to provide a safe, confidential environment to network, socialise, question, challenge and receive support and advice in relation to race equality. The network's main goal is to turn discussions into tangible actions to improve the ethnic minority employee experience and to create cultural change, accountability and anti-racism within the council.	Terms of reference. Feedback from the group.
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.	Gender pay gap annual report.
Career Mentoring for low-paid women delivered in partnership with Chwarae Teg.	To support the career progression of low paid women within our workforce.	Recruitment data. Pay data.
Implement the TUC/GMB Disability Passport Scheme.	To support employees with a disability to agree reasonable adjustments and reduce any barriers to our workplace.	Passport monitoring.
Implementation of anonymised application forms in our recruitment process.	To eliminate bias in our recruitment process.	Recruitment data.



Well-being Priority: All children get the best start in life*

Action	What will be the outcome?	How will we demonstrate progress?
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.	Number of placements. Feedback from participants.
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.	To be determined by the Workforce Forum.
A training plan to develop the Welsh language skills of the education workforce.	To support the delivery of the WESP.	Welsh language monitoring. Training data.

Well-being Priority: All communities are thriving and sustainable*

Action	What will be the outcome?	How will we demonstrate progress?
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.	Training data.
Development of Employee Volunteering Scheme: Special Police Constables.	Employees will be encouraged and supported to volunteer and help people in the community by practicing policing responsibilities, improving skills and helping our community to be safer.	Implementing the Scheme. Monitoring take up of the Scheme. Focus groups with participants to determine if the Scheme is fit for purpose.

**Well-being Priority: Our local environment, heritage and culture can be enjoyed by future generations***

Action	What will be the outcome?	How will we demonstrate progress?
Embed Welsh Language Learning Opportunities at all levels.	Increase number of employees who have the confidence to use the Welsh language in the workplace.	Welsh language monitoring data.
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.	Number of staff attending training.

Well-being Priority: Jobs and Skills – local people are skilled and can access high quality, green jobs*

Action	What will be the outcome?	How will we demonstrate progress?
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.	Recruitment monitoring.
Delivery of our Training and Development Programme.	A skilled workforce, the majority of whom live in Neath Port Talbot.	Training data.

*Actions to be agreed with relevant Well-being Objective Lead



**LET'S WORK
TOGETHER**

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