

Public Document Pack

Penallta House,
Tredomen Park,
Ystrad Mynach,
Hengoed CF82 7PG

Ty Penallta,
Parc Tredomen,
Ystrad Mynach,
Hengoed CF82 7PG



www.caerphilly.gov.uk
www.caerffili.gov.uk

For all enquiries relating to this agenda please contact Sharon Hughes
(Tel: 01443 864281 Email: hughesj@caerphilly.gov.uk)

Date: 22nd September 2021

Dear Sir/Madam,

A meeting of the **Policy and Resources Scrutiny Committee** will be held via Microsoft Teams on **Tuesday, 28th September, 2021 at 5.30 pm** to consider the matters contained in the following agenda. Councillors and the public wishing to speak on any item can do so by making a request to the Chair. You are also welcome to use Welsh at the meeting, both these requests require a minimum notice period of 3 working days.

This meeting will be recorded and made available to view via the Council's website, except for discussions involving confidential or exempt items. Therefore the images/audio of those individuals speaking will be publicly available to all via the recording on the Council website at www.caerphilly.gov.uk

Yours faithfully,

Christina HARRY
CHIEF EXECUTIVE

AGENDA

Pages

- 1 To receive apologies for absence.
- 2 Declarations of Interest.

Councillors and Officers are reminded of their responsibility to declare any personal and/or prejudicial interest(s) in respect of any business on this agenda in accordance with the Local Government Act 2000, the Council's Constitution and the Code of Conduct for both Councillors and Officers.

A greener place Man gwyrddach



To approve and sign the following minutes: -

- | | | |
|---|---|---------|
| 3 | Policy and Resources Scrutiny Committee held on 25th May 2021. | 1 - 6 |
| 4 | Special Policy and Resources Scrutiny Committee held on 23rd June 2021. | 7 - 10 |
| 5 | Consideration of any matter referred to this Committee in accordance with the call-in procedure. | |
| 6 | Policy and Resources Scrutiny Committee Forward Work Programme. | 11 - 22 |
| 7 | To receive and consider the following Cabinet Reports*: - | |
| | 1. Proposed ICT Strategy – 9th June 2021; | |
| | 2. Welsh Language Standards Annual Report 2020-2021 – 9th June 2021; | |
| | 3. Employee Volunteering Scheme – 9th June 2021; | |
| | 4. Audit Wales Financial Sustainability Assessment - Caerphilly County Borough Council – 23rd June 2021; | |
| | 5. Provisional Capital Outturn 2020/21 – 23rd June 2021; | |
| | 6. Delivering Good Governance Review: Caerphilly CBC – 23rd June 2021; | |
| | 7. Social Value Policy and the Adoption of Themes, Outcomes and Measures Framework – 7th July 2021; | |
| | 8. Provisional Revenue Outturn for 2020/21 – 7th July 2021; | |
| | 9. Kickstart Scheme – 7th July 2021; | |
| | 10. Caerphilly County Borough Council – Proposals for Asylum Dispersal and Afghan Relocation – 7th July 2021; | |
| | 11. Community Empowerment Fund – 21st July 2021; | |
| | 12. Strategic Framework for Recovery – Progress – 1st September 2021; | |
| | 13. Managing Building and Service Risk at Level Zero – 1st September 2021; | |
| | 14. Provision of a Staff Benefit and Recognition Scheme – 15th September 2021. | |

**If a member of the Scrutiny Committee wishes for any of the above Cabinet reports to be brought forward for review at the meeting please contact Sharon Hughes, 01443 864281, by 10.00 a.m. on Monday 27th September 2021.*

- | | | |
|---|---|---------|
| 8 | To receive a Notice of Motion - Review of Council Constitution and Member Protocol. | 23 - 26 |
|---|---|---------|

To receive and consider the following Scrutiny reports:-

- | | | |
|----|---|-----------|
| 9 | Workforce Development Strategy 2021-24. | 27 - 76 |
| 10 | Employee Wellbeing Strategy 2021-24. | 77 - 132 |
| 11 | Directorate Performance Assessment Year End Report 2020/21. | 133 - 152 |

Circulation:

Councillors M.A. Adams, Mrs E.M. Aldworth, C.J. Cuss, Mrs C. Forehead, Miss E. Forehead, L. Harding, G. Johnston, G. Kirby (Chair), C.P. Mann, B. Miles (Vice Chair), R. Saralis, Mrs M.E. Sargent, G. Simmonds, J. Taylor and L.G. Whittle

And Appropriate Officers

HOW WE WILL USE YOUR INFORMATION

Those individuals that attend committee meetings to speak/give evidence will be named in the minutes of that meeting, sometimes this will include their place of employment or business and opinions expressed. Minutes of Meetings including details of speakers will be publicly available to all via the Council website at www.caerphilly.gov.uk. except for discussions involving confidential or exempt items.

You have a number of rights in relation to your information, including the rights of access to information we hold about you and the right of complaint if you are unhappy with the way your information is being processed.

For further information on how we process your information and your rights please view the [Full Committee Meetings Privacy Notice](#) on our website or contact Legal Services by email griffd2@caerphilly.gov.uk or telephone 01443 863028.

This page is intentionally left blank



POLICY AND RESOURCES SCRUTINY COMMITTEE

MINUTES OF THE DIGITAL MEETING HELD VIA MICROSOFT TEAMS ON TUESDAY,
25TH MAY 2021 AT 5.30 P.M.

PRESENT:

Councillor J. Pritchard - Chair
Councillor G. Kirby - Vice Chair

Councillors:

M. A. Adams, Mrs E. M. Aldworth, Mrs C. Forehead, Miss E. Forehead, L. Harding, G. Kirby (Vice Chair), C. P. Mann, B. Miles, J. Pritchard (Chair), R. Saralis, Mrs M. E. Sargent, G. Simmonds, J. Taylor and L. G. Whittle.

Cabinet Members:

Cllr. C. Gordon (Cabinet Member for Corporate Services) and Cllr. Mrs E. Stenner (Cabinet Member for Customer, Performance and Property Services).

Together with:

R. Edmunds (Corporate Director for Education and Corporate Services), R. Tranter (Head of Legal Services and Monitoring Officer), S. Richards (Head of Education Planning and Strategy), S. Foley (Regional Community Cohesion Officer), L. Lucas (Head of Customer and Digital Services), P. Cooke (Senior Policy Officer), D. Morris (Contracts Manager), E. Sullivan (Senior Committee Services Officer), Mark Jacques (Scrutiny Officer), S. Hughes (Committee Services Officer) and M. Harris (Committee Services Support Officer).

Also in attendance:

Councillor K. Etheridge and L. Dallimore (Unison Branch Secretary).

RECORDING ARRANGEMENTS

The Chairperson reminded those present that the meeting was being recorded and would be made available to view via the Council's website, except for discussions involving confidential or exempt items. [Click here to view.](#)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors C. Cuss and G. Johnston.

2. DECLARATIONS OF INTEREST

There were no declarations of interest received at the commencement or during the course of the meeting.

3. MINUTES – 6TH APRIL 2021

RESOLVED that the minutes of the Policy and Resources Scrutiny Committee held on 6th April 2021 (minute nos. 1 – 7) be approved as a correct record and signed by the Chair.

4. CALL-IN PROCEDURE

There had been no matters referred to the Scrutiny Committee in accordance with the call-in procedure.

5. POLICY AND RESOURCES SCRUTINY COMMITTEE FORWARD WORK PROGRAMME

The Scrutiny Officer presented the report which outlined the reports planned for the period May 2021 to February 2022 and included all reports that were identified at the Policy and Resources Scrutiny Committee meeting held on 6th April 2021. Members were asked to consider the Forward Work Programme, alongside the Cabinet Forward Work Programme, prior to publication on the Council's website.

It was proposed that the Asylum Dispersal Scheme report and the Community Empowerment Fund report be added to the Forward Work Programme for a special meeting of the Policy and Resources Scrutiny Committee to be held on 23rd June 2021.

Following consideration of the report, and subject to the additional reports proposed, it was moved and seconded that the recommendations be approved. By way of Microsoft Forms voting this was unanimously agreed.

RESOLVED that the Policy and Resources Scrutiny Committee Forward Work Programme be published on the Councils' website.

6. CABINET REPORTS

There had been no requests for any of the Cabinet reports to be brought forward for discussion at the meeting.

7. NOTICE OF MOTION – QUESTIONS TO THE LEADER

Consideration was given to the Notice of Motion submitted by Councillor K. Etheridge and supported by Councillors R. Gough, G. Simmonds, A. Farina-Childs and R. Owen. The Scrutiny Committee was asked to consider the Notice of Motion as set out in paragraph 5.1 of the report and make an appropriate recommendation to Council.

Councillor K. Etheridge outlined the Notice of Motion, which referred to Rule 10 of the Council's Procedural Rules, and called on the Council to ensure, in the future, Elected Members are allowed to table questions to the Leader and ask a supplementary question without recourse to the Cabinet Member.

The Policy and Resources Scrutiny Committee considered the Notice of Motion as outlined in paragraph 5.1 of the report. With agreement from Councillor K. Etheridge an additional recommendation was proposed and seconded.

RECOMMENDED to Council:

- (i) That the notice of motion be supported.
- (ii) That the Constitution be amended in relation to Rule 10(4) to allow a supplementary question to be asked of the Cabinet Member, this supplementary question must be directly related to the main question asked.

REPORTS OF OFFICERS

Consideration was given to the following reports.

8. EMPLOYEE VOLUNTEERING SCHEME

The Cabinet Member for Customer, Performance and Property Services presented the report which sought the views of the Policy and Resources Scrutiny Committee on a proposed Employee Volunteering Scheme, prior to consideration at Cabinet. Members were informed that the Employee Volunteering Scheme aims to increase volunteering opportunities for employees of Caerphilly County Borough Council, with the benefit of releasing the capacity of employees in supporting local communities and the associated benefits to employee well-being.

The Head of Education, Planning and Strategy reminded Members that the Employee Volunteering Scheme is an outcome of the Corporate Review process that was agreed in July 2020. Members were informed that it is also a direct result of the successful work undertaken by the organisation as a whole on the buddy scheme and looks to expand on the benefits already delivered through that scheme within communities.

Members received a contribution from the Caerphilly Branch Secretary of UNISON. The union supported the Volunteering Scheme provided that agreed terms were adhered to and there was no impact on conditions of service for employees.

Clarification was sought in relation to the longer-term volunteering option and how the quantity of volunteering is calculated in order for employees to be eligible to apply for two days leave of absence which equates to 14.48 hours per calendar year. The Regional Community Cohesion Officer advised the Scrutiny Committee that the longer-term volunteering involves a commitment of a minimum of 12 months with regular volunteering and engagement taking place at least once a month, however there was no minimum amount required in terms of the actual hours. The Senior Policy Officer advised that there was an error in section 7.1 of the report and that it should state that an employee will participate in a minimum of 12 months volunteering, not 12 days. It was highlighted that the leave of absence is in recognition of volunteering commitment.

Assurances were sought in that all employees would have an equal chance to participate in the Employee Volunteering Scheme and that an employee would not be prevented from volunteering because their colleague was already taking part. The Head of Education, Planning and Strategy outlined how all volunteering opportunities would be advertised on the Volunteering Wales website and the process will be managed through the Caerphilly Cares Team with a service manager part funded with the Gwent Association of Voluntary Organisations (GAVO). It was suggested by the Officer that an update report be presented to the Policy and Resources Scrutiny Committee in 6 months, ahead of the Annual Review. It was also highlighted that equal access to the scheme was a key aim but that service delivery would still have to be considered by the employee's manager. Members also heard how an

escalation process would be in place for those with concerns over how the scheme was being operated. The Scrutiny Committee agreed to the suggestion that an update report be brought before Members in 6 months.

In response to a query regarding volunteering opportunities the Senior Policy Officer advised Members that for any longer-term volunteering the organisation for which employees volunteer must be registered with Volunteering Wales and the employees volunteering time will be managed through the Volunteering Wales website.

A query was raised in relation to school employees accessing the Employee Volunteering Scheme. The Head of Education, Planning and Strategy advised Members that all HR policies need to be considered and adopted by each Governing Body. The Member asked about the situation with other Councils in regard to this matter and the Policy Officer outlined how approaches differed across Councils because of different school patterns but there was agreement that it was for respective Governing Bodies to decide.

A Member asked if volunteering could create full-time and part-time employment eventually if the voluntary duty being performed related directly to the Authority. The Senior Policy Officer outlined how the “Buddy Scheme” was a good example of this situation happening with the creation of the Caerphilly Cares posts.

The Chair raised concerns that some employees might feel obliged to carry out volunteering commitments and also suggested the two days leave of absence in recognition of volunteering commitment is not sufficient recompense for the work carried out by staff over a 12-month period. The Head of Education, Planning and Strategy highlighted that the proposed two days leave of absence would allow current service delivery levels to be maintained and indicated a survey of volunteers could be included in the update report which would come to Committee 6 months after the scheme commenced. The Policy Officer advised Members that there was flexibility with the scheme and gave the example of allowing day and part-day voluntary work which was aimed at employees with family commitments and those providing frontline services.

The Director of Education and Corporate Services highlighted to Members that the Employee Volunteering Scheme is driven by employees and there was no requirement placed upon staff to take part. Issues such as potential barriers to voluntary work and the level of recognition would be considered as part of the review.

The Policy and Resources Scrutiny Committee noted the contents of the report and made comments on the Employee Volunteering Scheme and the proposal to implement the Scheme with a review to be carried out in 12 months on the uptake and benefits of the Scheme, prior to consideration at Cabinet.

9. SOCIAL VALUE POLICY AND THE ADOPTION OF THE THEMES, OUTCOMES AND MEASURES FRAMEWORK

The Cabinet Member for Corporate Services presented the draft Caerphilly County Borough Council Social Value Policy and the proposed adoption of the Themes, Outcomes and Measures Framework.

Members received a contribution from the Caerphilly Branch Secretary of UNISON. The union supported the policy but highlighted that the TOMs Framework should not be viewed as just a set of arbitrary data and also called for a Social Value Action Plan.

The Head of Customer and Digital Services delivered a presentation on the Social Value Policy. Clarification was sought regarding paragraph 8.2. of the report, which is in relation to the annual fee paid to our Social Value procurement and measurement partner. Officers confirmed this would be flexible dependent on the number of contracts administered through the portal. Members sought further clarifications and were advised that Officers are currently

undertaking further consultation with Members due to the fact no set amount of contracts have been agreed to be administered through the portal, therefore the total annual fee is unknown at this time. Officers have agreed to update Scrutiny Members via updated Policy and Resources Scrutiny reports and/or direct consultation.

Members reaffirmed their desire for Council contracts to reflect the living wage and were supportive of local supply chains and local communities. These issues are being addressed via the Council's Programme for Procurement.

Members acknowledged Social Value is wider than the procurement discipline and Social Value should be considered by other Council service provisions e.g. Planning via the Local Development Plan.

The Policy and Resources Scrutiny Committee considered and commented on the content of the Social Value Policy and the TOM's Framework, prior to submitting and presenting the information to Cabinet for endorsement.

The meeting closed at 7.25 p.m.

Approved as a correct record and subject to any amendments or corrections agreed and recorded in the minutes of the meeting held on 28th September 2021, they were signed by the Chair.

CHAIR

This page is intentionally left blank



SPECIAL POLICY AND RESOURCES SCRUTINY COMMITTEE

MINUTES OF THE SPECIAL DIGITAL MEETING HELD VIA MICROSOFT TEAMS ON WEDNESDAY 23RD JUNE 2021 AT 5.30 P.M.

PRESENT:

Councillor J. Pritchard - Chair
Councillor G. Kirby - Vice Chair

Councillors:

M. Adams, Mrs E. M. Aldworth, C. Cuss, Mrs C. Forehead, Miss E. Forehead, L. Harding, G. Johnston, C. P. Mann, R. Saralis, G. Simmonds, J. Taylor and L. G. Whittle.

Cabinet Members:

Cllr. C. Gordon (Cabinet Member for Corporate Services), Cllr. L Phipps (Cabinet Member for Housing) and Cllr. Mrs E. Stenner (Cabinet Member for Customer, Performance and Property Services).

Together with:

Officers: R. Edmunds (Corporate Director for Education and Corporate Services), S. Richards (Head of Education Planning and Strategy), K. Peters (Corporate Policy Manager), V. Doyle (Policy Officer), H. Lancaster (Senior Communications Officer), C. Forbes-Thompson (Scrutiny Manager), S. Hughes (Committee Services Officer) and R. Barrett (Committee Services Officer).

Also in attendance:

A. Hubbard (Wales Strategic Migration Partnership), C. Hennigan (Home Office) and S. Lakey (Clear Springs Ready Homes).

RECORDING ARRANGEMENTS

The Chairperson reminded those present that the meeting was being recorded and would be made available to view via the Council's website, except for discussions involving confidential or exempt items. [Click here to view.](#)

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors B. Miles and Mrs M. E. Sargent.

2. DECLARATIONS OF INTEREST

There were no declarations received at the commencement or during the course of the meeting.

REPORTS OF OFFICERS

Consideration was given to the following reports.

3. CAERPHILLY COUNTY BOROUGH COUNCIL - PROPOSALS FOR ASYLUM DISPERSAL AND AFGHAN RELOCATION

The Cabinet Member for Customer, Performance and Property Services presented the report to seek the views of the Policy and Resources Scrutiny Committee prior to a report to Cabinet on 7th July 2021 on the local authority's participation in the Home Office Asylum Dispersal Scheme and to seek the Committee's views on the relocation of Afghan Nationals. Members were informed that of the twenty-two local authorities in Wales five are Asylum Dispersal Areas (ADA): Cardiff, Newport, Swansea, Wrexham and Conwy. A recent approach has been made by the Home Office, working with the Wales Strategic Migration Partnership, and through Welsh Government, for more local authorities to participate in the scheme to alleviate pressures in the asylum system and share the role across other local authorities in Wales. It was explained that the report considered the implications of the authority becoming an ADA and makes a number of recommendations to manage the implementation of the scheme, proposing a gradual start and a review after 12 months.

The Corporate Policy Manager provided background information to the report and Members received a context presentation on the Journey of Asylum Seekers in Wales (2001-2021) from the Wales Strategic Migration Partnership Officer.

Points of clarification was requested on various aspects of the report and Officers responded to the points raised.

The Scrutiny Committee was very supportive of and sympathetic to the plight of asylum seekers and the importance of providing support to people who have suffered very difficult lives and experiences. Clarification was sought on whether the Council will receive additional funding to support the families and Members were advised that the financial section of the report sets out that the Council will not receive any additional funding. However, the Home Office has contracts in place to manage the housing allocation issues and support for asylum seekers through providers such as Clearsprings Ready Homes and Migrant Help. In addition, Welsh Government funds a number of Asylum Seeker Refuge Support Contracts which the Council can assist with referrals into. Concerns were raised regarding the funding element, particularly in relation to the increased cost in social care. The Scrutiny Committee was advised that regular meetings are being held between Welsh Government and the Home Office and that conversations around the need for more funding from the Home Office are taking place.

Members felt it was very important to ensure the public understand that refugees have experienced terrible situations and highlighted the need to counter misleading social media assertions. In response to a query, Members were assured housing will be sought through the private rented sector. A Member suggested providing more detail on the plight of asylum seekers, such as pen portraits. The Scrutiny Committee was advised that there are plans in place to develop a list of frequently asked questions for the website and an offer was received from the Welsh Strategic Migration Partnership to assist with this.

A query was raised regarding the availability of support for families and access to services. Members were advised that the benefit of starting small with a few families will allow this scheme to develop. Members were further advised that, in terms of access to services, the

location of the property will be suitable for the individuals being dispersed there and it will be ensured that support can be accessed.

The Scrutiny Committee heard a personal account from one Member who has visited Afghanistan and saw first-hand the work carried out by Afghan interpreters supporting the British Armed Forces. Members asked that Cabinet closely monitor the situation for Afghans who need to relocate and wished to express their support as there is a debt owed to people who have provided support to our troops. Members were advised that although there is currently a 4-month financial support package for this scheme representations have been made to extend this further. Members also heard from one Member about the work done in the Aber Valley to welcome and assist Vietnamese refugees following the Vietnam war and how important it was to provide that support.

The Policy and Resources Scrutiny Committee provided their views on the local authority's participation in the Home Office Asylum Dispersal Scheme and considered the options proposed.

It was moved and seconded that the recommendation to begin with a smaller number (5) family properties and evaluate the success after 12 months be approved. By way of electronic voting and verbal confirmation (and in noting there were 13 for, 1 against and 0 abstentions) this was agreed by the majority.

RECOMMENDED to Cabinet:

Option 2 - to begin with a smaller number (5) family properties and evaluate the success after 12 months.

The Policy and Resources Scrutiny Committee provided their views on the relocation of Afghan Nationals, which will be reflected in the consultation section of the report to Cabinet.

4. COMMUNITY EMPOWERMENT FUND

The Cabinet Member for Customer, Performance and Property Services presented the report to seek comments and endorsement on the proposed funding criteria and grant management arrangements for the Community Empowerment Fund from the Policy and Resources Scrutiny Committee prior to it being considered by Cabinet and to seek views on appropriate support required to enable Elected Members to effectively champion the Community Empowerment Fund across their communities. Members were advised that in the Council's recent far-reaching resident survey 'The Caerphilly Conversation', 78% of respondents to that survey felt it was a positive suggestion to make a community budget available to residents, to enable them to do more things for themselves in future. 89% of respondents also agreed that offering incentives to communities would likely encourage them to take greater pride in their area.

The Senior Communications Officer provided an overview of how the Community Empowerment Fund will work and advised Members that it is planned to review the procedures after 12 months.

Members sought clarification and further information on the area forum budget. In response, the Scrutiny Officer agreed to forward the query on to the Head of Financial Services and Section 151 Officer and provide a response to Members via e-mail.

The Scrutiny Committee sought further clarification on eligibility and sought views on what the Community Empowerment Fund could be spent on. Members were informed that the recent residents survey sought views of what the Community Empowerment Fund could be spent on with seven priority areas emerging from the feedback. It was highlighted that funding would be utilised to support communities to become more sustainable and resilient. Members were advised that Ward Members will have a pivotal role in considering what projects they will

endorse to ensure they keep within the allocated funding for their area. Members sought advice on how they would prioritise when there are a number of potential projects and limited funding. It was highlighted that in wards where there is more than one Elected Member, Members are encouraged to work alongside other Ward Members and local organisations, and also consult with their communities to see which projects have most support.

The Scrutiny Committee sought advice on potential conflicts of interest and Members were advised of the Declaration of Interest process, whereby any Member can declare their interest when endorsing a bid. Members were also advised that if there is more than one Elected Member in their ward they could ask a ward colleague to endorse the bid as it is the expectation that Members will work together for the benefit of the whole community.

Following consideration of the report it was moved and seconded that the recommendations contained within be approved. By way of electronic voting and verbal confirmation (and in noting there were 13 for, 0 against and 0 abstentions) this was unanimously agreed.

RESOLVED that the Policy and Resources Scrutiny Committee:

- (i) Endorsed the proposed approach to the delivery of the Community Empowerment Fund and commented on and endorsed the funding criteria and grant management arrangements for the fund, prior to it being considered by Cabinet.
- (ii) Offered their views on appropriate support required to enable Elected Members to effectively champion the Community Empowerment Fund across their communities.
- (iii) Supported a review of the Community Empowerment Fund after 12 months in order to review take up of the fund to date and to identify and mitigate against any emerging barriers to the scheme.

The meeting closed at 7.15 p.m.

Approved as a correct record and subject to any amendments or corrections agreed and recorded in the minutes of the meeting held on 28th September 2021, they were signed by the Chair.

CHAIR



POLICY AND RESOURCES SCRUTINY COMMITTEE – 28TH SEPTEMBER 2021

**SUBJECT: POLICY AND RESOURCES SCRUTINY COMMITTEE FORWARD
WORK PROGRAMME**

**REPORT BY: CORPORATE DIRECTOR FOR EDUCATION AND CORPORATE
SERVICES**

1. PURPOSE OF REPORT

1.1 To report the Policy and Resources Scrutiny Committee Forward Work Programme.

2. SUMMARY

2.1 Forward Work Programmes are essential to ensure that Scrutiny Committee agendas reflect the strategic issues facing the Council and other priorities raised by Members, the public or stakeholder.

3. RECOMMENDATIONS

3.1 That Members consider any changes and agree the final forward work programme prior to publication.

4. REASONS FOR THE RECOMMENDATIONS

4.1 To improve the operation of scrutiny.

5. THE REPORT

5.1 The Policy and Resources Scrutiny Committee forward work programme includes all reports that were identified at the scrutiny committee meeting on Tuesday 25th May 2021. The work programme outlines the reports planned for the period September 2021 to February 2022.

5.2 The forward Work Programme is made up of reports identified by officers and members. Members are asked to consider the work programme alongside the cabinet work programme and suggest any changes before it is published on the

council website. Scrutiny committee will review this work programme at every meeting going forward alongside any changes to the cabinet work programme or report requests.

5.3 The Policy and Resources Scrutiny Committee Forward Work Programme is attached at Appendix 1, which presents the current status as at 6th September 2021. The Cabinet Work Programme is attached at Appendix 2. A copy of the prioritisation flowchart is attached at appendix 3 to assist the scrutiny committee to determine what items should be added to the forward work programme.

5.4 **Conclusion**

The work programme is for consideration and amendment by the scrutiny committee prior to publication on the council website.

6. **ASSUMPTIONS**

6.1 No assumptions are necessary.

7. **SUMMARY OF INTEGRATED IMPACT ASSESSMENT**

7.1 As this report is for information only an Integrated Impact Assessment is not necessary.

8. **FINANCIAL IMPLICATIONS**

8.1 There are no specific financial implications arising as a result of this report.

9. **PERSONNEL IMPLICATIONS**

9.1 There are no specific personnel implications arising as a result of this report.

10. **CONSULTATIONS**

10.1 There are no consultation responses that have not been included in this report.

11. **STATUTORY POWER**

11.1 The Local Government Act 2000.

Author: Mark Jacques, Scrutiny Officer jacqu@carphilly.gov.uk

Consultees: Richard Edmunds, Corporate Director for Education and Corporate Services

Robert Tranter, Head of Legal Services/ Monitoring Officer
Lisa Lane, Head of Democratic Services and Deputy Monitoring Officer,
Legal Services
Councillor Gez Kirby, Chair Policy and Resources Scrutiny Committee
Councillor Brenda Miles, Vice Chair Policy and Resources Scrutiny
Committee

Appendices:

- Appendix 1 Policy and Resources Scrutiny Committee Forward Work Programme
- Appendix 2 Cabinet Forward Work Programme
- Appendix 3 Forward Work Programme Prioritisation Flowchart

This page is intentionally left blank

Forward Work Programme - Policy & Resources

Appendix 1

| Date | Title | Key Issues | Author | Cabinet Member |
|----------------|---|--|------------------------|------------------------|
| 28/09/21 17:30 | Directorate Performance Report – Corporate Services Year End Report 2020/21 | | Edmunds, Richard (Ed); | Cllr. Gordon, Colin J; |
| 28/09/21 17:30 | Workforce Development Strategy | To seek Cabinet approval of the Workforce Development Strategy 2021 - 24 | Donovan, Lynne; | Cllr. Gordon, Colin J; |
| 28/09/21 17:30 | Well-Being Strategy 2021 - 24 | To seek Cabinet approval of the Wellbeing Strategy 2021 - 24 | Donovan, Lynne; | Cllr. Gordon, Colin J; |
| 28/09/21 17:30 | Information Item - Corporate Services and Miscellaneous Finance Revenue Grants 2021-22 | To provide information to Members relating to revenue grants for 2021-22 for Corporate Services and Miscellaneous Finance | Roberts, David; | Cllr. Stenner, Eluned; |
| 28/09/21 17:30 | Information Item - Corporate Services & Miscellaneous Finance Revenue Budgets 2021-22 | To provide Members with details of the 2021/22 revenue budgets for Corporate Services and Miscellaneous Finance | Roberts, David; | Cllr. Stenner, Eluned; |
| 28/09/21 17:30 | Information Item - Corporate services & Miscellaneous Finance 2021/22 budget monitoring report (period 3) | To inform members of projected revenue expenditure for the Directorate of Corporate Services and Miscellaneous Finance for the 2021/22 financial year. | Roberts, David; | Cllr. Stenner, Eluned; |
| 09/11/21 17:30 | Procurement Reform | New UK/Wales legislation and possibility of review of our standing orders as a result. | Evans, Ian; | Cllr. Stenner, Eluned; |
| 09/11/21 17:30 | Corporate services & Miscellaneous Finance 2021/22 budget monitoring report (period 5) | To inform members of projected revenue expenditure for the Directorate of Corporate Services and Miscellaneous Finance for the 2021/22 financial year | Roberts, David; | Cllr. Stenner, Eluned; |
| 09/11/21 17:30 | Team Caerphilly – 6 Month Update | | | |
| 11/01/22 17:30 | Treasury Management Annual Strategy | | Harris, Stephen R; | Cllr. Stenner, Eluned; |
| 11/01/22 17:30 | Capital Strategy | | Harris, Stephen R; | Cllr. Stenner, Eluned; |
| 11/01/22 17:30 | Corporate services & Miscellaneous Finance 2021/22 budget monitoring report (period 7) | To inform members of projected revenue expenditure for the Directorate of Corporate Services and Miscellaneous Finance for the 2021/22 financial year. | Roberts, David; | Cllr. Stenner, Eluned; |
| 22/02/22 17:30 | Information Item - Corporate services & Miscellaneous Finance 2021/22 budget monitoring report (period 9) | To inform members of projected revenue expenditure for the Directorate of Corporate Services and Miscellaneous Finance for the 2021/22 financial year | Roberts, David; | Cllr. Stenner, Eluned; |

This page is intentionally left blank

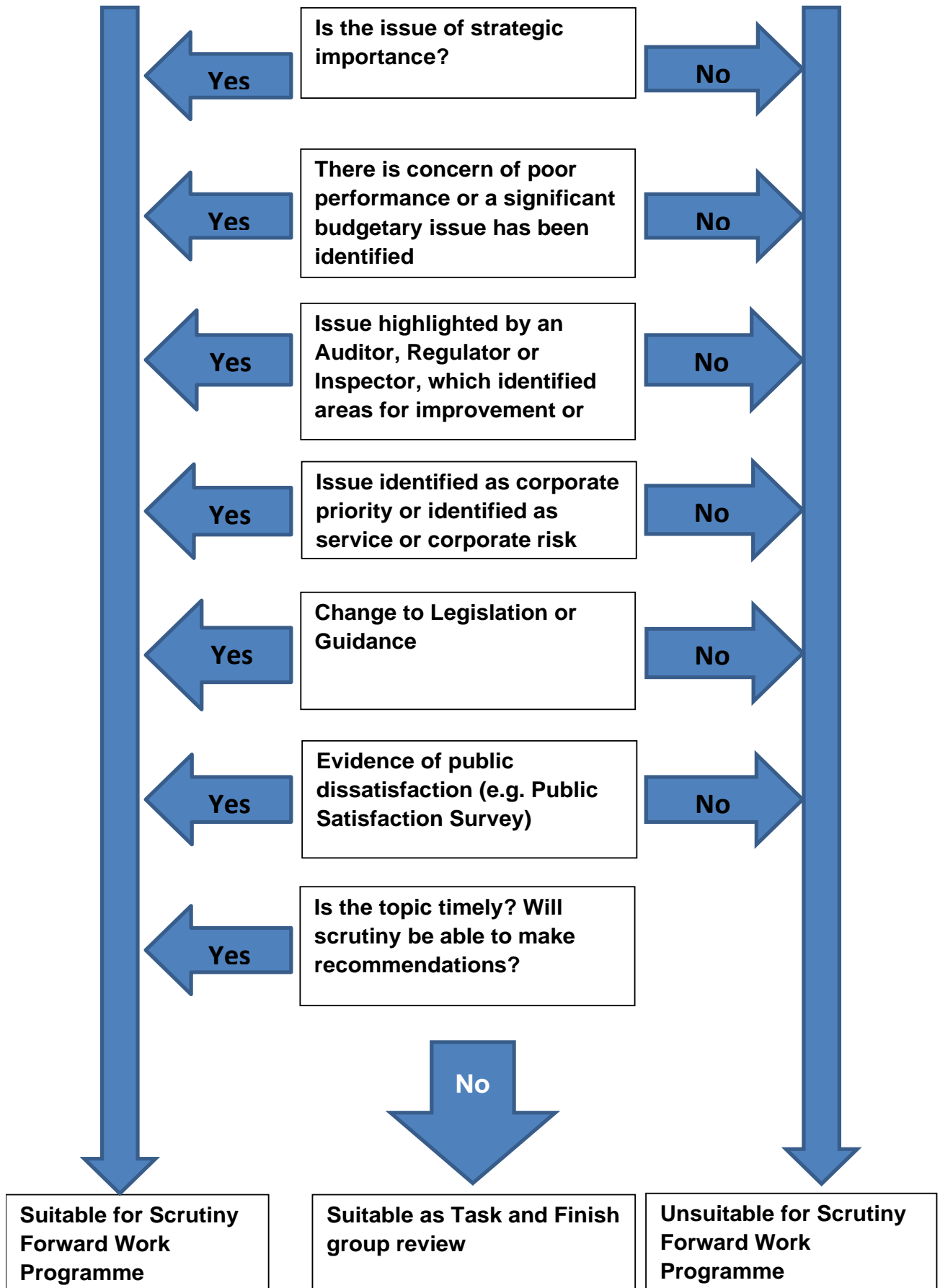
| | | | | |
|------------------|--|---|--|-------------------------|
| 29/09/2021 10:30 | Montclair Avenue - Culvert Report | To seek Cabinet approval to fund the culvert repair. | Street, Dave; | Cllr. Phipps, Lisa; |
| 29/09/2021 10:30 | Supplementary report - Managing Service Risk at Alert Level Zero | To update Cabinet with a further report detailing proposals for the re-opening of key buildings. | Edmunds, Richard (Ed); | Cllr. Gordon, Colin J; |
| 29/09/2021 10:30 | Christmas closedown | To consider Christmas closedown arrangements. | Donovan, Lynne; Edmunds, Richard (Ed); | Cllr. Gordon, Colin J; |
| 29/09/2021 10:30 | Well-Being Strategy 2021 - 24 | To seek Cabinet approval of the Wellbeing Strategy 2021 - 24. | Donovan, Lynne; | Cllr. Gordon, Colin J; |
| 29/09/2021 10:30 | Workforce Development Strategy | To seek Cabinet approval of the Workforce Development Strategy 2021 - 24. | Donovan, Lynne; | Cllr. Gordon, Colin J; |
| 13/10/2021 10:30 | Car parking at Twyn Car Park and Blackwood High Street Car Park | To consider proposals to manage the interface between business/visitor parking at Twyn Car Park, Caerphilly and Blackwood High Street. | Williams, Mark S; | Cllr. Pritchard, James; |
| 13/10/2021 10:30 | 21st Century Schools – Band B Programme Update | To provide Cabinet with an update on the progress of the 21st Century Schools Band B programme.- Phase 1 & 2. | West, Andrea; Richards, Sue; | Cllr. Whiting, Ross; |
| 13/10/2021 10:30 | Write-off of Debts Over £20,000 – Business Rates Arrears for Limited Companies | To seek Cabinet approval for the write-off of business rate debts for two limited companies where, in each case, the aggregated values per business are greater than £20,000. | Carpenter, John; | Cllr. Stenner, Eluned; |
| 13/10/2021 10:30 | New Respite Facilities | To seek Cabinet approval to build two state of the art respite facilities, one for adults and one for children in order to replace existing facilities. | Street, Dave; Williams, Jo; | Cllr. Cook, Shayne; |

| | | | | |
|------------------|---|---|---------------------------------|-------------------------|
| 13/10/2021 10:30 | Outcome of Public Consultation on a Proposed Community Hall in Ty Sign, Risca | To report on the outcome of a public consultation and to seek the views of Cabinet on the request to lease land at Holly Road, Ty Sign, Risca for the purposes of building a new community hall. | Hartshorn, Robert; | Cllr. Stenner, Eluned; |
| 27/10/2021 10:30 | Streetlighting Update | To provide Cabinet with an interim update on the monitoring of the street lighting carbon reduction initiative outcomes. | Lloyd, Marcus; | Cllr. Pritchard, James; |
| 27/10/2021 10:30 | Annual Performance Report and Corporate Plan 2018-2023 | For Cabinet to consider the Council's Annual Performance Report which provides information and analysis of performance against the six well-being objectives for the period 01/04/20 to 31/03/21. | Roberts, Ros; Richards, Sue; | Cllr. Stenner, Eluned; |
| 27/10/2021 10:30 | Corporate Performance Assessments (CPA's) | To provide Cabinet with information and detailed analysis of performance for the period 01/04/20 to 31/03/21 and forms part of the Council's self-assessment activity. | Richards, Sue; | Cllr. Stenner, Eluned; |
| 27/10/2021 10:30 | Local Housing Strategy | To seek Cabinet approval for the acquisition of the former Oakdale School site from the General Fund to the HRA and the development of the site by Willmott Dixon on behalf of Caerphilly Homes. | Roberts-Waite, Jane; | Cllr. Phipps, Lisa; |

| | | | | |
|------------------|----------------------------------|---|------------------------------|------------------------|
| 10/11/2021 10:30 | Dog Control PSPO Proposals | To consider the outcome of a public consultation, together with any recommendations from Scrutiny Committee, on proposals to amend and extend the Public Spaces Protection Order (PSPO) relating to dog control to include the exclusion of dogs from marked sports pitches/areas | Hartshorn, Robert; | Cllr. George, Nigel; |
| 10/11/2021 10:30 | ASB/street drinking PSPO | To consider the outcome of a public consultation together, with any recommendations from Scrutiny Committee, on proposals to vary and extend the Public Spaces Protection Orders relating to anti-social behaviour and drinking alcohol in a public place. | Hartshorn, Robert; | Cllr. George, Nigel; |
| 10/11/2021 10:30 | Homeless Project Plan | To provide Cabinet with the Rapid Rehousing and transitional plan which needs to be submitted to WG by June 2022. | Denman, Kerry; Street, Dave; | Cllr. Phipps, Lisa; |
| 10/11/2021 10:30 | Commercial & Investment Strategy | For Cabinet to note the progress made against the actions and success measures within the strategy during the first 12 months To seek an extension of an additional 12 months for the refresh of the Commercial & Investment Strategy to November 2022. | Camp, Victoria; | Cllr. Stenner, Eluned; |

| | | | | |
|------------------|--|--|-------------------|--------------------------|
| 24/11/2021 10:30 | Team Caerphilly Transformation Programme – 6 monthly update | To provide Cabinet with an update on progress against the Team Caerphilly Transformation Strategy. | Richards, Sue; | Cllr. Stenner, Eluned; |
| 24/11/2021 10:30 | The principles of a regional approach to Employability Programme | To consider a regional approach to the provision of employment support programmes within the Cardiff Capital Region. | Kyte, Rhian; | Cllr. Marsden, Philippa; |
| 24/11/2021 10:30 | Grass Cutting Regime | To seek the views of Cabinet in relation to grass cutting regimes across the county borough and proposals to enhance and promote bio-diversity following consultation with local members and presentation to Scrutiny Committee. | Headington, Mike; | Cllr. George, Nigel; |
| 24/11/2021 10:30 | Business Rate Relief - WG Funding | To seek Cabinet approval of a proposal for the distribution of targeted rated relief. | Carpenter, John; | Cllr. Stenner, Eluned; |

Scrutiny Committee Forward Work Programme Prioritisation



This page is intentionally left blank



POLICY AND RESOURCES SCRUTINY COMMITTEE – 28TH SEPTEMBER 2021

**SUBJECT: NOTICE OF MOTION – REVIEW OF COUNCIL
CONSTITUTION AND MEMBER PROTOCOL**

**REPORT BY: CORPORATE DIRECTOR EDUCATION AND CORPORATE
SERVICES**

1. PURPOSE OF REPORT

- 1.1 The Policy and Resources Scrutiny Committee is asked to consider the Notice of Motion as set out in paragraph 5.1 of the report and make an appropriate recommendation to Council. In accordance with Rule 11(3) of the Constitution.

2. SUMMARY

- 2.1 A Notice of Motion has been received from Councillor Kevin Etheridge and is supported by Councillors D. Cushing, N. Dix, A. Farina-Childs, C. Mann, B. Owen, G. Simmonds, T. Parry, J. Taylor and L. Whittle
- 2.2 The Notice of Motion meets the criteria set out in the Council's Constitution and is in accordance with the Council's Rules of Procedure now referred to Scrutiny for consideration.

3. RECOMMENDATION

- 3.1 The Policy and Resources Scrutiny Committee are asked to consider the Notice of Motion outlined in paragraph 5.1 and make an appropriate recommendation to Council.

4. REASONS FOR THE RECOMMENDATION

- 4.1 In accordance with the Council's Constitution.

5. THE REPORT

5.1 Notice of Motion

To ask Caerphilly County Borough Council to review the Council's Constitution and Members Protocol with an emphasis on the procedure of delegated powers within the Authority on major decisions made, which may have implications for all elected

members during their term of office, with the remit looking at engagement and consultation with respective ward members prior to implementation. We therefore call for the establishment of an all-party working group to be set up and report recommendations with implementation taking place prior to the May 2022 elections on changes which are required.

6. ASSUMPTIONS

- 6.1 As a notice of motion is a procedural matter and must be dealt with in accordance with Council's Constitution, no assumptions have been made.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

- 7.1 This report does not require an Integrated Impact Assessment as it relates to a procedural matter under the Councils Constitution.
- 7.2 The procedural rules regarding a Notice of Motion are contained within Council's Constitution as adopted in May 2002. The Council's Constitution sets out the framework for the decision-making roles and responsibilities.

8. FINANCIAL IMPLICATIONS

- 8.1 There are no financial implications associated with this report.

9. PERSONNEL IMPLICATIONS

- 9.1 There are no personnel implications associated with this report.

10. CONSULTATIONS

- 10.1 There has been no consultation undertaken.

11. STATUTORY POWER

- 11.1 Local Government Act 2000

Author: Emma Sullivan (Senior Committee Services Officer)

Appendices: Appendix 1 Signed copy of Notice of Motion.

**NOTICE OF MOTION – REVIEW OF COUNCIL CONSTITUTION AND MEMBER
PROTOCOL**

To consider the undersigned Notice of Motion standing in the name of County Borough
Councillor K. Etheridge and supported by the Members listed.

‘To ask Caerphilly County Borough Council to review the Councils Constitution and
Members Protocol with an emphasis on the procedure of delegated powers within the
Authority on major decisions made, which may have implications for all elected members
during their term of office, with the remit looking at engagement and consultation with
respective ward members prior to implementation.

We therefore call for the establishment of an all-party working group to be set up and report
recommendations with implementation taking place prior to the May 2022 elections on
changes which are required.’



Signed: Councillors K. Etheridge

Supported by: Councillors D. Cushing, N. Dix, A. Farina-Childs, C. Mann, B. Owen, G.
Simmonds, T. Parry, J. Taylor and L. Whittle

This page is intentionally left blank



POLICY AND RESOURCES SCRUTINY COMMITTEE – 28TH SEPTEMBER 2021

SUBJECT: WORKFORCE DEVELOPMENT STRATEGY 2021 - 24

REPORT BY: CORPORATE DIRECTOR FOR EDUCATION AND CORPORATE SERVICES

1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to consult with Policy & Resources Scrutiny Committee in relation to the Workforce Development Strategy 2021 – 24, attached at Appendix 1.

2. SUMMARY

- 2.1 The Council's *Team Caerphilly – Better Together* Transformation Strategy was adopted by Cabinet on the 12th June 2019. As part of this Strategy, ten corporate reviews are being undertaken to transform how the Council Works and Workforce Development is one of them.
- 2.2 One of the actions of this review is to produce a Workforce Development Strategy (attached at Appendix 1), to develop our employees to maximise their capabilities, effectiveness and resilience to support the re-purposing and re-shaping of our services in response to the many challenges we face as a Council moving forward.

3. RECOMMENDATIONS

- 3.1 Policy and Resources Scrutiny Committee are asked to note the contents of the report and make comments prior to recommending the Workforce Development Strategy 2021 – 24 attached at Appendix 1 to Cabinet for approval.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 The recommendation is made to ensure that we have a Workforce Development Strategy in place to support a workforce in the future that is fit for purpose and equipped with the necessary skills to innovate and move the Council forward the Caerphilly Way.

5. THE REPORT

- 5.1 As stated, the Council's Team Caerphilly – Better Together Transformation Strategy was adopted by Cabinet on the 12th June 2019 and ten corporate reviews are being undertaken to transform how the Council works and Workforce Development is one of them.
- 5.2 The Workforce Development Strategy 2021 – 24 (attached at Appendix 1) adopts the principles of place shaping, collaboration, digitalisation, commercialisation and innovation. Together with the actions and objectives prioritised in our Strategic Equality Plan 2020-2024, Customer & Digital Strategy 2019-2023, Commercialisation and Innovation Strategy and Service Review Methodology, the effective implementation of this Workforce Development Strategy will be fundamental to meeting the Council's ambitious transformation agenda.
- 5.3 The changing landscape in public health, politics, economics, technology, demography, environmental impact mitigation and social attitudes are influencing how we resource the Council. With concerns over skills shortages, an aging workforce and increasing competition to attract talent to Caerphilly, a strategically planned approach to workforce development is necessary to align strategy, processes and people.
- 5.4 The effective implementation of this Strategy will embed Workforce Planning as an essential business process that is undertaken on a regular basis. Workforce Planning will include skills, audits, structure reviews and identification of priority actions to address workforce risks and development needs.
- 5.5 The Council's HR policies confirm that employees are our most valuable asset and recognise that attracting and retaining a well-trained, well-motivated and flexible workforce, with a wide range of skills and experience is essential to the provision of quality services. Our people are at the very heart of everything we do. Our continuing success as a Council will be dependent on us having a workforce that will champion our values and is fit for the future and this Workforce Development Strategy reinforces this.
- 5.6 Under this strategy, we will seek to address the challenges identified in our stakeholder engagement through the further development of our recruitment strategies and procedures and improve our ability to attract the best and brightest talent to the authority. We will explore and develop new initiatives to enhance work opportunities for our residents, utilising government funded employment programmes to widen the provision of apprenticeships, work placements and work experience opportunities.
- 5.7 A Workforce Planning Framework will be implemented to help translate this strategy into practice and equip our managers with a reference tool to proactively organise and develop their workforce. This will include the development of *agile working solutions* to meet ever changing service needs and address staff shortages, surpluses, talent gaps and skill mismatches. The effective implementation of this strategy will ensure that current and future workforce needs are known, modelled and are capable of meeting changing service delivery requirements and needs.
- 5.8 Under this Strategy, we will work collaboratively to remove any artificial barriers to workforce development and work together strategically to provide comprehensive

learning and development programmes, training initiatives and access to a wide range of digital resources that will be accessible to the wider workforce.

- 5.9 Currently, there is no corporate coordinated approach to Learning and Development across the Council, with each service responsible for their own learning provision. This Strategy supports a workforce that is fit for the future and equipped with the necessary skills to innovate and deliver the Council's Transformation Programme. To ensure that we provide comprehensive learning and development programmes, training initiatives and access to a wide range of digital resources, so that our employees will have every opportunity to enhance their skills and fulfil their potential, the central coordination of workforce development is key in the delivery of this strategy.
- 5.10 This is an ambitious Workforce Development Strategy and comprehensive in content with key priorities highlighted and appropriate resources will be required for the future delivery of coordinated workforce development function. Members will recall that the report to Council dated 13th July 2021 entitled 'Provisional Revenue Budget Outturn for 2020/21, included a proposal to set aside funding of £168k to appoint staff on a fixed-term basis to undertake the initial planning and scoping required, which Members agreed. The recruitment for these posts has commenced and an updated report in relation to centralised Learning and Development will be presented to Policy and Resources Scrutiny for information.
- 5.11 Workforce development is being undertaken to different degrees across the Council. This ambitious Strategy will bring a coordinated approach to workforce development across the Council's services.

5.12 **Conclusion**

The Council's clear commitment to workforce development is now captured in the Workforce Development Strategy 2021 – 24, to ensure that we have a well-trained, well-motivated and flexible workforce, that are capable of dealing with the many future challenges we will face across the Council.

6. **ASSUMPTIONS**

- 6.1 There are no assumptions made within this report.

7. **SUMMARY OF INTEGRATED IMPACT ASSESSMENT**

- 7.1 The Public Sector Equality Duty requires the Council to have "due regard" to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups. It is recognised that the key principles of this Workforce Development Strategy will have significant benefits for our employees, i.e. permanent, casual and temporary.
- 7.2 This Strategy outlines our aspirations of being recognised as an employer of choice in terms of our approach to diversity, equalities, personal well-being, learning, being forward thinking and resilient to change and leadership development. Strengthening Inclusivity and Equality lies at the heart of this strategy.

- 7.3 The Socio-economic Duty gives us an opportunity to do things differently and put tackling inequality genuinely at the heart of key decision making. The changing landscape in public health, politics, economics, technology, demography, environmental impact mitigation and social attitudes are influencing how we resource the Council. With concerns over skills shortages, an aging workforce and increasing competition to attract talent to the Council, a strategically planned approach to workforce development is necessary to align strategy, processes and people. This includes a non-guaranteed hours' review to restrict/limit the use of casual zero hours contracts moving forward and thus provide more sustainable employment opportunities.
- 7.4 Under this Strategy, we will be exploring and developing new initiatives to enhance work opportunities for our residents, utilising government funded employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities. The Council furthermore supports payment of the Foundation Living Wage which supports young people starting in modern apprenticeship roles.
- 7.5 Agile Working Opportunities that promote greater choice for where work may be carried out will assist in reducing the Council's and the employee's carbon footprint and will in many instances support employee wellbeing and offer a greater choice of employment opportunities that may have been unreachable for some based on where they live and/or their individual circumstance.
- 7.6 This Strategy supports learning and development opportunities for all staff and enables employment through the creation of more substantial and sustainable employment linked to a non-guaranteed hours review. Combined with the provision of the Foundation Living Wage and strengthening of our employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities, the impact of this Strategy is largely positive on the Council's workforce as a whole, i.e. current and future.
- 7.7 The Integrated Impact Assessment is attached at Appendix 2.

8. FINANCIAL IMPLICATIONS

- 8.1 There are no immediate financial implications to this report. Any budgetary requirements to support workforce development will be subject to appropriate authorisation.

9. PERSONNEL IMPLICATIONS

- 9.1 The centralised Learning and Development team referred to in point 5.10 will be part of the HR structure and recruitment to the posts will be in accordance with Council policies and procedures.

10. CONSULTATIONS

- 10.1 The majority of consultation responses have been incorporated in the Strategy. Some consultation responses were not included because they were more appropriate for consideration and inclusion in other areas of work.

11. STATUTORY POWER

11.1 Local Government Act 1972

Author: Lynne Donovan, Head of People Services

Consultees: Corporate Management Team
Cllr Colin Gordon, Cabinet Member for Corporate Services
Leadership Team
HR Strategy Group
HR Management Team
Stephen Pugh, Head of Communications
Emma Townsend, Health and Safety Manager
Neil Cooksley, Principal HR Officer (Workforce Development)
Trade Unions – GMB, Unison, Unite

Appendices:

Appendix 1 Workforce Development Strategy 2021 – 24
(An accessible version is available on request)

Appendix 2 Integrated Impact Assessment

This page is intentionally left blank

Workforce Development Strategy 21-24



GWASANAETHAU POBL
PEOPLE SERVICES



Contents

| | |
|--|-----------|
| Foreword | 2 |
| Introduction | 4 |
| The Strategic Context | 5 |
| Our Workforce | 6 |
| Employee Headcount | 6 |
| BAME | 7 |
| Gender | 7 |
| Gender by salary range | 8 |
| Gender by type of contract | 9 |
| Disability | 9 |
| Age profile | 10 |
| Age by salary range | 10 |
| Our Challenges | 11 |
| What localised challenges do we face? | 11 |
| What are the external drivers for public sector change? | 11 |
| Our Approach | 12 |
| Our Priority Actions | 14 |
| 1. Focusing on what matters | 14 |
| 2. Managing talent and creating opportunity | 15 |
| 3. Valuing our employees | 16 |
| 4. Fulfilling our potential | 18 |
| Our Responsibilities | 19 |
| Delivery, Monitoring and Governance | 21 |
| Appendix 1: Organisational Planning Framework | 22 |
| Appendix 2: Workforce Development Strategic Action Plan | 23 |

Foreword



Christina Harrhy
Chief Executive
Caerphilly County Borough Council

I'm delighted to present our ambitious and forward-thinking Workforce Development Strategy. Our hard working and versatile workforce are the very backbone of our organisation and certainly our *most valuable resource*. It is in no doubt that the people that make up Team Caerphilly are the reason we are able to deliver high quality services to our communities and lead the way in many sectors. As we continue on our journey it is essential that we have a workforce with the required skills that align with the ever changing needs of our communities. The skills we have today, will be different to those we will need tomorrow. We therefore need to ensure we understand this gap and develop our staff appropriately. The actions detailed within this strategy defines our plans accordingly.

We are passionate about providing great services and making life better for everyone in the Caerphilly county borough and our new operating model, **TeamCaerphilly - Better Together**,¹ details how we will achieve this. In response to the many and varied challenges we face, we must re-purpose and re-shape our services, and this will mean developing and improving the ways in which we support our staff to maximise their capabilities, effectiveness and resilience.

We must develop a *healthy organisation*, one which provides an environment that nurtures our people, provides opportunity for personal and professional development and recognises excellence. We have fantastic work life balance policies, which we will continue to develop to cater for the varying

and changing needs of our people. We must be bold, brave and committed to modernising our practices, moving away from traditional models of delivery which restrict agility and flexibility.

We must show that we truly value our people by putting equality, inclusion and well-being at the very heart of everything we do. We will champion diversity and challenge conscious and unconscious bias in our decision making. We will strive to ensure all tiers are fairly represented across the organisation.

We must evolve at scale and at pace, especially as we recover from the Covid-19 health crisis. It would be remiss of me not to acknowledge and applaud our workforce for their contributions during this unprecedented time. We have responded amazingly, coming together as one team to transform operations practically overnight, ensuring our citizens continue to receive the essential services they need on a day-to-day basis. This has epitomised the spirit of *Team Caerphilly*.

Our workforce has been innovative, collaborative, resilient and resourceful in the face of extreme pressure. We have embraced the opportunities large scale remote and agile working provided us. The challenge now is to take what we've learned, harness the skills and teamwork that have been developed and create an environment that will deliver long term, sustainable growth.

Our talented and highly committed workforce will be fundamental to our success and I am excited to see how we can shape the future of CCBC together.

¹ TeamCaerphilly - Better Together Strategy

Foreword



Cllr. Philippa Marsden

Leader

Caerphilly County Borough Council

This strategy demonstrates how, as a council, we can continue to deliver high quality services fit for the future, by focusing on developing the people behind the services.

We are a large council with more than 700 services. To ensure we are equipped to meet the unprecedented demands placed on us, we must invest in our workforce and continue to develop skills and build on the vast amount of experience and knowledge we already have in our council.

The Coronavirus Pandemic has brought into sharp focus the need to ensure a healthy workforce, this is vital on so many levels and we feel that we are well placed to take staff on the journey to delivering the Team Caerphilly Transformation Strategy which has positive outcomes for our communities *and our workforce*. Our people have performed outstandingly in an extremely difficult and uncertain time. We have a talented, versatile and dedicated Team Caerphilly family.

This strategy identifies our key priorities as we look to build on our successes. We will focus on what matters, provide greater opportunities and value and nurture our workforce.

Our workforce is, and continues to be, our greatest asset and I firmly believe that this strategy will see us continue to strive to provide the best support for both staff and the wider community, it will become the lifeblood of how we operate, and allow us to continue to evolve and innovate as an organisation.

Introduction

“The ability for organisations to successfully evolve is ultimately determined by the capability of their staff.”

Chief Executive of the CIPDⁱⁱ

Our people are our most valuable asset and are at the very heart of everything we do. Developing an engaged, skilled and effective workforce that champions **our values** and is capable of meeting

the future needs of our residents, is essential to our ability to deliver our ambitious transformation objectives.



This strategy outlines our commitment to developing our workforce and details how we will create the right environment, enhance our support

and better equip our people with the right skills to be highly effective in their jobs and achieve greater levels of job satisfaction.

ⁱⁱ Driving the New Learning Organisation - Towards Maturity in Partnership with the CIPD

The Strategic Context

The Corporate Plan 2018-2023 incorporates seven Cabinet commitments, which include the need to protect jobs in these financially difficult times, continue to deliver innovative and high performing services and ensure we have an engaged and motivated workforce.

These commitments, together with the six Wellbeing objectives set out in the plan, formed the central tenets of the Transformation Strategy *#Team Caerphilly – Better Together*.

The foundations of this strategy are based on the principles of place shaping, collaboration, digitalisation and commercialisation and innovation; which in turn have helped shape our wider corporate strategies such as the Strategic Equality Plan 2020-2024,ⁱⁱⁱ the Customer & Digital Strategy 2019-2023,^{iv} the Commercial and Innovation Strategy^v and the Service Review Methodology.^{vi}

#Team Caerphilly – Better Together: Operating Model



Transformation on this scale requires a workforce that can keep pace with change and acquire new skills. Workforce development is fundamental to

the success of our transformation programme and has given the strategy a clear purpose:

“To develop a workforce that is fit for the future.”

ⁱⁱⁱ Strategic Equality Plan 2020-2024

^{iv} Customer and Digital Strategy 2019-2023

^v Commercialisation and Investment Strategy 2020

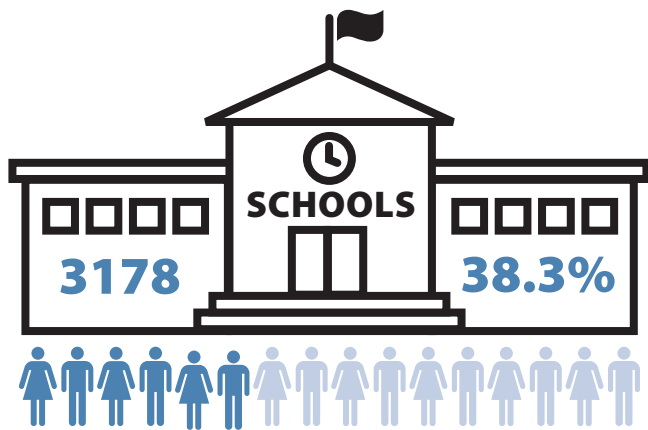
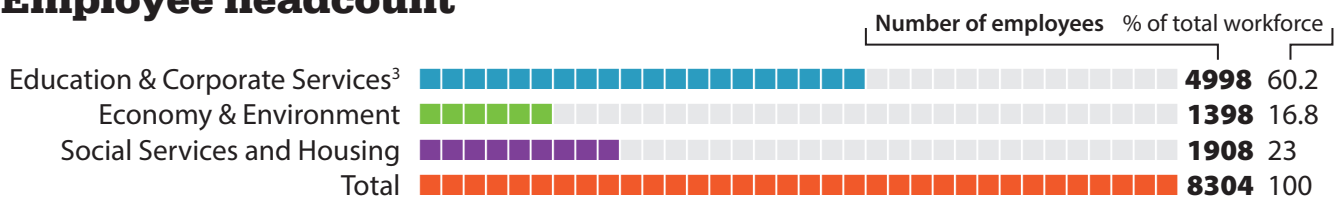
^{vi} Service Review Methodology 2020

Our Workforce

We are the largest employer within the borough, directly employing over 8000 staff (including schools)¹, providing our communities with a wide and varied range of essential and non-essential public services. We currently supplement our workforce with 229 agency workers.

To help inform our direction of travel and identify our priority actions, we must first assess our existing employee profile and understand what challenges we face as a council.

Employee headcount²



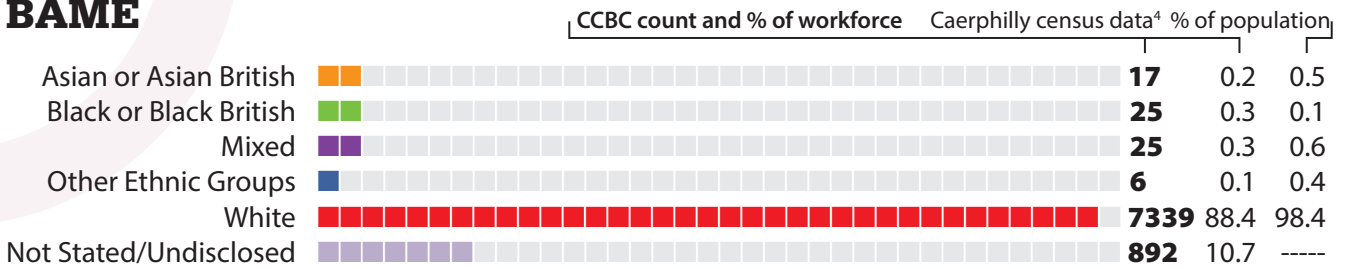
Education and Corporate Services account for nearly two thirds of our workforce, with nearly 40% in our schools provision alone.

¹ Workforce Intelligence Analysis - July 2020

² Where employees have multiple posts, the post holding the most contractual hours will be considered the substantive role and has been used for statistical analysis.

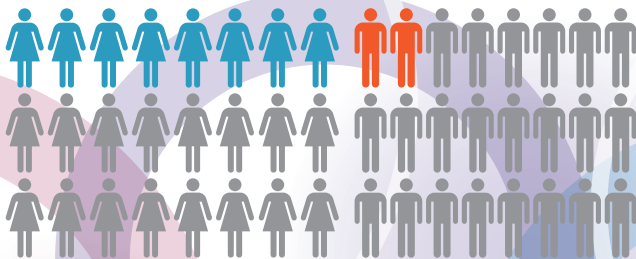
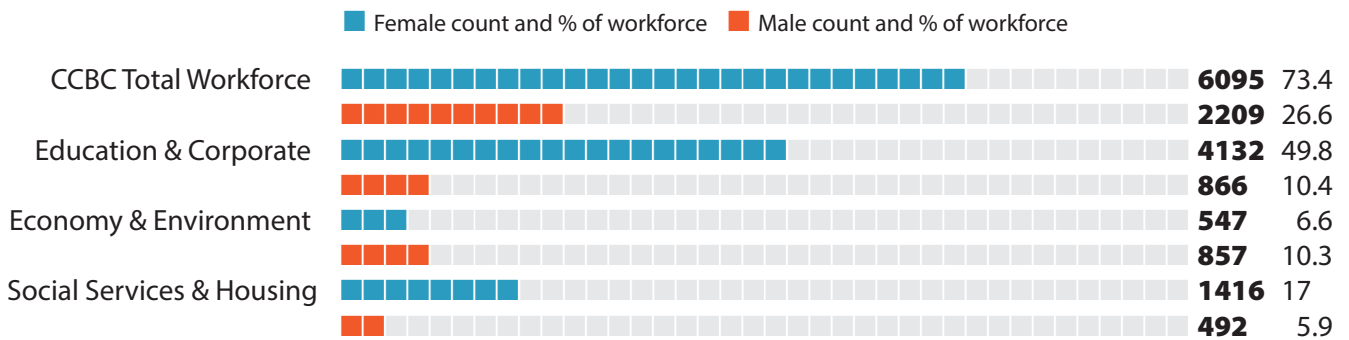
³ For the purposes of analysis, the Chief Executive has been grouped into Education & Corporate Services

BAME



The percentage of non-white employees is very low, accounting for less than 1% of the total workforce. However, when this is compared with Census data for the Caerphilly County Borough, we can see that the number is broadly reflective of the demographics of the local community. We will continue to champion diversity and inclusivity and build upon existing good practice to increase numbers in under-represented groups.

Gender*



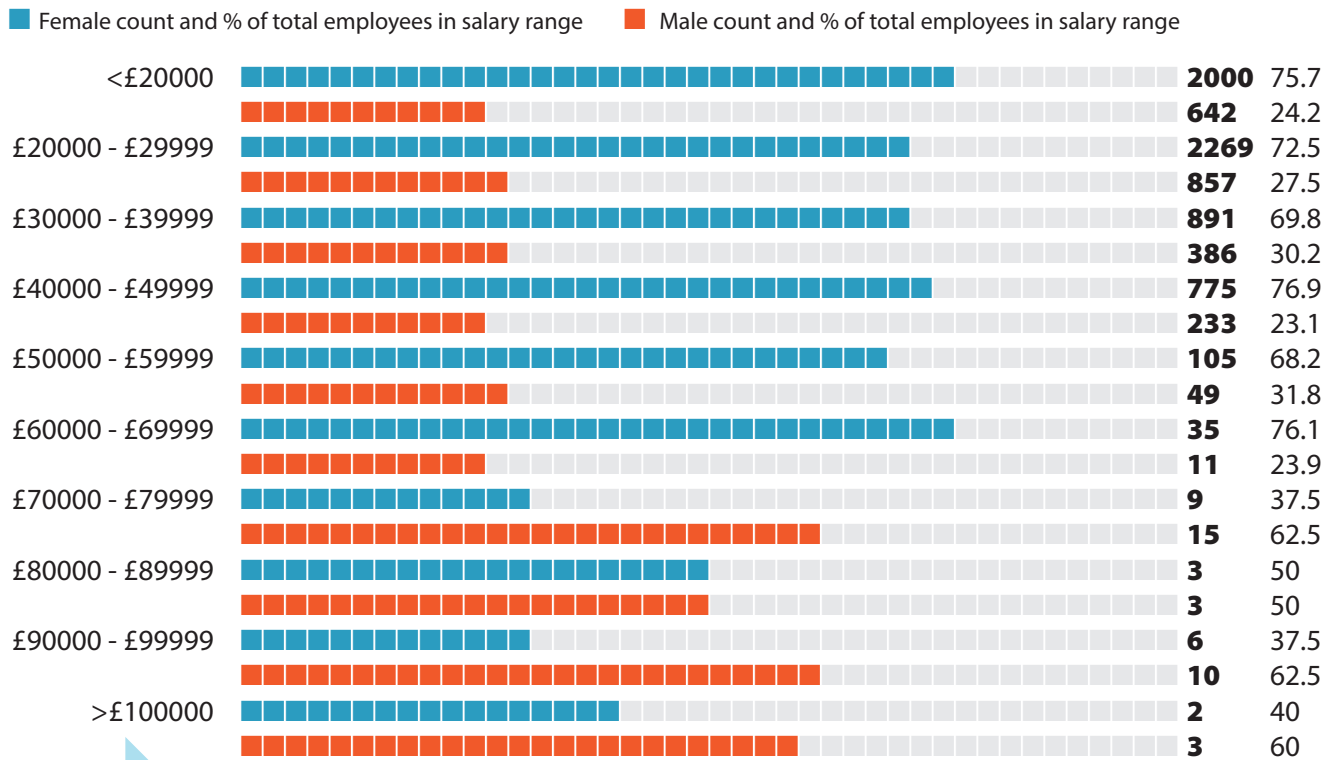
Over two thirds of our workforce are female. Of particular note is Education & Corporate Services where the ratio of females to males is approximately 5:1. Only in Economy and Environment do males outnumber females, but the margin of difference is much lower at just 3.7%.

We must continue to positively promote the wide range and variety of jobs across our services.

⁴ Caerphilly Census Data 2011

* No employees were identifying as non-binary at the time of the analysis.

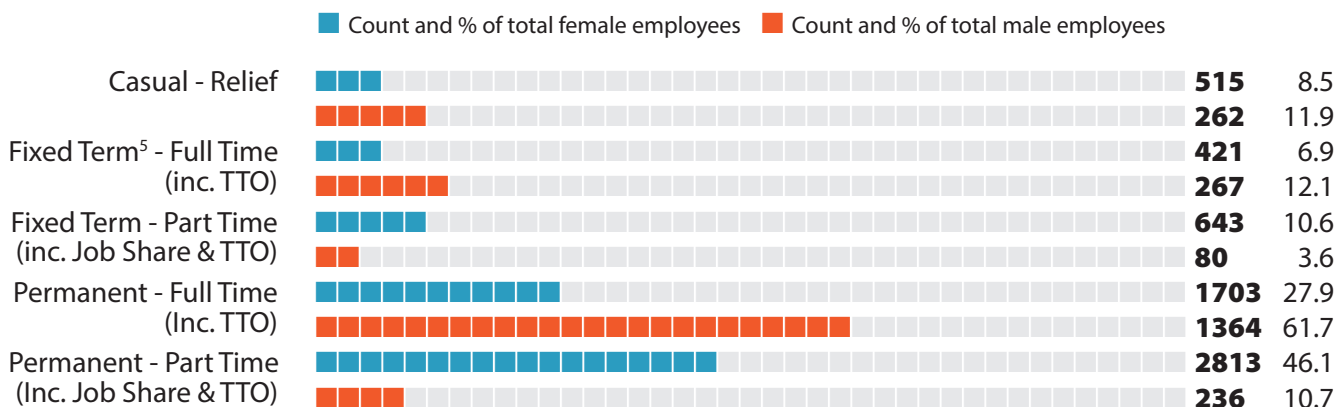
Gender by salary range



What is of particular interest here, is that for the majority of salary ranges the proportion of females to males is reflective of the demographic split in the organisation. That is until we reach our top earners, at which point (despite the small numbers) we see a noticeable reverse. It is important that we fully understand the reasons for this.

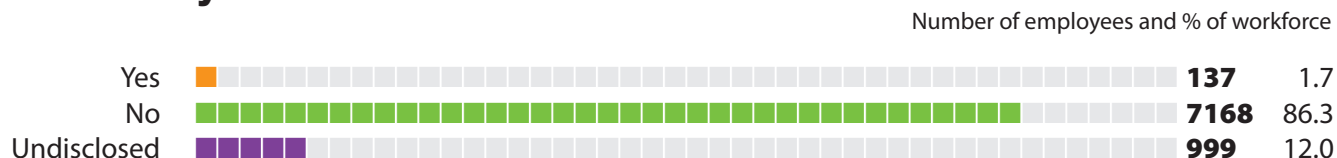


Gender by type of contract



It is important we continue to develop our policies, regularly review our contractual arrangements and enhance our flexible working procedures to provide the best support for our workforce and their varying needs.

Disability

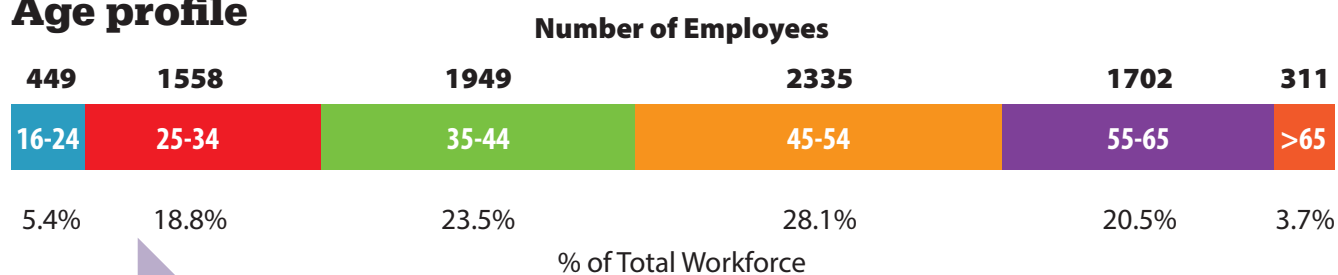


As a Disability Confident Employer, we are recognised as going the extra mile to make sure disabled people get a fair chance in the workplace. We are fully committed to supporting employees with disabilities and long-term health conditions and will work to further enhance employment opportunities.



⁵ Employees in fixed term roles may have permanent employment status with the Council.

Age profile



The average age of an employee is 45. Over half of the workforce are 45 or older and approximately a quarter are older than 55. This is likely to be a reflection of our ability to retain employees and this is reflected in the average length of service for our employees, 11.4 years. Changes to pension age and legislation may also be a contributing factor. Conversely the proportion of the workforce aged under 25 is relatively low at 5.4%. It is important we continue to refine our recruitment, employee development and succession planning to mitigate against any loss of acquired knowledge and skill.

Age by salary range⁶

| | 16-24 | | 25-34 | | 35-44 | | 45-54 | | 55-65 | | >65 | |
|-----------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----|------|
| <£20000 | 319 | 12.1% | 420 | 15.9% | 453 | 17.2% | 606 | 23% | 634 | 24% | 207 | 7.8% |
| £20000 - £29999 | 122 | 3.9% | 635 | 20.3% | 685 | 21.9% | 907 | 29% | 709 | 22.7% | 71 | 2.3% |
| £30000 - £39999 | 8 | 0.6% | 384 | 30.1% | 324 | 25.4% | 341 | 26.7% | 195 | 15.3% | 25 | 2% |
| £40000 - £49999 | | | 113 | 11.2% | 420 | 41.7% | 342 | 33.9% | 126 | 12.5% | 7 | 0.7% |
| £50000 - £59999 | | | 6 | 3.9% | 58 | 37.7% | 75 | 48.7% | 15 | 9.7% | | |
| £60000 - £69999 | | | | | 4 | 8.7% | 35 | 76.1% | 7 | 15.2% | | |
| £70000 - £79999 | | | | | 1 | 4.2% | 14 | 58.3% | 8 | 33.3% | 1 | 4.2% |
| £80000 - £89999 | | | | | 2 | 33.3% | 3 | 50% | 1 | 16.7% | | |
| £90000 - £99999 | | | | | 2 | 12.5% | 8 | 50% | 6 | 37.5% | | |
| >£100000 | | | | | | | 4 | 80% | 1 | 20% | | |

Broadly speaking, the patterns are as expected. Those who occupy posts within the higher salary ranges are predominantly aged 45 years or older; the majority of our under 25s occupy posts within the lower salary ranges and the middle range salaries have high percentages of employees aged between 35 and 55. This is likely to be a positive reflection of employees' acquired knowledge, skill and experience within their chosen disciplines resulting in progression.

⁶ Count and % of Employees in salary range

Our Challenges

What localised challenges do we face?

- Navigating the recovery from Covid-19 and establishing a 'new normal' presents an unprecedented organisational challenge with short, medium and long term implications across all of the Council's services.
- The Council has an aging workforce and we must address the threat of loss of organisational knowledge, experience and skills when they leave the workforce.
- Recruitment and retention issues in key service areas, resulting from national and regional skills shortages, market competition, and agreed remuneration protocols.
- Implementing smarter solutions to practices and technology to optimise our efficiency, quality and productivity.
- Improvement and refinement of our data management systems and processes and to be more effective in our use of data intelligence in decision making.
- Ensuring our learning and development programmes are fit-for-purpose and aligned to strategy and business needs whilst providing employees with opportunity to achieve individual goals.
- Delivering high quality services within the financial restrictions of the Medium Term Financial Plan (MTFP).

What are the external drivers for public sector change?



Our Approach

The changing landscape in public health, politics, economics, technology, demography, environmental impact mitigation and social attitudes are influencing how we resource the Council. With concerns over skills shortages, an aging workforce and increasing competition to attract talent to Caerphilly, a strategically planned approach to workforce development is necessary to align strategy, processes and people.

To be effective, workforce development needs to be planned and implemented at three levels.



Organisation: Workforce Development Strategy

We must ensure the workforce is skilled, fully supported and equipped to respond to rapid and evolutionary change. To achieve this aim, the

Workforce Development Strategy will focus on four key themes, developed through extensive stakeholder engagement.*



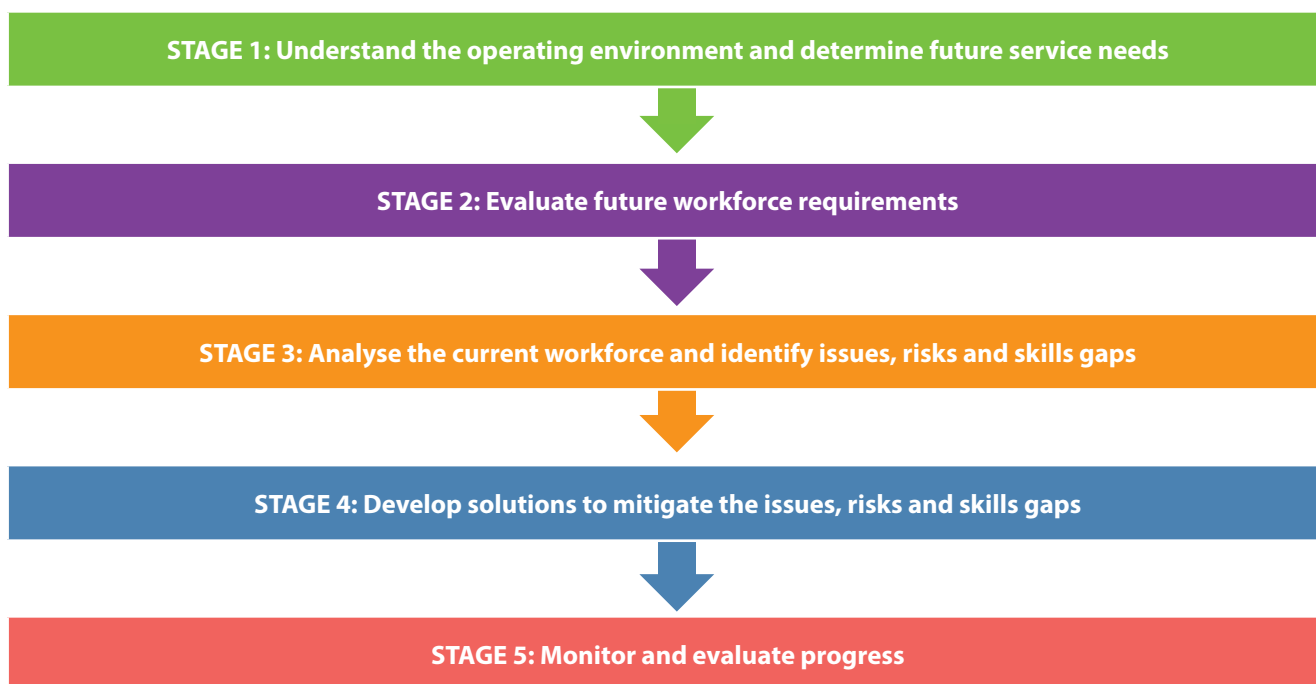
* Leadership Team Consultations; Management Network Engagement; Director Summits Summary Findings; Staff Survey (May 2021) and consultation with the Trade Unions.

Team: Workforce Planning

To support our broader workforce development goals and initiatives, workforce planning^{vii} must become embedded as an essential process in organisational planning (Appendix 1). A Workforce Planning Framework will be implemented to help translate strategy into practice and equip our

managers with a tool to proactively organise and develop their workforce, developing solutions to meet ever changing service needs and address shortages, surpluses, talent gaps and skill mismatches.

Figure 1: Workforce Planning Framework



Individual: My Time and My time Extra

It is important that all employees are given an opportunity to reflect on their performance and discuss their continuous professional development. My Time and My Time EXTRA will facilitate positive conversations between employees and line managers and develop targeted personal development plans, whilst addressing service specific priorities and broader strategic workforce objectives.



^{vii} CIPD Workforce Planning Practice Guide May 2018

Our Priority Actions

1. Focusing on what matters

The Covid-19 pandemic has brought into sharp focus the importance of organisational transformation. It has highlighted the necessity to have resilient, efficient and effective services, where we adapt and respond positively to rapid and evolutionary change, truly embrace flexible/agile working and work smarter.

New ways of working require new ways of thinking. Employees and Elected Members must be fully engaged, embracing and shaping a culture of transformational change which will determine how the Council delivers services in the future

Our strategies and planning are clear and aligned, meaning we can continue to be effective, both as an organisation and as individuals, by providing a clear direction of travel and clarity of purpose.

Workforce planning will be embedded as an essential business process and undertaken on a regular basis. Planning will include skills audits, structure reviews and identification of priority actions to address workforce risks and development needs.

Our employees will continue to have clear objectives and understand the purpose of their role in respect of the needs of the service and wider organisation.

The Council has a duty to safeguard and protect children, young people and vulnerable adults who may be at risk of harm and this is reflected in our robust policies and procedures. Guided by our Corporate Safeguarding Policy, we will continue to ensure that safeguarding responsibilities are emphasised throughout the employment lifecycle and all employees (and key stakeholders) who work with or on behalf of children, young people and vulnerable adults are appropriately trained and competent to do so

| No. | Priority Actions | Measure of Success |
|-----|--|---|
| 1.1 | Implement a sustainable model of flexible/agile working for the Council. | Flexible/agile working embedded and working effectively to meet the complex needs of our varying services. |
| 1.2 | Implement Workforce Planning. | Workforce planning will be undertaken on a regular and scheduled basis and will include training needs analysis, structure reviews and identification of priority actions to address workforce risks and development needs. |
| 1.3 | Develop a workforce data dashboard. | Managers provided with a suite of workforce data to support workforce planning. |
| 1.4 | Update HR and Health & Safety policies and procedures. | All relevant policies and procedures are reviewed to ensure they remain inclusive, fit-for-purpose and reflective of our values. |

2. Managing talent and creating opportunity

In order to attract and retain the right people we must continue growing Caerphilly County Borough Council as an employer of choice, embedding our culture and core values in our management and day-to-day operations.

Through further development of our recruitment strategies and procedures, we can address the challenges identified in our stakeholder engagement and improve our ability to attract the best and brightest talent to the Council. Analysing the market and benchmarking priority posts will aid the ongoing development of strategies to improve our retention in areas of high turnover.

Effective workforce planning, supported by tailored workforce data reports, will allow us to strengthen our succession planning, identify

existing talent and mitigate against any loss of knowledge and skill.

The My Time programme will be embedded, providing a new platform for our employees to discuss and plan their personal and professional development.

A culture of trust and empowerment will be nurtured, where innovative thoughts and new ideas are encouraged to facilitate change.

We will explore and develop new initiatives utilising government funded employment programmes to widen the provision of apprenticeships, work placements and work experience; and will work to further enhance employment opportunities for people with disabilities and long-term health conditions.

| No. | Priority Actions | Measure of Success |
|-----|--|---|
| 2.1 | Update the recruitment procedure to enhance the customer experience. | Better use of technology to increase efficiency and effectiveness, shorten recruitment lifecycles and improve customer interactions. |
| 2.2 | Implement development pathways and 'grow-our-own' initiatives. | Improved recruitment to essential/hard-to-fill posts and improved retention in priority areas. |
| 2.3 | Embed the My Time/My Time Extra programme and train our managers to deliver effective conversations. | Employees receive regular My Time conversations and an annual My Time Extra conversation where personal and professional development needs are discussed and planned. |
| 2.4 | Continue to develop our employment programmes. | Enhanced provision of apprenticeships, work placements and work experience opportunities. |

3. Valuing our employees

Our services are only as good as the people we have delivering them.

The employment journey starts with the offer of employment. First impressions count so our early interactions will be customer focused and refined to ensure we maximise technology to drive efficiency and effectiveness. Our employees will be welcomed into Team Caerphilly, participating in our new Corporate Induction programme which will detail our values, commitments and expectations.

We will continue to champion difference and diversity, work tirelessly to tackle all forms of discrimination, raise awareness and increase the profile of protected groups through events, promotions and initiatives. Through targeted equalities training, we will equip staff with the skills and understanding required to engage with our citizens and colleagues sensitively. Our Strategic Equality Plan (2020-2024) outlines our priority actions (Equality Objective 6: Inclusive, Diverse and Equal Workforce actions 1-6).

Cultivating employee wellbeing is good for our staff and the organisation, helping to prevent stress and create positive working environments. Through our strategic approach to wellbeing, we'll continue to develop an excellent work environment and fully support employees' wellbeing across all our services.

The collective and individual views and opinions of our workforce will continue to influence our decision making. We will strengthen existing mechanisms of engagement, which include staff surveys and consultation with our Trade Union partners via Corporate JCCs; and explore new approaches. Our Communications and Engagement Strategy 2019-2022 and Consultation and Engagement Framework 2020-2025 outline actions to improve employee engagement and create greater opportunities.

We will work to foster an environment of continuous improvement by recognising achievements.

| No. | Priority Actions | Measure of Success |
|-----|--|---|
| 3.1 | Develop a new Corporate Induction and review our local induction programme. | Corporate Induction embedded as a scheduled programme and supported by a refined local induction. |
| 3.2 | Establish a network of equalities and inclusivity champions across the Council, who will act as representatives for all staff with protected characteristics; working in collaboration with the Equalities Team and the Trade Unions to drive the equalities agenda locally. | Equalities and inclusivity champions in place representing the workforce to promote and help steer the equalities agenda. |
| 3.3 | Continue to develop and facilitate targeted events, promotions and initiatives to celebrate diversity. | Increase the profile and visibility of workplace equality, diversity and inclusivity. |
| 3.4 | Develop opportunities to strengthen our equalities training provision. | Enhanced provision of equalities training courses for staff and managers. |

- | | | |
|-----|---|---|
| 3.5 | Develop a Wellbeing Strategy, outlining our priority actions and corporate objectives. | Agreed strategy in place that supports the health and physical, mental, social and emotional wellbeing of all staff. |
| 3.6 | Continue to develop our digital well-being platform. | Improved digital well-being platform providing access to enhanced services and resources which support a healthy approach to work life balance. |
| 3.7 | Implement a Corporate Volunteering Policy, outlining our commitment to corporate social responsibility. | Agreed policy in place, enabling staff to work within local communities supporting and developing the ethos of social action. |
| 3.8 | Embed the principles of our Consultation and Engagement Framework. | Increased opportunities/mechanisms for employee engagement. |
| 3.9 | Develop the Staff Recognition Awards initiative. | Awards initiative in place. |



4. Fulfilling our potential

It is true that most people work in local government to make a difference.

It is important that we continue to develop our employees to be resilient when faced with organisational change, support them to develop the skills and behaviours necessary to be effective in their roles, and prepare them for the next step in their career.

By working strategically to provide comprehensive learning and development programmes, training initiatives and access to a wide range of digital resources, our employees will have every opportunity to enhance their skills and fulfil their potential.

We will continue to develop a strong learning culture, offering employees time and opportunity to engage in meaningful learning and training, empowering staff to take ownership of their personal development (refer to Priority Action 2.3).

We will strengthen existing partnerships and explore new opportunities with private training providers, colleges, universities and our Trade Union colleagues, to enhance our learning provision.

We will continue to promote the Welsh language in the workplace, develop Welsh language skills through effective training programmes and by creating greater opportunity for staff to use Welsh in day-to-day operations. Our Strategic Equality Plan (2020-2024) outlines our priority actions (Equality Objective 6: Inclusive, Diverse and Equal Workforce actions 7-9).

Our Digital First agenda and Customer & Digital Strategy (2019-2023) identified the need to embrace new technology in order to modernise the way that we work, streamline processes and drive efficiency. As we explore automation and develop our technologies we will ensure our workforce have the necessary digital skills to keep pace.

| No. | Priority Actions | Measure of Success |
|-----|---|--|
| 4.1 | Develop our management development programme. | Implementing an agreed Management development programme, incorporating key strategic themes and priorities associated with the transformation agenda (for example MeUs, Commercial skills, Coaching, Mentoring). |
| 4.2 | Develop our organisational learning and development function. | Effective management, administration, facilitation and evaluation of our learning and development programmes. |
| 4.3 | Develop our digital platform for managing corporate learning and development. | Improved Corporate Learning and Development intranet page; accessible to all our staff. |
| 4.4 | Develop our digital learning and development resources. | Workforce able to access a suite of resources covering a range of topics to support their learning and development. |
| 4.5 | Develop our links with private training providers, local colleges and universities. | Enhanced provision of accredited courses and apprenticeship training to upskill the existing workforce. |
| 4.6 | Explore in partnership with our trade union colleagues, how we can best utilise the Welsh Union Learning Fund to widen our training programmes. | Enhanced provision of learning and development initiatives/training courses, for trade union members and non-members, funded through the Welsh Union Learning Fund. |

Our Responsibilities

| Stakeholder Group | Responsibilities |
|---|--|
| Cabinet/Council | <ul style="list-style-type: none"> Embrace modernisation and transformation and remove artificial barriers to change. |
| Corporate Management Team and Leadership Team | <ul style="list-style-type: none"> Provide senior level commitment and support for the strategy. Promote learning and development across the organisation, nurturing a learning culture where employees are given the opportunity and the appropriate resources to grow and perform at an optimal level. Working within the financial constraints of the MTFP, ensure sufficient budget and resources are available to deliver change. Lead by example, champion our values and build a culture of trust. Ensure fairness, equity and inclusivity are instilled across the organisation and driven from the top. |
| Management Network | <ul style="list-style-type: none"> Engage in multi-service collaboration to help deliver the wide range of projects that will stem from our priority actions. Think more strategically about the workforce and use the Workforce Planning Framework to develop detailed <i>Workforce Plans</i>. Identify workforce surpluses, shortages and skills gaps and develop strategies to mitigate problems. Ensure learning and development is planned, managed and optimised within area of responsibility. |
| Operational Management | <ul style="list-style-type: none"> Hold regular My Time conversations with staff, recognising good practice, addressing areas for improvement and setting development targets which are aligned to the needs to the service and the employees' personal development. Trust employees and encourage them to use their initiative to effect change. Improve recruitment and marketing by utilising new technologies and platforms to support the corporate on-line process. Promote an inclusive team environment which champions equality, diversity and fairness and address any form of discrimination. Effectively manage employee well-being, creating a positive work environment and identifying concerns early. |

People Services

- Work collaboratively with senior managers to develop workforce plans.
- Improve workforce data to better inform workforce planning.
- Develop new, and review our current policies and procedures, to support change and deliver our priority actions.
- Work closely with our recognised trade unions to achieve positive outcomes for our employees and deliver change initiatives.
- Work in collaboration with our partners across the Council, and externally, to develop a comprehensive learning and development offer for our employees.
- Work with colleagues in Regeneration and Planning, to develop a centralised programme to manage apprenticeships and work placements.
- Develop our on-boarding process to include a new Corporate Induction.

All Staff

- Take ownership of work, challenge poor practice and use initiative to propose changes to improve efficiency and effectiveness.
- Ensure regular *My Time* conversations are undertaken, prepare for them and constructively develop targeted personal development plans, identifying learning and development opportunities.
- Live by our values of equality, diversity and inclusion in the workplace; and challenge all forms of discrimination and bias.
- Effectively manage personal well-being, accessing the resources available to maintain physical and mental health.
- Actively engage in staff engagement initiatives which provide an opportunity to voice opinion and influence decision making.

Unions

- Work in partnership with the Council, striving for positive outcomes for the workforce.
- Cultivate an effective partnership with officers to develop the Union Learning Group/programme.
- Work proactively with the Council in the development and implementation of new initiatives, policies and procedures which move away from traditional and out-dated organisational practices.
- Be a critical friend and share best practice where appropriate.

Delivery, Monitoring and Governance

To deliver the many objectives identified in **Our Priority Actions**, the strategy will be supported

by an action plan and project management framework.

Progress against targets and objectives will be monitored and reviewed as follows:

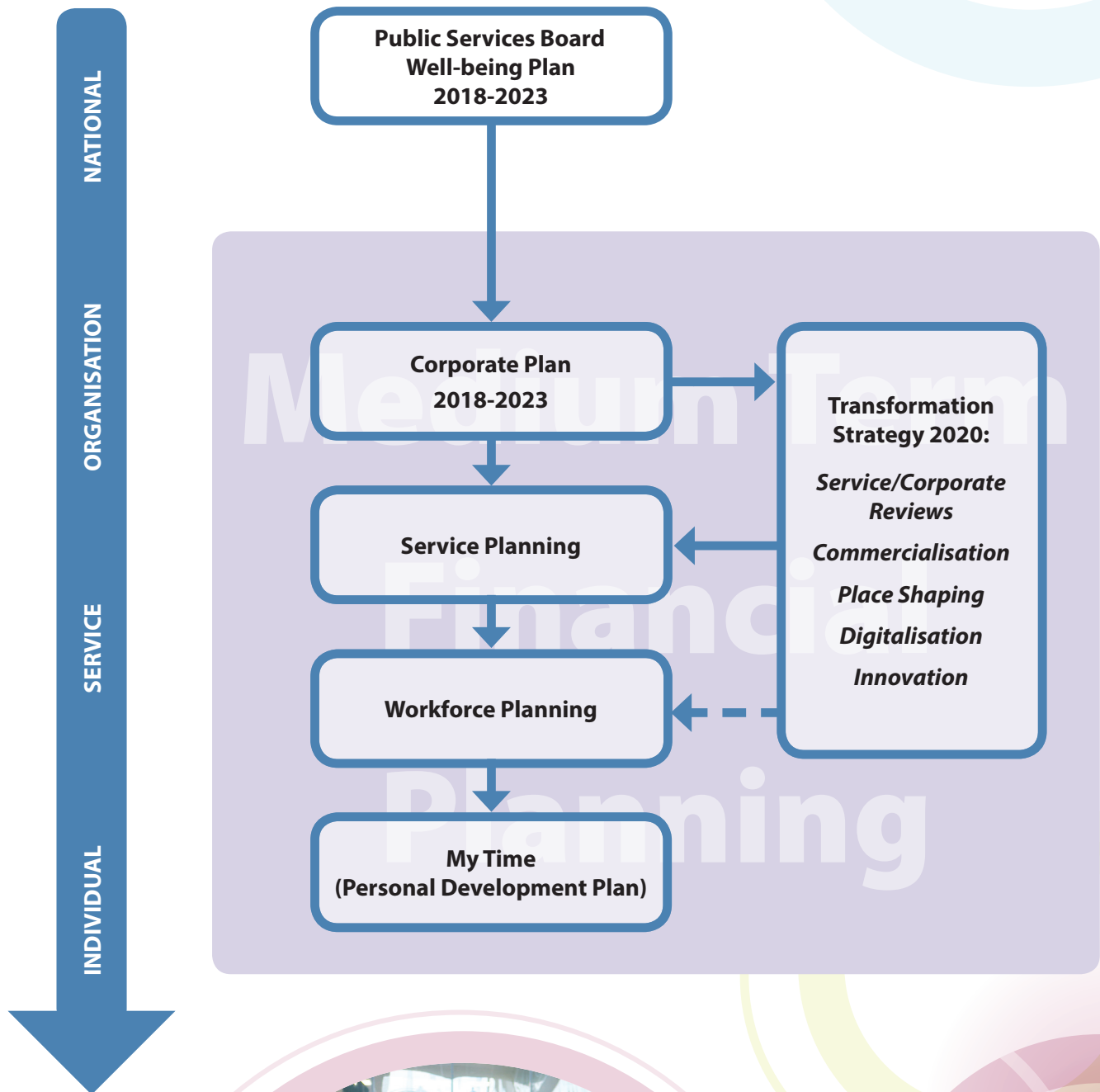
| Governance Body | Format | Timeframe |
|-----------------|----------|-----------|
| HR Strategy | Briefing | 6 monthly |
| CMT | Report | 6 monthly |
| P&R Scrutiny | Report | Annually |
| Cabinet | Report | Annually |

Our trade union partners will be fully consulted in the delivery of this strategy with six monthly briefings at Corporate JCC.



Appendix 1:

Organisational Planning Framework



Appendix 2:

Workforce Development Strategic Action Plan

| | PRIORITY ACTIONS | METHOD OF DELIVERY / PROJECT | LEAD OFFICER | PROJECT GOVERNANCE | TIMESCALE |
|-----|--|---|---------------------------------|--|-------------------|
| 1.1 | Implement a sustainable model of flexible/agile working for the Council. | Corporate Review: Flexible Working | Head of Infrastructure | ● Team Caerphilly Programme Board | 2022 |
| 1.2 | Implement Workforce Planning. | Corporate Review: Workforce Development (Workstream - Workforce Planning Framework and Manager Toolkit) | Head of People Services | ● Team Caerphilly Programme Board ● HR Strategy Group | 2022 |
| 1.3 | Develop a workforce data dashboard | Management Information Review | Head of People Services | ● HR Strategy Group | 2022 |
| 1.4 | Update HR and Health & Safety policies and procedures. | HR and H&S Policy Review Project | Head of People Services | ● HR Strategy Group ● Health & Safety Committee | Quarter 4 2021-22 |
| 2.1 | Update the recruitment procedure to enhance the customer experience. | Corporate Review: Workforce Development (Workstream - Recruitment Review) | Head of People Services | ● Team Caerphilly Programme Board ● HR Strategy Group | 2022 |
| 2.2 | Implement development pathways and 'grow-our-own' initiatives. | Workforce Planning Framework and Manager Toolkit | Head of People Services | ● Corporate Management Team ● HR Strategy Group | Quarter 3 2021-22 |
| 2.3 | Embed the My Time/My Time Extra programme and train our managers to deliver effective conversations. | Corporate Review: Workforce Development (Workstream - Management Training) | Head of People Services | ● Team Caerphilly Programme Board ● HR Strategy Group | Quarter 3 2021-22 |
| 2.4 | Continue to develop our employment programmes. | Caerphilly Academy - Gateway to Employment initiative | Head of Planning & Regeneration | ● Corporate Management Team | Quarter 4 2021-22 |
| 3.1 | Develop a new Corporate Induction and review our local induction programme. | Corporate Review: Workforce Development (Workstream - Corporate Induction) | Head of People Services | ● Team Caerphilly Programme Board ● HR Strategy Group | Quarter 3 2021-22 |
| 3.2 | Establish a network of equalities and inclusivity champions across the Council, who will act as representatives for all staff with protected characteristics; working in collaboration with the Equalities Team and the Trade Unions to drive the equalities agenda locally. | Strategic Equality Plan (2020-2024) | Head of Transformation | ● Corporate Management Team | Quarter 4 2021-22 |
| 3.3 | Continue to develop and facilitate targeted events, promotions and initiatives to celebrate diversity. | Strategic Equality Plan (2020-2024) | Head of Transformation | ● Corporate Management Team | Quarter 4 2021-22 |
| 3.4 | Explore opportunities to enhance our equalities training provision. | Strategic Equality Plan (2020-2024) | Head of Transformation | ● Corporate Management Team | 2022 |

| | PRIORITY ACTIONS | METHOD OF DELIVERY / PROJECT | LEAD OFFICER | PROJECT GOVERNANCE | TIMESCALE |
|-----|---|--|-------------------------|--|-------------------|
| 3.5 | Develop a Wellbeing Strategy, outlining our priority actions and corporate objectives. | Corporate Review: Workforce Development (Workstream - Wellbeing) | Head of People Services | <ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● HR Strategy Group | Quarter 2 2021-22 |
| 3.6 | Continue to develop our digital well-being platform. | Corporate Review: Workforce Development (Workstream - Wellbeing) | Head of People Services | <ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● HR Strategy Group | Quarter 3 2021-22 |
| 3.7 | Implement a Corporate Volunteering Policy, outlining our commitment to corporate social responsibility. | Corporate Review: Corp Volunteering & Community Partnership (Workstream - Corporate Volunteering Policy) | Head of Transformation | <ul style="list-style-type: none"> ● Team Caerphilly Programme Board | Quarter 2 2021-22 |
| 3.8 | Embed the principles of our Consultation and Engagement Framework. | Corporate Communications & Engagement Strategy 2019-2023 | Head of Transformation | <ul style="list-style-type: none"> ● Team Caerphilly Programme Board | Quarter 4 2021-22 |
| 3.9 | Develop the Staff Recognition Awards initiative. | Corporate Communications & Engagement Strategy 2019-2023 | Head of Transformation | <ul style="list-style-type: none"> ● Team Caerphilly Programme Board | Quarter 4 2021-22 |
| 4.1 | Develop our management development programme. | Corporate Review: Workforce Development (Workstream - Learning & Development) | Head of People Services | <ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● Corporate Management Team | Quarter 4 2021-22 |
| 4.2 | Develop our organisational learning and development function. | Corporate Review: Workforce Development (Workstream - Learning & Development) | Head of People Services | <ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● Corporate Management Team | Quarter 3 2021-22 |
| 4.3 | Develop our digital platform for managing corporate learning and development. | Corporate Review: Workforce Development (Workstream - Learning & Development) | Head of People Services | <ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● HR Strategy Group | Quarter 4 2021-22 |
| 4.4 | Develop our digital learning and development resources. | Corporate Review: Workforce Development (Workstream - Learning & Development) | Head of People Services | <ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● HR Strategy Group | 2022 |
| 4.5 | Develop our links with private training providers, local colleges and universities. | Corporate Review: Workforce Development (Workstream - Learning & Development) | Head of People Services | <ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● HR Strategy Group | Quarter 3 2021-22 |
| 4.6 | Explore in partnership with our trade union colleagues, how we can best utilise the Welsh Union Learning Fund to widen our training programmes. | Corporate Review: Workforce Development (Workstream - Learning & Development) | Head of People Services | <ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● HR Strategy ● Corporate Services JCC | Quarter 3 2021-22 |

This integrated impact assessment (IIA) has been designed to help support the Council in making informed and effective decisions whilst ensuring compliance with a range of relevant legislation, including:

- Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Statutory Consultation v Doctrine of Legitimate Expectation and Gunning Principles
- Welsh Language (Wales) Measure 2011
- Well-being of Future Generations (Wales) Act 2015

PLEASE NOTE: Section 3 *Socio-economic Duty* only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.

| 1. Proposal Details | | | |
|----------------------------|------------------------|--------------------------------------|-------------|
| Lead Officer | Head of Service | Service Area & Department | Date |
| Neil Cooksley | Lynne Donovan | People Services | 01/09/2021 |

What is the proposal to be assessed? *Provide brief details of the proposal and provide a link to any relevant report or documents.*

The Council’s proposed ‘Workforce Development Strategy 2021 – 24’, attached at Appendix 1.

Proposal aim: to develop our employees to maximise their capabilities, effectiveness and resilience to support the re-purposing and re-shaping of our services in response to the many challenges we face as a Council moving forward with a workforce that is fit for purpose and representative of our local demographic. .

Page 59

2. Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011

(The Public Sector Equality Duty requires the Council to have “due regard” to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups). Please note that an individual may have more than one protected characteristic.

| <u>Protected Characteristics</u> | Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how? | If there are negative impacts how will these be mitigated? | What evidence has been used to support this view? |
|---|---|---|---|
| <i>The strategy outlines our commitments to supporting people regardless of protected characteristics</i> | | | |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 60</p> <p>Age (people of all ages)</p> | <p>Positive impact. It is recognised that the key principles of this Strategic Workforce Development Plan will have significant benefits for our employees, i.e. permanent, casual and temporary.</p> <p>The plan also demonstrates the significant amount of time and funds we are committed to invest in our workforce to ensure we can provide the best possible service to our residents and help us become more resilient to change in the future.</p> <p>As one of the largest employers in the borough, this workforce development strategy outlines our aspirations of being recognised as an employer of choice in terms of our approach to diversity, equalities, personal well-being, learning, being forward thinking and resilient to change and leadership development.</p> <p>Positive impact: A new Digital Learning Platform will be a key component in enabling our employees to train and diversify their skillsets. Having a multi-skilled workforce and the flexibility that offers is a key factor in supporting our future service delivery. The promotion and engagement of staff in learning</p> | <p>Mitigation of negative impact: This Strategy supports digitalisation and effective engagement and under this strategy the Council will be looking at options to address issues associated with digitalisation/new technology including the development of a functional mobile platform, additional support and digital skills training and access to more digital Council systems for frontline staff.</p> | <p>The foundations of this strategy are based on the principles of place shaping, collaboration, digitalisation and commercialisation and innovation; which in turn have helped shape our wider corporate strategies such as the Strategic Equality Plan 2020-2024, the Customer & Digital Strategy 2019-2023, the Commercial and Innovation Strategy and the Service Review Methodology. Together, these strategies will help close knowledge and skills gaps across the organisation and shape our future workforce. Opportunities to continue to support wellbeing, work life balance, actively promote inclusivity and equality and reduce carbon footprint through our current & proposed enhancements to agile and flexible working are supported under this strategy.</p> <p>Significant engagement and consultation was conducted to inform the strategy.</p> |

| | | | |
|---|---|--|--|
| | <p>and development should lead to many benefits for both our colleagues and the Council as a whole.</p> <p>Potential negative impact: Our frontline workforce do not currently have a Council email address or access to Council systems including ITrent Self Service. This can cause inequality of accessibility to information for this group of staff.</p> <p>Negative impact: Some colleagues may have less experience/knowledge of digital platforms and may not have the digital skills to feel confident to use eLearning and digital resources to learn.</p> | | <p>Our workforce profile assessment identified an aging workforce and an aging workforce in our front line positions where digital skills and use of technology is not part of their roles.</p> <p>In our staff survey it was noted that 57% of respondents listed face-to-face as their preferred method of learning. However, only 3% of respondents listed digital skills as a barrier to learning.</p> |
| <p>Disability (<i>people with disabilities/ long term conditions</i>)</p> | <p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>Potential negative impact: The development of new technology and methods of delivering learning and training digitally could present additional/new challenges to employees with conditions or disabilities.</p> | <p>Mitigation of negative impact: We will ensure our eLearning and digital resources adhere to accessibility guidelines and where necessary alternative means of delivery will be provided i.e. face-to-face</p> | |
| <p>Gender Reassignment (<i>anybody who's gender identity or gender expression is different to the sex they were assigned at birth</i>)</p> | <p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> | | |

| | | | |
|--|--|--|--|
| <p>Marriage or Civil Partnership <i>(people who are married or in a civil partnership)</i></p> | <p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> | | |
| <p>Pregnancy and Maternity <i>(women who are pregnant and/or on maternity leave)</i></p> | <p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy. The Council supports the protections given to staff who are pregnant and/or on maternity leave under UK law.</p> | | |
| <p>Race <i>(people from black, Asian and minority ethnic communities and different racial backgrounds)</i></p> | <p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>Workforce planning will challenge our managers to consider the demographics of their teams, whilst encouraging the development of a more diverse workforce.</p> <p>The Workforce Development Strategy makes specific and targeted links to our Strategic Equality Plan and actions identified within.</p> | | |
| <p>Religion or Belief <i>(people with different religions and beliefs including people with no beliefs)</i></p> | <p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> | | |
| <p>Sex <i>(women and men, girls and boys and those who self-identify their gender)</i></p> | <p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> | | |
| <p>Sexual Orientation <i>(lesbian, gay, bisexual, heterosexual, other)</i></p> | <p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> | | |

3. Socio-economic Duty (Strategic Decisions Only)

(The Socio-economic Duty gives us an opportunity to do things differently and put tackling inequality genuinely at the heart of key decision making. Socio-economic disadvantage means living on a low income compared to others in Wales, with little or no accumulated wealth, leading to greater material deprivation, restricting the ability to access basic goods and services)

Please consider these additional vulnerable groups and the impact your proposal may or may not have on them:

- Single parents and vulnerable families
- People with low literacy/numeracy
- Pensioners
- Looked after children
- Homeless people
- Carers
- Armed Forces Community
- Students
- Single adult households
- People misusing substances
- People who have experienced the asylum system
- People of all ages leaving a care setting
- People living in the most deprived areas in Wales (WIMD)
- People involved in the criminal justice system

| <u>Socio-economic Disadvantage</u> | Does the proposal have any positive, negative or neutral impacts on the following and how? | If there are negative impacts how will these be mitigated? | What evidence has been used to support this view? |
|---|---|--|--|
| <p>Low Income / Income Poverty <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i></p> | <p>Positive impact: The changing landscape in public health, politics, economics, technology, demography, environmental impact mitigation and social attitudes are influencing how we resource the Council. With concerns over skills shortages, an aging workforce and increasing competition to attract talent to the Council, a strategically planned approach to workforce development is necessary to align strategy, processes and people. This includes a non-guaranteed hours' review to restrict/limit the use of casual zero hours contracts moving forward and thus provide more sustainable employment opportunities.</p> <p>Under this strategy, we will seek to address the challenges identified in our stakeholder engagement through the further development of our recruitment strategies and procedures. We will explore and develop new initiatives to enhance work opportunities for our residents, utilising government funded employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities.</p> <p>The Council supports payment of the foundation living wage which supports young people starting in modern apprenticeship roles and colleagues in entry level positions to</p> | | <p>The Council's Pay policy Statement 2021.</p> <p>Workforce Partnership Council (WPC) Agreement on the acceptable use of Non Guaranteed Hours Arrangements (NGHA)</p> |

| | | | |
|--|--|--|---|
| | be paid a living wage. It is noted that this is often more than what is offered for comparable roles in the private sector. | | |
| Low and/or No Wealth <i>(enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future)</i> | Positive impact as above – Non Guaranteed Hours Arrangements (NGHA) Review and sustainable employment opportunities. | | |
| Material Deprivation <i>(unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.)</i> | Neutral impact | | |
| Area Deprivation <i>(where you live (rural areas), where you work (accessibility of public transport) Impact on the environment?)</i> | <p>Positive impact. As stated above, the changing landscape in public health, politics, economics, technology, demography, environmental impact mitigation and social attitudes are influencing how we resource the Council. Under this strategy, this will include the development of <i>agile working solutions</i> to meet our ever changing service needs. This can provide choice for many as to where they work and opportunity to attain a job of choice is enhanced.</p> <p>Possible negative impact: It is recognised that some job roles will not support agile working and these front line opportunities may remain inaccessible for some.</p> | Front line working opportunities exist throughout the County Borough, providing choice and options for people to work locally and within a reasonable proximity to their home. | Categorisation data collected as part of the Agile Working Corporate Review has evidenced the number of roles within each category of work. |
| Socio-economic Background <i>(social class i.e. parents education, employment and income)</i> | Neutral impact | | |

| | | | |
|--|----------------------------|--|--|
| Socio-economic Disadvantage <i>(What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged)</i> | Positive impact – as above | | |
|--|----------------------------|--|--|

4. Corporate Plan – Council’s Well-being Objectives

(How does your proposal deliver against any/all of the Council’s Well-being Objectives? Which in turn support the national well-being goals for Wales as outlined in the Well-being of Future Generations (Wales) Act 2015. Are there any impacts (positive, negative or neutral? If there are negative impacts how have these been mitigated?) [Well-being Objectives](#)

| | |
|--|---|
| Objective 1 - Improve education opportunities for all | <p>Positive impact – the strategy supports a centrally co-ordinated learning & development function and the exploration of a digital learning platform.</p> <p>The strategy includes the section ‘Managing talent and creating opportunity’. In this section our actions include the development our employment programmes creating opportunities for people in our communities to access training, work placements and employment.</p> |
| Objective 2 - Enabling employment | <p>Positive impact – through the creation of more substantial and sustainable employment linked to a non-guaranteed hours review; the provision of the foundation living wage and strengthening of our employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities.</p> |
| Objective 3 - Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people’s well-being | N/A |
| Objective 4 - Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impact on the environment | N/A |

| | |
|---|---|
| Objective 5 - Creating a county borough that supports healthy lifestyle in accordance with the Sustainable Development principle with in the Well-being of Future Generations (Wales) Act 2015 | N/A – will be addressed through the Council’s Wellbeing Strategy |
| Objective 6 - Support citizens to remain independent and improve their well-being | Positive impact in an employee context for the reasons stated in this Integrated Impact Assessment (IIA) and the comprehensive content of the Workforce Development Strategy. |

4a. Links to any other relevant Council Policy






(How does your proposal deliver against any other relevant Council Policy?)

Transformation Strategy 2020
Corporate Plan 2018 – 2023
Wellbeing Plan (under development) – 2018 – 2023
Wellbeing Strategy 2021-2024
Strategic Equality Plan 2020-2024
Welsh Language Standards
My Time Process

The foundations of this Workforce Development Strategy are based on the principles of place shaping, collaboration, digitalisation and commercialisation and innovation; which in turn have also helped shape our wider corporate strategies such as the Strategic Equality Plan 2020-2024, the Customer & Digital Strategy 2019-2023, the Commercial and Innovation Strategy and the Service Review Methodology.

5. Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)

(Also known as the sustainable development principles. The Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)

| <u>Ways of Working</u> | How have you used the Sustainable Development Principles in forming the proposal? |
|---|---|
| <p>Long Term</p>  | <p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</p> <p>This Strategy offers a comprehensive programme of support staff and development when combined with the Council’s Wellbeing Strategy will have a long term positive impact on the work community.</p> |
| <p>Prevention</p>  | <p>Consider how the proposal is preventing problems from occurring or getting worse</p> <p>The Workforce Planning requirement of this Strategy will support succession planning, a well-trained and motivated workforce that is fit for the future. A motivated, valued and confident workforce whose development needs are fulfilled will improve mental health and well-being.</p> |
| <p>Integration</p>  | <p>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</p> <p>The foundations of this strategy are based on the principles of placeshaping, collaboration, digitalisation and commercialisation and innovation; which in turn have helped shape our wider corporate strategies such as the Strategic Equality Plan 2020-2024, the Customer & Digital Strategy 2019-2023, the Commercial and Innovation Strategy and the Service Review Methodology. Together, these strategies will help close knowledge and skills gaps across the organisation and shape our future workforce and improved services to our communities.</p> |
| <p>Collaboration</p>  | <p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</p> <p>The effective implementation of this Strategy requires all parties to accept and own their individual responsibilities as outlined in this Strategy. It includes working collaboratively with Welsh Government, external employment/placement providers, Schools, Universities and Colleges, equality champions such as Stonewall and our Union colleagues. The collaboration list in the effective implementation of this strategy is fluid and extensive.</p> |
| <p>Involvement</p>  | <p>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</p> <p>This is an inward looking strategy and wider consultation with the community has not taken place in this context. The Strategy is however based on the extensively consulted Strategies referred to in the Integration Section above.</p> |

6. Well-being of Future Generations (Wales) Act 2015

| Well-being Goals | Does the proposal maximise our contribution to the Well-being Goal and how? |
|---|--|
| <p>A Prosperous Wales <i>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work</i></p> | <p>Efficient use of resources, skilled, educated people generates wealth and provides jobs</p> <p>Yes it does as outlined in this IIA.</p> |
| <p>A Resilient Wales <i>A nation which maintains and enhances a biodiverse natural environment healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for climate change)</i></p> | <p>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change). Have you considered the environmental impact your proposal will have and have you completed an Environmental Impact Assessment or Strategic Environmental Assessment if required?</p> <p>N/A</p> |
| <p>A Healthier Wales <i>A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood</i></p> | <p>People's physical and mental well-being is maximised and health impacts are understood</p> <p>Considered more comprehensively under the Council's Wellbeing Strategy that will compliment this Workforce Development Strategy.</p> |
| <p>A More Equal Wales <i>A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances)</i></p> | <p>People can fulfil their potential no matter what their background or circumstances. This includes the protected characteristics listed in Q2 above. Also consider the cumulative impacts.</p> <p>Strengthening our commitment to Inclusivity and Equality lies at the heart of this Strategy.</p> |
| <p>A Wales of Cohesive Communities <i>Attractive, viable, safe and well-connected communities</i></p> | <p>Communities are attractive, viable, safe and well connected.</p> <p>N/A</p> |
| <p>A Wales of Vibrant Culture and Thriving Welsh Language <i>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation</i></p> | <p>Culture, heritage and the Welsh language are promoted and protected. People are encouraged to participate in sport, art and recreation.</p> <p>N/A</p> |
| <p>A Globally Responsible Wales <i>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being</i></p> | <p>Taking account of impact on global well-being when considering local social, economic and environmental well-being. Have you considered the environmental impact your proposal will have and have you completed an Environmental Impact Assessment or Strategic Environmental Assessment if required?</p> <p>Yes, in the context of the agile working agenda and sustainable employment opportunities, etc.</p> |

7. Welsh Language (Wales) Measure 2011 and Welsh Language Standards

(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact a proposal may have on opportunities to use the Welsh language and ensuring the Welsh language is treated no less favourably than the English language) [Policy Making Standards - Good Practice Advice Document](#)



| Requirement | Does the proposal have any positive, negative or neutral impacts on the following and how? | If there are negative impacts how will these be mitigated? | What evidence has been used to support this view? <i>e.g the WESP, TAN20, LDP, Pupil Level Annual School Census</i> |
|--|---|--|--|
| Links with Welsh Government's Cymraeg 2050 Strategy and CCBC's Five Year Welsh Language Strategy 2017-2022 and the Language Profile | Neutral impact. | | |
| Compliance with the Welsh Language Standards. <i>Specifically Standards 88 - 93</i> | Positive impact. The Workforce Development Strategy identifies the need to fulfil our commitments to developing Welsh Language and specifically references Equality Objective 6 of the Strategic Equality Plan which outlines our priority actions for Welsh Language training and training delivered through the medium of Welsh (Standards 130-132) | | |
| Opportunities to promote the Welsh language <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i> | Neutral impact | | |
| Opportunities for persons to use the Welsh language <i>e.g. staff, residents and visitors</i> | Neutral impact | | |
| Treating the Welsh language no less favourably than the English language | Neutral impact | | |

7a. Having considered the impacts above, how has the proposal been developed so that there are positive effects, or increased positive effects on (a) opportunities for persons to use the Welsh language, and b) treating the Welsh language no less favourably than the English language.

Impact on the use of Welsh, sustainability of Welsh speaking communities, numbers and/or percentages of Welsh speakers, fluency and confidence of Welsh speakers and learners to use Welsh, transmission of Welsh at home/from one generation to the next, using Welsh in the workplace, increase Welsh language digital media infrastructure and/or media, promoting Welsh in everyday life and its status

The Workforce Development Strategy identifies the need to fulfil our commitments to developing Welsh Language and specifically references Equality Objective 6 of the Strategic Equality Plan which outline the priority actions for Welsh Language training.

8. Data and Information

(What data or other evidence has been used to inform the development of the proposal? Evidence may include the outcome of previous consultations, existing databases, pilot projects, review of customer complaints and compliments and or other service user feedback, national and regional data, academic publications and consultants' reports etc.)

| Data/evidence <i>(Please provide link to report if appropriate)</i> | Key relevant findings | How has the data/evidence informed this proposal? |
|---|--|--|
| <p>One-to-one meetings with all members of the Leadership Team</p> <p>Consultation with Management Network – views collated on workforce development needs, issues and expectations.</p> <p>Consultation with the Trade Unions</p> <p>Staff Survey</p> <p>Significant research and utilisation of best practice from professional bodies - CIPD</p> | <p>The key findings of the consultation were analysed and summarised to develop the four strategic focus points for the strategy:</p> <ol style="list-style-type: none"> 1. Focusing on what matters (What we do and how we do it) 2. Managing and creating talent (How do we get the right people to do it) 3. Value our employees (How we support our people to do it well) 4. Fulfilling our potential (How we develop and grow our people) | <p>The views of those consulted helped to shape the Strategy</p> |

Were there any gaps identified in the evidence and data used to develop this proposal and how will these gaps be filled?

Details of further consultation can be included in Section 9.

No significant gaps identified, data provided a holistic view of workforce development needs and expectations. Implementation of the strategy will be monitored and updated to reflect any changes required.

9. Consultation

(In some instances, there is a legal requirement to consult. In others, even where there is no legal obligation, there may be a legitimate expectation from people that a consultation will take place. Where it has been determined that consultation is required, [The Gunning Principles](#) must be adhered to. Consider the [Consultation and Engagement Framework](#). Please note that this may need to be updated as the proposal develops and to strengthen the assessment.

Briefly describe any recent or planned consultations paying particular attention to evidencing the Gunning Principles.

Who was consulted?

Leadership team, HR Strategy Group, Trade Unions, Cabinet Member for Corporate Services, Policy & Resources Scrutiny Committee

When they were consulted did the consultation take place at the formative stage and was adequate time given for consultees to consider and respond?

July 2021 – sufficient time provided for critical feedback and agreement of priority actions.

Was sufficient information provided to consultees to allow them to make an informed decision on the proposal?

Yes

What were the key findings?

Strategy was well received and deemed to be addressing the needs identified through our consultation and engagement.

How have the consultation findings been taken into account?

All critical feedback was considered and amendments made to the strategy as appropriate.

10. Monitoring and Review

| | |
|--|--|
| How will the implementation and the impact of the proposal be monitored, including implementation of any amendments? | For example, what monitoring will be used? How frequent? As identified in the Workforce Development Strategy |
| What are the practical arrangements for monitoring? | For example, who will put this in place? When will it start? As identified in the Workforce Development Strategy |
| How will the results of the monitoring be used to develop future proposals? | As identified in the Workforce Development Strategy |
| When is the proposal due to be reviewed? | Ongoing through dynamic action plans and fully 2024. |
| Who is responsible for ensuring this happens? | Head of People Services |

11. Recommendation and Reasoning

- Implement proposal with no amendments
- Implement proposal taking account of the mitigating actions outlined
- Reject the proposal due to disproportionate impact on equality, poverty and socio-economic disadvantage

Have you contacted relevant officers for advice and guidance?

Yes

No

12. Reason(s) for Recommendation

(Provide below a summary of the Integrated Impact Assessment. This summary should be included in the "Summary of Integrated Impact Assessment" section of the Corporate Report Template. The Integrated Impact Assessment should be published alongside the Report proposal).

Include here a conclusion to your IIA. What is it telling you? How has the data / evidence used helped you to make the decision for Section 11 above? Mention any significant impacts (positive, negative or neutral) if any negative ones identified, how have they been mitigated to lessen the impact? Did you identify any cumulative impact your proposal will have? The summary you provide here will be copied into your report going forward for a decision through the committee process, therefore this section must be concise but informative.

The Public Sector Equality Duty requires the Council to have "due regard" to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups. It is recognised that the key principles of this Workforce Development Strategy will have significant benefits for our employees, i.e. permanent, casual and temporary.

This Strategy outlines our aspirations of being recognised as an employer of choice in terms of our approach to diversity, equalities, personal well-being, learning, being forward thinking and resilient to change and leadership development. Strengthening Inclusivity and Equality lies at the heart of this strategy.

The Socio-economic Duty gives us an opportunity to do things differently and put tackling inequality genuinely at the heart of key decision making. The changing landscape in public health, politics, economics, technology, demography, environmental impact mitigation and social attitudes are influencing how we resource the Council. With concerns over skills shortages, an aging workforce and increasing competition to attract talent to the Council, a strategically planned approach to workforce development is necessary to align strategy, processes and people. This includes a non-guaranteed hours' review to restrict/limit the use of casual zero hours contracts moving forward and thus provide more sustainable employment opportunities.

Under this Strategy, we will be exploring and developing new initiatives to enhance work opportunities for our residents, utilising government funded employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities. The Council furthermore supports payment of the foundation living wage which supports young people starting in modern apprenticeship roles.

Agile Working Opportunities that promote greater choice for where work may be carried out will assist in reducing the Council's and the employee's carbon footprint and will in many instances support employee wellbeing and offer a greater choice of employment opportunities that may have been unreachable for some based on where they live and/or their individual circumstance.

This Strategy supports learning and development opportunities for all staff and enables employment through the creation of more substantial and sustainable employment linked to a non-guaranteed hours review. Combined with the provision of the foundation living wage and strengthening of our employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities, the impact of this Strategy is largely positive on the Council's workforce as a whole, i.e. current and future.

13. Version Control

(The IIA should be used in the early stages of the proposal development process. The IIA can be strengthened as time progresses to help shape the proposal. The Version Control section will act as an audit trail to evidence how the IIA has been developed over time)

| Version No. | Author | Brief description of the amendments/update | Revision Date |
|-------------|-------------|--|---------------|
| 1 | Lisa Downey | Original Submission | 01/09/2021 |
| | | | |
| | | | |

Integrated Impact Assessment Author

| | |
|-------------------|-----------------|
| Name: | Lisa Downey |
| Job Title: | Service Manager |
| Date: | 01/09/2021 |

Head of Service Approval

| | | | |
|-------------------|-------------------------|--------------|----------|
| Name: | Lynne Donovan | | |
| Job Title: | Head of People Services | | |
| Signature: | | Date: | 01.09.21 |



POLICY AND RESOURCES SCRUTINY COMMITTEE – 28TH SEPTEMBER 2021

SUBJECT: EMPLOYEE WELLBEING STRATEGY 2021 - 24

**REPORT BY: CORPORATE DIRECTOR FOR EDUCATION AND
CORPORATE SERVICES**

1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to consult with Policy & Resources Scrutiny Committee in relation to the Employee Wellbeing Strategy 2021 – 24, attached at Appendix 1.

2. SUMMARY

- 2.1 The Council's *Team Caerphilly – Better Together* Transformation Strategy was adopted by Cabinet on the 12th June 2019. As part of this Strategy, ten corporate reviews are being undertaken to transform how the Council Works and Workforce Development is one of them.
- 2.2 One of the actions of this review is to produce a Wellbeing Strategy, detailing how we will work together to fully support our employees' health and wellbeing.

3. RECOMMENDATIONS

- 3.1 Policy and Resources Scrutiny Committee are asked to note the contents of the report and make comments prior to recommending the Employee Wellbeing Strategy 2021 – 24 attached at Appendix 1 to Cabinet for approval.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 The recommendation is made to ensure that we have an Employee Wellbeing Strategy in place to work with our employees to promote and facilitate good health and wellbeing, and to provide excellent services to our people.

5. THE REPORT

- 5.1 As stated, the Council's *Team Caerphilly – Better Together* Transformation Strategy was adopted by Cabinet on the 12th June 2019 and ten corporate reviews are being

undertaken to transform how the Council works and Workforce Development is one of them.

- 5.2 The Employee Wellbeing Strategy 2021 – 24 (attached at Appendix 1), acknowledges that the importance of employee health and wellbeing has become more widely recognised over the past decade. In particular there is increasing concern about mental health, and the growing pressures people face living and working in today's world. We also cannot underestimate the ongoing impact Covid may have on people.
- 5.3 Employee wellbeing is critical for business performance. A healthy workplace, that promotes a state of contentment, benefits both employees and the organisation.
- 5.4 The workplace can be an effective place to improve the wellbeing of individuals, families and communities. It can offer financial security, social connections and a sense of belonging, meaning and purpose. Our employees spend a significant amount of time in work so we have a critical role to play in the wellbeing of our workforce.
- 5.5 This is an ambitious Strategy and comprehensive in content with key priorities highlighted. It details how we achieve our vision: 'Working together to fully support our employees' health and wellbeing.'
- 5.6 Together with the actions and objectives prioritised in our Strategic Equality Plan 2020 - 2024, Workforce Development Strategy 2021 - 24, Sports & Recreation Strategy 2019 - 2029 and Green Infrastructure Strategy 2020, the effective implementation of this Employee Wellbeing Strategy will be fundamental to ensuring that wellbeing lies at the core of how the Council fulfils its strategic aims, conducts operations and delivers excellent services to our communities.
- 5.7 The Council's HR policies confirm that employees are our most valuable asset and recognise the importance of supporting the wellbeing of our employees when they are at work or absent due to sickness and ill health. Our people are at the very heart of everything we do. Our continuing success as a Council will be dependent on us promoting and facilitating good health and wellbeing, to enable us to provide excellent services to our communities. This Wellbeing Strategy reinforces this.
- 5.8 We have also taken account of the responses to the employee survey when developing this Strategy.
- 5.9 Under this Strategy, we will work collaboratively to support the health and wellbeing of our employees and to address the challenges identified within the Strategy and also any others that may arise.

5.10 **Conclusion**

The Council's clear commitment to employee wellbeing is now captured in the Employee Wellbeing Strategy 2021 – 24, to ensure that we work with our employees to promote and facilitate good health and wellbeing, to provide excellent services to our people.

6. **ASSUMPTIONS**

- 6.1 There are no assumptions made within this report.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

- 7.1 The Public Sector Equality Duty requires the Council to have “due regard” to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups. It is recognised that the key principles of this Employee Wellbeing Strategy will have significant benefits for our employees.
- 7.2 This Strategy outlines our aspirations of being recognised as an employer of choice in terms of our approach to diversity, equalities, personal well-being, learning, being forward thinking and resilient to change and leadership development. Strengthening Inclusivity and Equality lies at the heart of this strategy.
- 7.3 The information collated through research, consultation, engagement (staff survey) and employee data has provided significant insights and evidence around which we were able to develop a holistic framework.
- 7.4 By strengthening the five key areas identified in the strategy, we can create a supportive and nurturing work environment that effectively supports employee physical and mental health and wellbeing.
- 7.5 The Integrated Impact Assessment is attached at Appendix 2.

8. FINANCIAL IMPLICATIONS

- 8.1 There are no immediate financial implications to this report. Any budgetary requirements to support wellbeing will be subject to appropriate authorisation.

9. PERSONNEL IMPLICATIONS

- 9.1 The personnel implications are included in the report.

10. CONSULTATIONS

- 10.1 The consultation responses have been incorporated in the Strategy.

11. STATUTORY POWER

- 11.1 Local Government Act 1972

Author: Lynne Donovan, Head of People Services

Consultees: Corporate Management Team
Cllr Colin Gordon, Cabinet Member for Corporate Services
Leadership Team
HR Strategy Group
HR Management Team
Stephen Pugh, Head of Communications
Emma Townsend, Health and Safety Manager

Neil Cooksley, Principal HR Officer (Workforce Development)
Trade Unions – GMB, Unison, Unite

Appendices:

- Appendix 1 Employee Wellbeing Strategy 2021 – 24
(An accessible version is available on request)
- Appendix 2 Integrated Impact Assessment

Team Caerphilly
Better Together

Employee Wellbeing Strategy 21-24



GWASANAETHAU POBL
PEOPLE SERVICES



Contents

| | |
|---|-----------|
| Foreword | 2 |
| Introduction | 4 |
| The Strategic Context | 5 |
| Our Employee Data | 6 |
| Employee profile | 6 |
| Staff survey summary | 8 |
| Sickness absence summary (2020/2021) | 11 |
| Our Challenges | 12 |
| Our Approach | 13 |
| 1. Health and lifestyle | 14 |
| What we do | 14 |
| 2. Environment | 17 |
| What we do | 17 |
| 3. Culture and values | 19 |
| What we do | 19 |
| 4. Personal development | 21 |
| What we do | 21 |
| 5. Financial wellbeing | 23 |
| What we do | 23 |
| Our Responsibilities | 24 |
| Delivery, Monitoring and Governance | 26 |
| Appendix: Employee Wellbeing Strategic Action Plan | 27 |

Foreword



Christina Harrhy
Chief Executive
Caerphilly County Borough Council

I'm pleased to present the Council's new *Employee Wellbeing Strategy*, which has been developed in order to support all our brilliant employees who are at the heart of Team Caerphilly.

We employ over 8,000 hard-working colleagues, who provide a huge range of services direct to our communities and it goes without saying that our workforce is our most valuable asset.

We are in unprecedented times and it is clear that the impacts of the Covid-19 pandemic on employee health and wellbeing has been significant. However, we have responded amazingly and shown incredible resilience and character in the face of such adversity to repurpose and reshape our services, ensuring our citizens continue to receive the services they need on a day-to-day basis.

Working across the council, with our communities and with our partners we have united together as one team and it makes me very proud to be a part of Team Caerphilly.

As we move forward, through the uncharted waters of Covid recovery, we will continue to work alongside our communities, businesses and partners to ensure we consolidate, reshape and refocus wherever necessary. It is therefore more important than ever that we have in place a robust *Employee Wellbeing Strategy* to support and nurture the people we have within the organisation during these critical times.

We have fantastic work life balance policies and a wide range of procedures, schemes and initiatives in place already to support our employees' physical and mental health and wellbeing. Our aim now is to strengthen and build upon these solid foundations.

I look forward to seeing this strategy embed within the organisation and I'm sure staff at all levels will benefit from the principles and priorities contained within it.

Foreword



Cllr. Philippa Marsden
Leader
Caerphilly County Borough Council

The Cabinet, along with all other elected members, recognise the importance of promoting and protecting employee wellbeing.

The Council is a large and diverse organisation, so it is vital that staff at all levels are able to access appropriate levels of support and resources when and if they need it, particularly at this time as we continue to navigate our way through a global pandemic.

It is no surprise that good workplace wellbeing has mutual benefits for employees, organisations, economies and communities, so it is vitally important that we have the right strategy in place to achieve this.

The wellbeing of our employees must continue to be at the very forefront of everything we do, embedded in our culture, day-to-day operations, leadership and management.

We are fully committed to ensuring we have a healthy organisation, where each and every one of our employee feels valued, protected and supported. This strategy will provide the blueprint for this commitment and I would like to thank all those involved in its preparation and delivery.

Introduction

“Fostering employee wellbeing is good for people and the organisation. Promoting wellbeing can help prevent stress and create positive working environments where individuals and organisations can thrive.”

CIPD: Wellbeing at Work 2020

The importance of employee health and wellbeing has become more widely recognised over the past decade. In particular there is increasing concern about mental health, and the growing pressures people face living and working in today's world.

Employee wellbeing is critical for business performance. A healthy workplace, that promotes a state of contentment, benefits both employees and the organisation.

The workplace can be an effective place to improve the wellbeing of individuals, families and communities. It can offer financial security, social connections and a sense of belonging, meaning and purpose. Our employees spend a significant amount of time in work so we have a critical role to play in the wellbeing of our workforce.

Our absolute priority at Caerphilly County Borough Council is to work with our employees to promote and facilitate good health and wellbeing, and to provide excellent services to those who need our support.

The Covid-19 Pandemic

In a time of national, indeed global crisis, the Covid-19 pandemic changed how we operated overnight. Our services were rapidly repurposed and large numbers of our workforce were thrust into remote working. We responded incredibly

well, enabling our services to function effectively whilst keeping our employees safe. By embracing agile and home working, in accordance with service provision, we enabled our employees to flex their working patterns to support their varying and complex needs, provide care for family members and home school their children.

However, the Covid-19 pandemic created significant additional health and wellbeing concerns for our employees. There is a serious risk to health from contracting the virus and living with long-Covid, and our employees have also faced psychological stress such as isolation, grief through the loss of loved ones, fear of infection, fear of loss of work, managing additional caring responsibilities and rapid changes to service delivery.

As we recover from the pandemic and continue our journey of transformation and review our services to meet future demands, we must ensure we have a holistic framework in place to support our employees' health and wellbeing needs. The wellbeing of our employees must continue to be at the heart of everything we do.

This strategy will detail how we achieve our vision: ***'Working together to fully support our employees' health and wellbeing.'***

The Strategic Context

Wellbeing drives and shapes our strategies and planning. Our Corporate Plan 2018-2023 is influenced by the Well-being of Future Generations (Wales) Act 2015. The Act adopts a sustainable development principle with a view to improving the economic, social, environmental and cultural well-being of Wales; and defines seven well-being goals, three of which focus on resilience, health and equality.

Our Corporate Plan details six locally determined wellbeing objectives. These include the development of healthier lifestyles and the improvement of wellbeing within our communities and the workplace. To support delivery, the Corporate Plan outlines seven Cabinet Commitments, the third commitment is ensuring we have an engaged and motivated workforce.

These commitments, together with the six wellbeing objectives set out in the Corporate Plan, shaped the transformation strategy *#Team Caerphilly - Better Together*. Creating the right culture and developing a workforce that is fit for the future are key objectives within the strategy. Underpinned by our core values and behaviours, it details our commitment to developing and supporting our workforce, changing relationships between managers and employees and creating a nurturing environment that enables our people to work effectively.

Our Sport and Active Recreation Strategy 2019-2029 has an important role to play in our ability to achieve our corporate wellbeing objectives and has a clear vision 'to encourage healthy lifestyles and support our residents to be more active, more often'. The strategy details the actions required to meet our wellbeing goals and also recognises that future approaches demand that people take greater responsibility for their own health and levels of activity.

The Green Infrastructure Strategy 2020 outlines our vision to ensure Caerphilly is a green and healthy place to live, with a specific aim to ensure our green infrastructure provides enjoyment, relaxation,



CIPD: Wellbeing at Work 2020

inspiration and wellbeing for local people, visitors and by extension our employees, many of which reside within the borough.

The Strategic Equality Plan 2020-2024 identifies the need to create a workplace which is safe and inclusive; and promotes a positive working environment (Equality Objective 6 Inclusive, Diverse and Equal Workforce).

The Workforce Development Strategy 2021-2024 outlines our commitment to value our people, and sets out a number of priority actions which include the development of the Wellbeing Strategy.

The Council has a duty to safeguard and protect children, young people and vulnerable adults who may be at risk of harm and this is reflected in our robust policies and procedures. Safeguarding means protecting the health, wellbeing and human rights of individuals and enabling them to live free from harm, abuse and neglect. Guided by our Corporate Safeguarding Policy and working proactively with partners, we will take action to ensure that our employees and everyone living within the County Borough is safe and protected and that our statutory responsibilities to safeguard and protect children, young people and vulnerable adults are effectively met.

In policy and in practice, we will seek to ensure the links between our corporate strategies and planning are well established and effective.

Wellbeing lies at the core of how the Council fulfils its strategic aims, conducts operations and delivers excellent services to our communities.

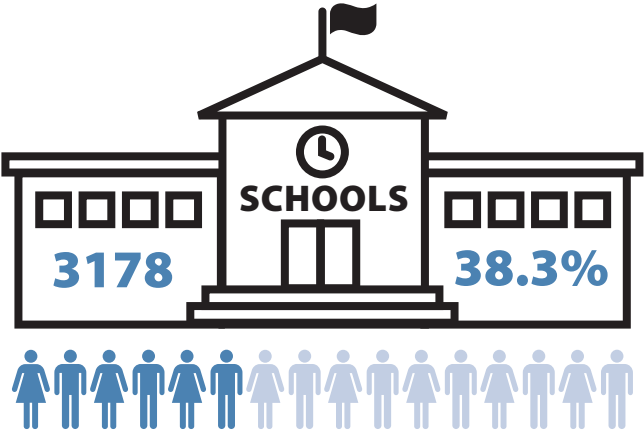
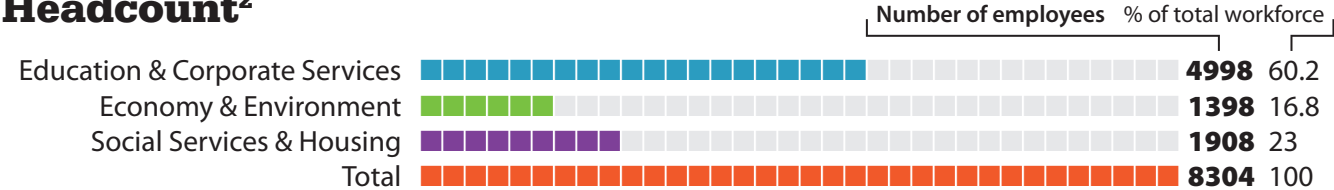
Our Employee Data

We are the largest employer within the borough, directly employing over 8000 employees (including schools)¹,

providing our communities with a wide range of essential and non-essential public services.

Employee Profile

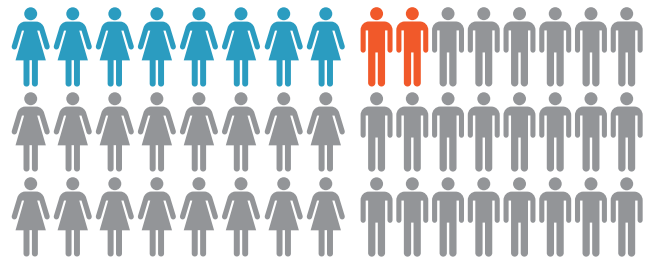
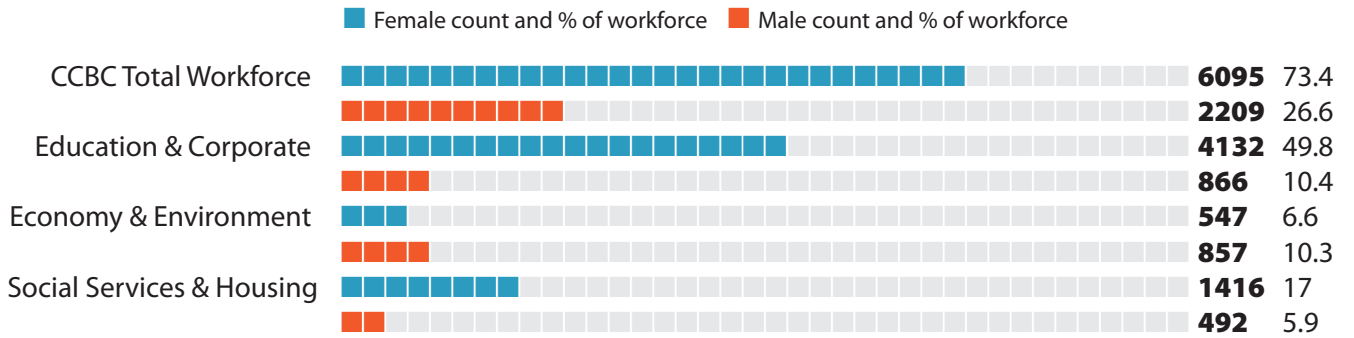
Headcount²



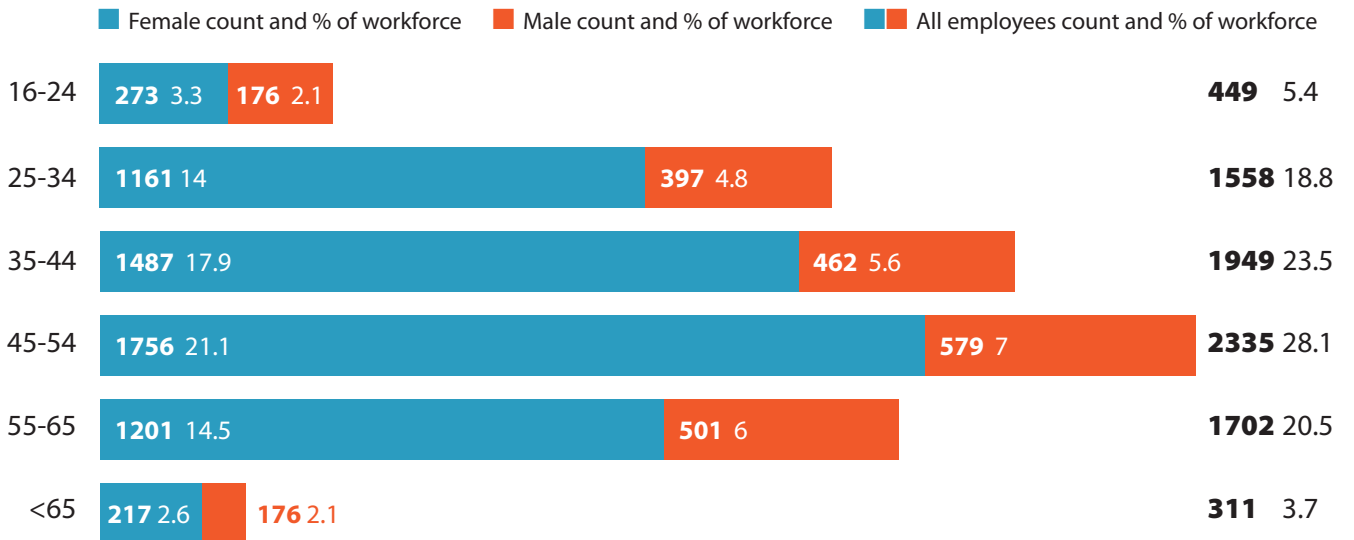
Education and Corporate Services account for nearly two thirds of our workforce, with nearly 40% in our schools provision alone.

¹ Workforce Intelligence Analysis - July 2020
² Where employees have multiple posts, the post holding the most contractual hours will be considered the substantive role and has been used for statistical analysis.

Gender



Age profile



Disability



Staff survey summary

In our recent Staff Survey (May 2021)³ one of the key themes was employee wellbeing. We received a total of 1596 completed surveys (approximately one third of the workforce polled) with a good distribution from across each directorate and service area. Of those who responded, 73% (1070 staff) were female, which is reflective of the current gender profile for the Council.

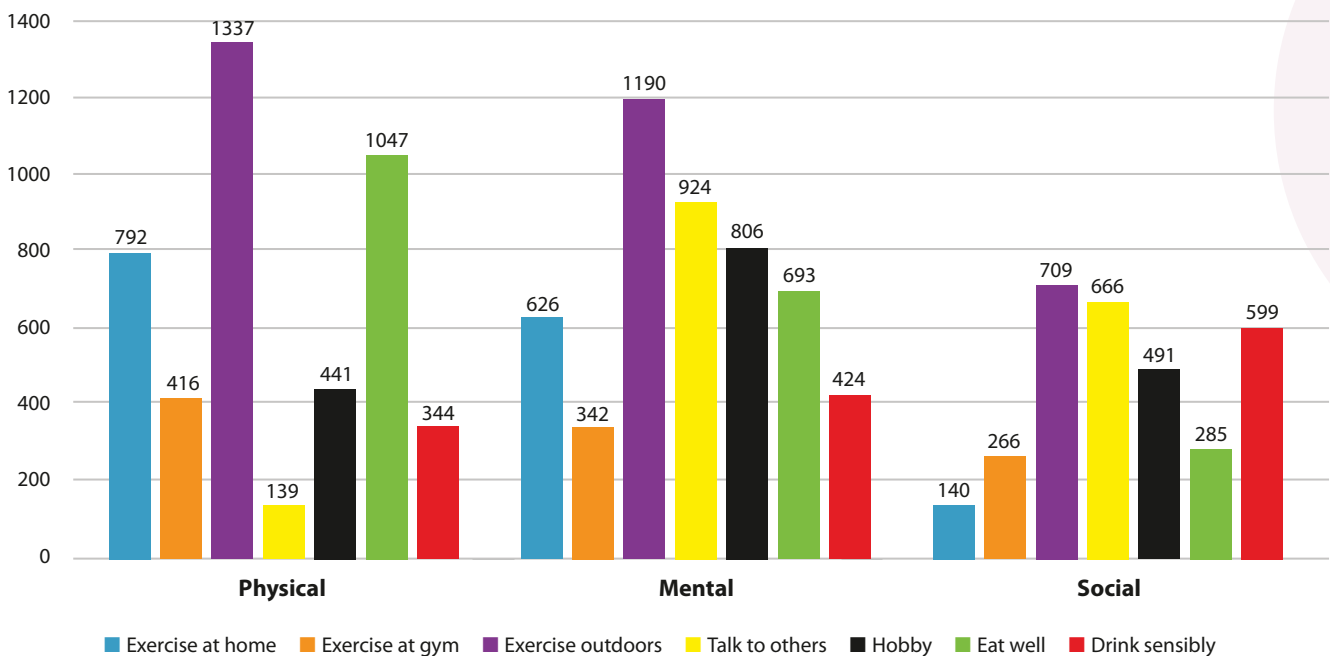
The key findings were as follows.

Managing and maintaining our health and wellbeing

The survey asked employees to list what activities they did to support their physical, mental and social health and wellbeing.



Activities enjoyed that support physical, mental and social wellbeing (number of responses)



“Exercising outdoors” ranked highest in all three categories (physical, mental and social wellbeing), and “Talk to others” was ranked second highest by our employees for supporting their mental and social health, suggesting strong relationships are a key component for their wellbeing. “Eating well” is also an important lifestyle choice for our employees.

³ All non-school staff.

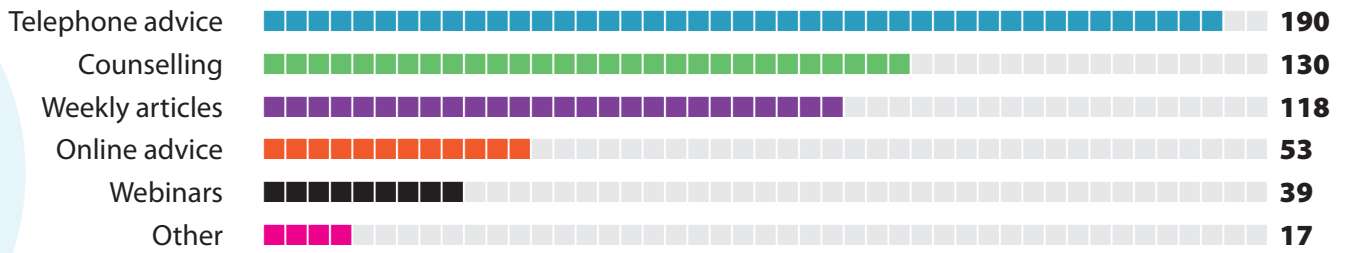
Care First - our Employee Assistance Programme

92% of employees indicated that they were aware of Care First and 22% of these confirmed that they have used Care First services. The majority of employees (81%) that have used the service have found it useful or very useful.

The findings show that there are high levels of awareness and satisfaction with Care First Services.

Care First services used

Responses by number



Work life balance

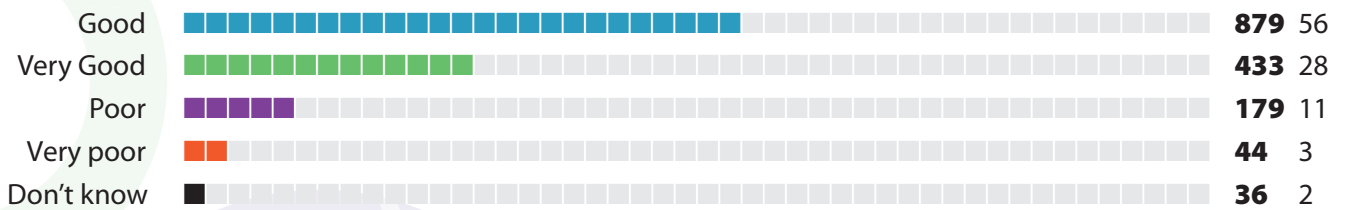
84% of employees felt their work life balance was good or very good.

One of the key reasons given as a contributing factor to good work life balance was agile working. Employees commented that agile working has meant they can spend more time with family, work flexibly around personal needs, improve their productivity, feel more trusted and support their caring responsibilities. This is particularly relevant given approximately two thirds of the employees who responded to the survey have caring responsibilities (40% being child care).

Conversely for some employees working from home has negatively impacted their work life balance; employees commented that it is hard to separate work from home life, they have no space to work in and some feel isolated.

Employees also reported that increased workloads and an absence of flexible working are contributing factors to poor work life balance.

Responses by number and %



Staff Networks

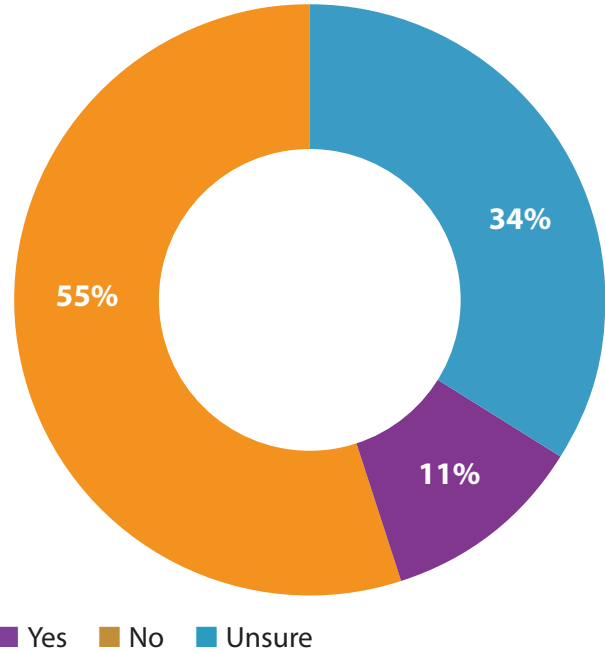
Staff networks can help support the mental health and wellbeing of staff who are struggling or feel alone and isolated, they can offer peer-to-peer support, help raise awareness of issues and give staff a channel to feed back their views on strategies and policies that might affect them.

Are you interested in joining a Staff Network?

11% indicated that they would be interested in a staff network group with 34% being unsure.

The groups most staff indicated they would be interested in getting involved with were mental health and menopause.

There was also interest in groups for young people, LGBTQ+ and Black and Minority Ethnic groups but in smaller numbers.

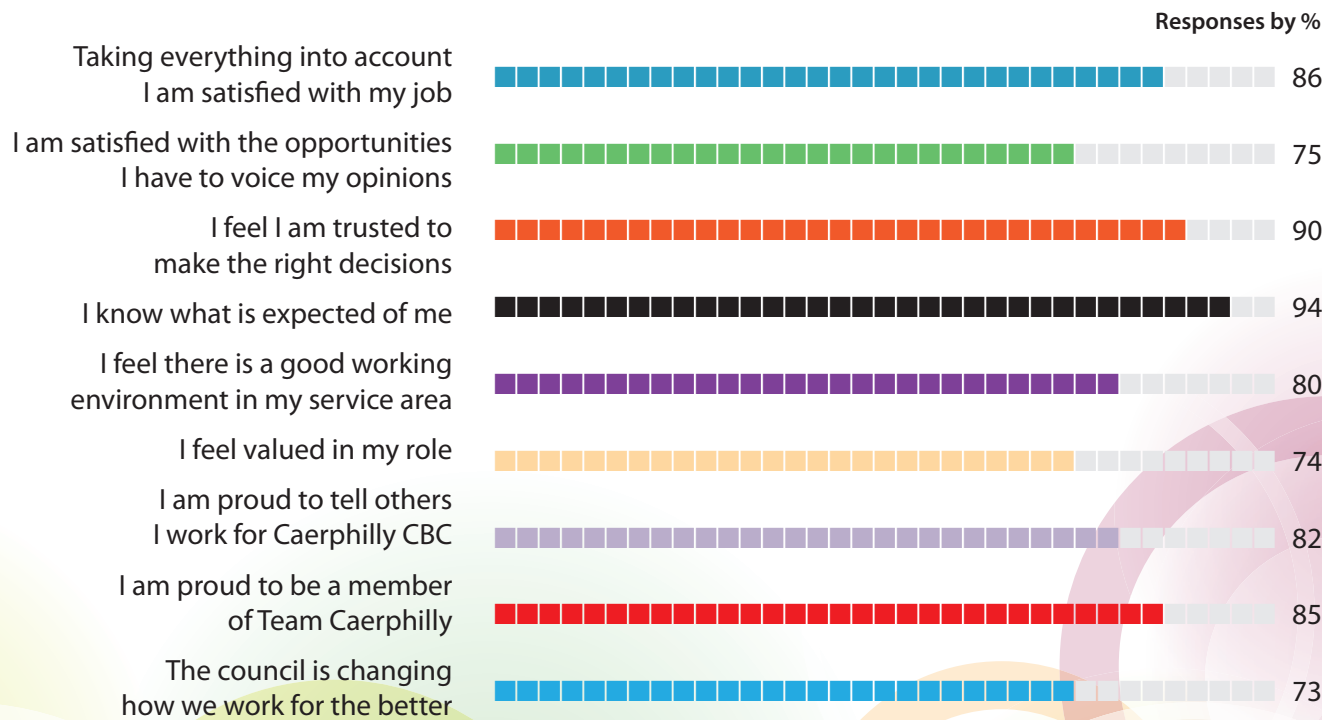


These results are really positive, with 86% of employees satisfied in their roles, and is evidence that we are moving in the right direction. Our challenge is to continue to engage our employees to understand why some are unsatisfied.

Team Caerphilly

One of the key principles of Team Caerphilly is further supporting our workforce to feel proud

and trusted, which are important elements of employee wellbeing.



Sickness absence summary

To better understand our challenges and the actions we can prioritise to address them, it is

important we analyse our sickness absence data to identify patterns, trends and areas of concern.

Sickness absence percentages⁴

| Directorate | Year April 18 - March 19 | Year April 19 - March 20 | Year April 20 - March 21 |
|--------------------------------|-----------------------------|-----------------------------|-----------------------------|
| Economy & Environment | 5% | 6.11% | 4.61% |
| Education & Corporate Services | 3.62% | 3.76% | 2.75% |
| Social Services & Housing | 5.89% | 5.92% | 6.84% |
| Authority Total | 4.38% | 4.63% | 4.03% |

The Council's percentage absence rate, although fluctuating, has decreased from 4.38% to 4.03% over the three year period. However, there is a

notable increase in our Directorate of Social Service and Housing, from 5.89% to 6.84%, over the same period.

Top 10 reasons for absence

| Top 10 reasons for absence | Rank Order | | |
|--|-----------------------------|-----------------------------|-----------------------------|
| | Year April 18 - March 19 | Year April 19 - March 20 | Year April 20 - March 21 |
| Stress (non-work related), depression, anxiety, neurasthenia, mental health, fatigue | 1 | 1 | 1 |
| Other musculo-skeletal problems | 2 | 2 | 2 |
| Stomach, liver, kidney and digestion including gastroenteritis | 3 | 3 | 4 |
| Infections including colds and flu | 4 | 4 | 8 |
| Back and neck problems | 5 | 6 | 6 |
| Injury | 6 | 5 | 5 |
| Chest and respiratory including chest infections | 7 | 7 | 9 |
| Work related stress | 8 | 8 | 7 |
| Neurological including headaches and migraines | 9 | 9 | N/A |
| Heart, blood pressure and circulation | 10 | N/A | 10 |
| Eye, ear, nose and mouth/dental including sinusitis | N/A | 10 | N/A |
| Coronavirus | N/A | N/A | 3 |

⁴ Figures include short term and long term absences

Mental ill health (including non-work related stress) and musculoskeletal problems have for some time been the highest ranked reasons for absence within the Council. In the year from the 1st April 2020 to 31st March 2021, mental ill-health and work related stress (which we record separately) accounted for 38.7% of all Full Time Equivalent (FTE) days lost. Musculoskeletal absences accounted for 9.9% of FTE days lost.

Our data broadly reflects the national picture. In a recent survey conducted by the CIPD⁵ it was reported that mental ill health, musculoskeletal injuries and stress were the top three causes of long term sickness absence in UK work places. Two-fifths of the respondents reported an increase in stress-related absence over the last year and the two main causes were workloads and management style.

Recent changes in the world of work mean that people now face wider organisational and environmental pressures. Intense and stressful working conditions are reported by as many as one in four workers. Many employees will also be under stress as a result of their personal circumstances. Such stressors have given rise to significant increases in mental health issues and absence and these patterns are evident in our data.

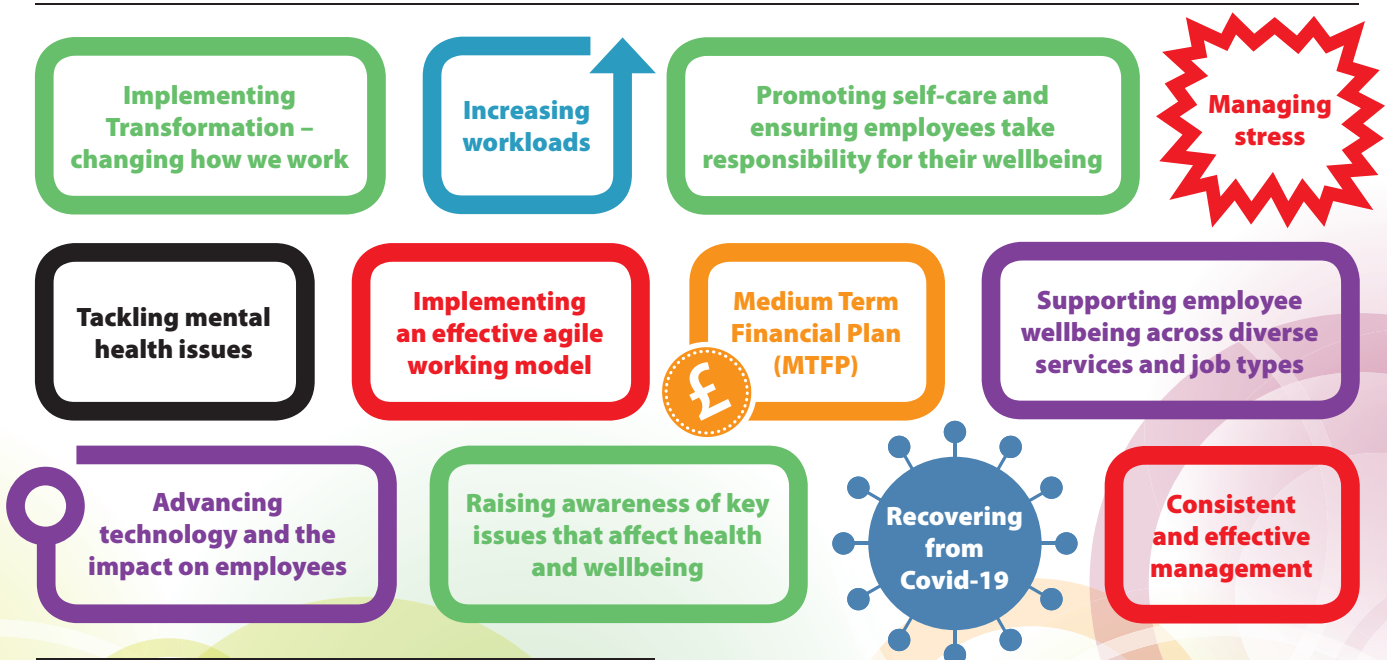
However, it should also be noted, that studies have shown that the right amount of positive stress can actually be beneficial and is a major factor in our development. It can increase our ability to cope and be motivated, improve our performance, productivity and creativity and increase energy levels whilst reducing boredom and keeping us engaged.

The Impact of Covid-19

Notably, in the year from the 1st April 2020 to 31st March 2021, Coronavirus has become the third highest cause of absence for the Council behind mental ill health and musculoskeletal injuries, highlighting the significant impact the pandemic is having on employee health and wellbeing in the Council. What is difficult to measure is the impact of the virus on mental health related absence, which has no doubt been effected through this period.

The CIPD⁶ found that the impact of COVID-19 on UK working lives shows a range of worsening mental health effects on many people, particularly those with an existing mental health condition. In November 2020, mental health charity Mind revealed that more people had experienced a mental health crisis during the COVID-19 pandemic than ever previously recorded.

Our Challenges



⁵ Health and Well-being at Work Survey Report March 2021 - CIPD

⁶ Health and Well-being at Work Survey Report March 2021 - CIPD

Our Approach

Most employers now recognise the importance of wellbeing and improving employee wellness to effect positive changes. As an employer we must continue to put wellbeing at the very heart of everything we do, and our employees must recognise their responsibility to effectively manage their own health and wellbeing.

Investing in employee wellbeing can lead to increased resilience, higher performance and productivity and reduced sickness absence. However, wellbeing initiatives often fall short of their potential because they stand alone, isolated

from the everyday business. To gain real benefit, our strategy must be focused on creating a culture and environment that supports the mental and physical health and wellbeing of our employees.

We understand that wellbeing is not a “one size fits all” and the support needed for one person may differ considerably from the next person. We must therefore ensure our strategy is holistic and wide reaching.

To achieve our aim, the Wellbeing Strategy will focus on five key areas of wellbeing:



1. Health and Lifestyle

How we support the mental and physical health of our employees and facilitate healthy lifestyle choices.



2. Environment

How we provide a safe and healthy work environment that meets the needs of our employees and supports them to be effective.



3. Culture and Values

How we build a culture of trust, strong core values, equality and strong collective leadership.



4. Personal Development

How we support personal growth and development.



5. Financial Wellbeing

How we support and contribute to employee financial wellbeing.

In each area we will review what we do and identify priority actions to strengthen that area.

1. Health and lifestyle

What we do

People Services

Our People Services Section incorporating Human Resources, Health & Safety and Communications teams work collaboratively together to provide specialist advice, guidance and support to managers and employees as outlined below.

Occupational Health Service

Our in-house service provides health and wellbeing advice to staff and managers in relation to fitness to work and health surveillance. The team supports staff to take care of their own physical and mental health to maximise their work attendance. The service is provided by Occupational Health Physicians, Physiotherapists and Nurses.

Sickness Absence Management Support

HR, incorporating a dedicated Managing Attendance Team, offer advice, guidance and support to staff in relation to their wellbeing and to managers to assist them to effectively and equitably manage their staff including health issues.

Policies, Procedures and Guidance

Our policies and procedures support the wellbeing of our employees when they are at work or absent due to sickness and ill health.

We have developed specific policies and guidance to address health issues, raise awareness and guide our managers on how to provide relevant and appropriate support including the No Smoking Policy, Menopause in the Workplace factsheet, Managing Cancer in the Workplace – Guidance for Managers and the Substance Misuse Policy.

Our Domestic Abuse, Gender-based Violence and Sexual Violence Policy provides support and guidance for our managers to deal with difficult and sensitive issues. In accordance with the National Training Framework on violence against

women, domestic abuse and sexual violence, all staff are expected to undertake training according to their role. The minimum requirement being Group 1 training providing basic awareness of what violence against women, domestic abuse and sexual violence is, how to recognise domestic abuse and sexual violence, and to know the help available to victims.

Cycle to Work Scheme

The Cycle to Work Scheme is a salary sacrifice initiative that encourages alternative commute/travel to improve health and fitness and reduce carbon emissions and environmental impact. We have recently widened the scope of the initiative to include electric bikes up to the value of £5000.

Corporate Eyecare Voucher Scheme

Employees who are regular users of display screen equipment or who require prescription safety glasses can apply for the vouchers which entitle the user to a free eye and eyesight test, a choice of glasses from a selected range (subject to eligibility) or a 15 per cent discount off glasses in store.

People Services Digital and online support

Health Wall

Features links to organisations that provide expert information and advice for a number of health related issues.

Wellbeing@work: Covid 19 Webpage

Provides information, resources and links to support our employees' wellbeing.

Wellbeing@work Bulletin

Our monthly bulletin contains information, advice and links to digital resources to support employee wellbeing.

Wellbeing@work: Monthly Themes

Focused on promoting healthy lifestyle choices and raising awareness on topics that impact physical and mental health.

Employee Assistance Programme

We work with Care first, who provide a completely independent and strictly confidential service for our employees which includes:

Counselling Service

Care First Counsellors, who are members of the British Association for Counselling and Psychotherapy (BACP), are available 24/7 to help with work-related issues such as feeling pressure, work-load, changes at work, bullying or harassment. Care first also advise on personal problems such as family matters, stress and loss or bereavement.

Information and Advice Service

Highly trained, professional information specialists can provide comprehensive answers and assistance on a wide range of issues which affect daily life including advice on financial issues and debt management.

Management Support

Provide managers with support in their management role.

Care first Lifestyle

A comprehensive online information, support and wellness resource, where employees and managers can access information, advice, webinars and online counselling to address problems occurring as part of every-day life, not just work related issues.

Care first Zest

An interactive health management online portal designed to help individuals pro-actively manage and improve all aspects of their mental and physical health - including stress management and resilience, weight management, diet and nutrition, and fitness and personal training.

Wellbeing Group

The Health and Wellbeing Group was established in 2010 to support the improved health of employees. The group has representatives from across the Council including Trade Union partners.

Health Awareness

Initiatives, events and promotion

We run a series of initiatives and promotions throughout the calendar year to raise awareness of topics that impact physical and mental health. For example lunchtime walks, free lunchtime bike hire and the Team Steps Challenge.

Sports and Active Recreation

Sports & Leisure Service

The service actively promote sport and active recreation and operate a wide range of active recreation activities, sites and venues. Sports development initiatives and partnerships include the free swimming programme, the Caerphilly 10k and National Exercise Referral Scheme.

Workplace Initiatives

Recognising the need for employees to take responsibility for their health, we promote a range of healthy lifestyle initiatives in the workplace, encouraging employees to engage in activities during the working day. For example lunchtime walks, free lunchtime bike hire and the Team Steps Challenge.

Corporate Membership Scheme

Our employees enjoy a 20% discounted rate for leisure centre membership throughout the county borough.

Trade Unions

Our recognised Trade Union partners provide advice and support to their members on a wide range of employment matters, including wellbeing.

| No. | Priority Actions | Measure of Success |
|-----|--|---|
| 1.1 | Update our HR policies and procedures. | All relevant policies and procedures are reviewed to ensure they remain inclusive, fit-for-purpose and reflective of our values. |
| 1.2 | Engage and support employees to volunteer as Mental Health Champions and explore opportunities to train employees as Mental Health First Aiders. | Mental Health Champions establish effective channels of communication and are trained to provide appropriate support to employees who seek out their support. |
| 1.3 | Undertake a review of the Wellbeing Group and repurpose the terms of reference to align to the principles of the Wellbeing Strategy. | Terms of Reference are agreed. Meetings are regularly held supported by an Agenda and minutes taken. |
| 1.4 | Develop our wellbeing digital platforms and communications. | Raised employee awareness of the digital resources available to support their own wellbeing and improve their lifestyle choices. |
| 1.5 | Review our Corporate Membership Scheme | Enhanced offer and improved levels of membership across our workforce. |
| 1.6 | Promote healthy work habits and explore new opportunities to engage our employees in exercise. | Employees proactively engage in healthy work habits and exercise to support their wellbeing. |



2. Environment

What we do

Physical Environment

Health & Safety

Our Health and Safety team provide managers and employees with comprehensive advice, support and resources to ensure that the working environment and work practices are safe and contribute to employees' safety, health and wellbeing. We deliver a comprehensive portfolio of health and safety related training courses to impart information, encourage learning and to support our positive safety culture.

Facilities

A number of support services work collaboratively and cohesively to ensure that our work places are designed, equipped and maintained to be ergonomic, healthy and safe. In addition to promoting a safe place of work this approach ensures the provision of comfortable spaces for rest and socialisation.

Work Environment

Agile Working

Wide scale agile working practices have been implemented in accordance with Welsh Government guidance, enabling our employees to work flexibly to support their work life balance, whilst continuing to deliver excellent services to our people during the Covid-19 pandemic. The principles of agile working, developed in response to the Covid-19 crisis, will form the foundation for long term sustainable agile working, enabling new ways of working, focused on what we do and not where we do it.

Policies and Schemes

Our employees have the opportunity to take advantage of excellent family-friendly work-life balance policies and schemes which include (but are not limited to) a generous Flexible Working Scheme, Child Care Voucher Scheme, Career Break Scheme, Carers' Policy, Home Working Scheme, Leave of Absence Policy, Adoption Leave Policy, Job-Share Policy, Reservists Policy and Parental/ Shared Parental Leave Schemes.

Effective Management

Within our strategies and practices our focus is very much on effective and supportive management. Individual management style will vary from manager to manager, but our expectation is that our managers nurture effective team working and healthy, productive relationships with employees built on mutual respect and trust. Through our *My Time* and *My Time Extra* programme, managers can have effective two-way discussions where employees can discuss their wellbeing and personal development needs.



| No. | Priority Actions | Measure of Success |
|-----|--|---|
| 2.1 | Repurpose and modernise Ty Penallta and other offices to facilitate agile working. | Workspaces will be reconfigured, modernised and furnished with appropriate equipment to facilitate agile working. Workspaces will support employee wellbeing, encouraging healthy lifestyle choices and socialisation enabling working relationships to flourish. |
| 2.2 | Implement a sustainable model of flexible/agile working for the Council. | Supported by the modernised workplace, flexible and family friendly working policies are fit for purpose and in place to support the agile workforce. |
| 2.3 | Expand the scope and provision of training to further upskill our managers to support employee health and wellbeing. | Management training has been implemented and evident in practice. |
| 2.4 | Update our H&S policies and procedures. | All relevant policies and procedures are reviewed to ensure they remain fit-for-purpose and reflective of our values and objectives. |



3. Culture and Values

What we do

Equality, Diversity and Inclusion

Equality underpins our strategies, policies and planning and we are committed to creating a workplace which is safe and inclusive, where our employees feel valued and empowered to be themselves.

Strategic Equality Plan (2020-2024)

Our Strategic Equality Plan 2020-2024 outlines our corporate strategic objectives.

Equalities Team

Our Equalities Team drive the agenda locally, championing diversity and inclusion and facilitating equalities and welsh language training.

Celebrating Diversity

We recognise important issues and celebrate diversity through the promotion of national awareness events. For example LGBTQ+ History Month and Black Lives Matter. Caerphilly County Borough Council is once again joining the Proud Council partners to support and promote equality for LGBTQ+ communities and we are working with Stonewall Cymru to re-establish our membership and position in the Workplace Diversity Champions Index.

Charters, Campaigns and Commitments

We were the first local authority in Wales to adopt the Unity Over Division Charter, joining with our Trade Union partners, Unison, GMB and Unite to work toward a shared goal of inclusivity and equality in the workplace.

We have signed up to the Dying To Work Charter, which sets out an agreed way that our employees will be supported, protected and guided throughout their employment, following a terminal diagnosis.

We are the first council in the UK to sign up to the Pledge to Be Seen Campaign, and we are committed to ensuring equal representation for people with disfigurements across Wales and better representing people with a visible difference in our communications.

We have demonstrated our ongoing support of the Armed Forces community by signed the Armed Forces Covenant (AFC), and are committed to ensuring that those who serve or have served in the armed forces, and their families, are treated fairly.

Disability Confident Employer

We are proud to be a Disability Confident Employer, committed to supporting the recruitment, retention and development of disabled people who support our services to achieve success.

Leadership and Strategy

Team Caerphilly

#Team Caerphilly - Better Together is our operating model. The strategy outlines our mission and details our objectives and priority actions for transformational change. It provides clarity of purpose for the organisation, our services and our employees. The message is clear that our employees are at the heart of everything we do. Underpinned by our core values (Trusted, Open and Transparent, United and Connected, Innovative, Resilient), the strategy outlines how we will fully support our employees to be 'brave, bold and brilliant'.

Corporate Volunteering

We are developing a Corporate Volunteering Policy and exploring how we overcome barriers to enable our employees to volunteer within the local community.

Employee Engagement

We listen and respond to views and opinions through staff surveys, engagement events and via collective consultation with our Trade Union partners through agreed processes. Our Communications and Engagement Strategy 2019-2022 and Consultation and Engagement Framework 2020-2025 outline actions to improve employee engagement and create greater opportunities to develop stronger links with our communities.

Support for Charities

We support vulnerable people both within our communities and nationally, not only through the excellent work of our front line services, but

through charitable events and initiatives including Operation Santa, the Mayor's Charity, Children in Need, Comic Relief and Sports Relief. As we move into a more agile model of service delivery, we will ensure our employees can continue to engage in charitable events and initiatives.

Foundation Living Wage Employer

We're incredibly proud to be accredited by the Living Wage Foundation and our commitment to voluntarily pay our employees a wage that reflects what we believe to be the true cost of living.



| No. | Priority Actions | Measure of Success |
|-----|---|--|
| 3.1 | Deliver the key workforce objectives of the Strategic Equality Plan 2020-2024. | Objectives are delivered in line with agreed timeframes. |
| 3.2 | Working with the Trade Unions, continue to raise awareness of all forms of discrimination and the requirement to effectively challenge prejudice at source. | Embed a proactive approach to building a more inclusive workplace, fulfilling our commitments to the 5 core principles of the Unity Over Division Charter. |
| 3.3 | Upgrade our membership of the Disability Confident Scheme. | Membership upgraded from Employer to Leader. |
| 3.4 | Re-establish our membership of Stonewall Cymru. | Join Stonewall Cymru's Diversity Champions Programme and assess our progress using the Workplace Equality Index. |
| 3.5 | Publish the Neurodiversity Factsheet and work with the Trade Unions to organise neurodiversity training. | Employees and managers can access the Neurodiversity Factsheet online and improve their understanding with training. |
| 3.6 | Develop the Staff Recognition Awards initiative. | We better evidence how we value our employees' contributions by recognising achievement. |
| 3.7 | Develop and implement diversity and inclusivity training for our Members. | Members receive current and timely diversity and inclusivity training. |
| 3.8 | Conduct regular pulse surveys to support our more comprehensive staff surveys. | Data and analytics used to inform decision making and assess progress against targets in key areas. |

4. Personal Development

What we do

Workforce Development Strategy

Our Workforce Development Strategy outlines our strategic approach and priority actions required to support the personal growth and development of our employees, creating a resilient workforce that is fit for the future.

Workforce Planning

To support our broader workforce development goals and initiatives, workforce planning will become embedded as an essential business process. A Workforce Planning Framework is being developed to help translate strategy into practice and equip our managers with a tool to proactively organise the workforce, effectively plan for succession and identify personal development needs and skills gaps.

Learning and Development

We organise and facilitate a range of learning and development opportunities via corporate initiatives, service specific training, Health & Safety training, accredited programmes and courses delivered via training providers or higher education and our Joint Workforce Development Team (a collaborative service with Blaenau Gwent which specialises in delivering social care training for both authorities).

MeUs

We have joined forces with Gwent Police to launch an innovative joint leadership programme aimed at developing a new generation of bold and innovative leaders.

The 12 month leadership programme will be delivered by the University of South Wales and the initial cohort will be instrumental in helping to shape the direction and content of the course for participants in future.

Coaching

We are fully invested in developing a strong coaching culture and establishing a network of coaches across our services.

Career Development

We have established development pathways in a number of service areas, affording employees the opportunity to gain professional qualifications and/or training to support their current roles and further their progression within their chosen fields.

My Time/My Time Extra

Our *My Time/My Time Extra* programme facilitates positive conversations between employees and line managers. With a focus on development, it provides a mechanism for employees to take responsibility of their own personal development.

First Aid, AED and Fire Wardens

We support our employees to volunteer as workplace first aiders and fire wardens, providing funded training and a financial incentive, in line with service needs and requirements. We also facilitate Automated External Defibrillation (AED) training for all employees in support of recent campaigns.



| No. | Priority Actions | Measure of Success |
|-----|---|--|
| 4.1 | Implement the Workforce Development Strategy 2021-2024. | Agreed strategy in place that outlines our strategic approach and priority actions. |
| 4.2 | Deliver the Priority Actions outlined in the Workforce Development Strategy 2021. | Priority actions are delivered in accordance with the action plan and achieve the desired outcomes and benefits for the Council. |
| 4.3 | Implement Workforce Planning. | Workforce planning will be undertaken on a regular and scheduled basis facilitating more proactive people resourcing, succession analysis and identification of priority learning and development needs. |
| 4.4 | Embed the <i>My Time/My Time Extra</i> programme and train our managers to deliver effective conversations. | Employees receive regular <i>My Time</i> conversations and an annual <i>My Time Extra</i> conversation where personal and professional development needs are discussed and planned. |



5. Financial Wellbeing

What we do

Fair Pay

We continue to review and monitor our grading protocols with the Trade Unions and ensure all jobs across the Council are remunerated fairly and equitably in line with our agreed grading procedures. Additional benefits also include (but are not limited to) a generous employer pension contribution, annual leave entitlement and paid sickness absence. We are also committed to paying the Foundation Living Wage minimum rate of pay, meaning our employees occupying our lower graded posts enjoy an enhanced rate of pay for their work which we believe better reflects the true cost of living.

Contracts

We provide varying types of contracts of employment across our services to meet our business needs. Our Flexible Working Policies enables employees, where appropriate, to flex their contractual arrangements to meet their personal circumstances.

Policies and Procedures

We have generous leave of absence policies and schemes which provide our employees with paid leave for various types of absence which include (but are not limited to) sickness, bereavement, maternity and shared parental leave.

Retirement Planning

We support our employees through this significant undertaking by providing advice and guidance,

through our Flexible and Early Retirement Schemes and by running pre-retirement courses.

Care First

Our employee assistance programme provides 24 hour support to our employees, including advice on financial issues and debt management.

Trade Unions

Our recognised Trade Union partners are on hand to support their members, providing advice on issues such as benefits and debt management, signposting to the appropriate organisations for expert help or through the facilitation of financial assistance schemes.

Credit Unions

We facilitate Credit Union payments for our employees through our payroll system. Credit unions offer an alternative to borrowing from, or saving with national banks. Owned and democratically controlled by its members, they offer a range of financial services including loans and savings accounts.

Employee Benefits

There are a number of initiatives available to our employees which have financial benefits (as well as other wellbeing benefits). These include our Child Care Voucher, Cycle to Work and Green Car salary sacrifice schemes, Corporate Eyecare Voucher Scheme and discounted leisure centre membership.

| No. | Priority Actions | Measure of Success |
|-----|--|--|
| 5.1 | Undertake a Non-Guaranteed Hours Arrangement (NGHA) review. | Work with managers and Trade Unions to review and monitor our contractual arrangements to ensure they are fit-for-purpose and provide secure employment. |
| 5.2 | Periodically promote the financial advice provided by Care First. | Raised awareness of the support available to our employees through Care First. |
| 5.3 | Review our processes for recording and analysing retirement feedback and data. | Consultation, feedback and data will be used to inform and shape our pre-retirement support and training. |
| 5.4 | Review our employee benefits packages | Employees continue to enjoy excellent benefits and schemes that help support their financial wellbeing. |

Our Responsibilities

Cabinet/Council

- To endorse the strategy and review progress against agreed actions.

Corporate Management Team and Leadership Team

- Provide senior level commitment and support for the strategy.
- Promote wellbeing across the organisation, nurturing a culture and environment where employees are given the support, opportunity and resources to grow and perform at an optimal level.
- Working within the financial constraints of the Medium Term Financial Plan (MTFP), ensure appropriate resources are available within the agreed budget.
- Lead by example and champion our values. Ensure fairness, equality and inclusivity is instilled across the organisation and driven from the top.

HR Strategy Group

- Responsible for the implementation of the strategy and the review of progress against targets.

Health and Safety Committee

- Responsible for reviewing the measures taken to ensure health and safety at work which includes mental health and wellbeing.

Management Network/Operational Management

- Think more strategically about the workforce and the demands placed upon individuals. Use the Workforce Planning Framework to develop detailed workforce plans and strategies to mitigate risks and plug skills gaps.
- Proactively manage employee wellbeing, creating a positive work environment and identifying concerns early.

- Promote the importance of self-care and encourage employees to take ownership of their health and wellbeing.
- Work with HR to proactively manage employee health, seeking early interventions to mitigate absence.
- Hold regular *My Time* conversations with employees, where employees can discuss their wellbeing and personal development needs.
- Nurture effective team working and healthy, productive relationships with employees.
- Promote an inclusive team environment which champions equality, diversity and fairness and address any form of discrimination.
- Ensure that health and safety risks are managed by effective risk assessments, safe working practices, training and employee engagement on all matters relating to their health, safety and wellbeing.

People Services

- Responsible for the implementation of the strategy and delivery of the priority actions.
- HR will continue to proactively advise and support our managers in respect of sickness absence policy and procedure, supporting employee attendance through our Occupational Health provision.
- Review HR and Health & Safety policies and procedures with the Trade Unions to support the wellbeing agenda.
- Work closely with our recognised Trade Unions to achieve positive outcomes for our employees.
- Work in collaboration with our partners across the Council, and externally, to provide wellbeing training and initiatives.

The Wellbeing Group

- Continue to support and promote the improved health and wellbeing of employees via representatives across the Council and Trade Unions.

All Employees

- Effectively manage personal wellbeing, make good lifestyle choices and utilise the resources available to maintain physical and mental health.
- Take early action to seek help and support to help prevent issues escalating into serious health concerns.
- Ensure regular *My Time* conversations are undertaken, prepare for them and constructively develop targeted personal development plans with managers.
- Live by our values of equality, diversity and inclusion in the workplace and challenge all forms of discrimination and bias.
- Actively participate in employee engagement initiatives which provide an opportunity to voice opinion and influence decision making.

Trade Unions

- Work in partnership with the Council, striving for positive outcomes for the workforce.
- Cultivate an effective partnership with officers to help develop wellbeing training and initiatives.
- Work proactively with the Council in the development and implementation of new and updated policies and procedures.



Delivery, Monitoring and Governance

The Strategy has been developed by People Services and approved by Cabinet. The HR Strategy Group will be responsible for the implementation

of the strategy. Progress against targets and objectives will be monitored and reviewed as follows:

| Group/Body | Format | Timeframe |
|------------------------|----------|-----------|
| HR Strategy | Briefing | 6 Monthly |
| CMT | Report | 6 Monthly |
| P&R Scrutiny Committee | Report | Annually |
| Cabinet | Report | Annually |

Our trade union partners will be fully consulted in the delivery of this strategy with six monthly briefings at Corporate JCC.



Appendix

Employee Wellbeing Strategic Action Plan

| | PRIORITY ACTIONS | METHOD OF DELIVERY / PROJECT | LEAD OFFICER | PROJECT GOVERNANCE | TIMESCALE |
|-----|---|--|--------------------------|--|-------------------------------|
| 1.1 | Update our HR policies and procedures. | HR and H&S Policy Review Project | Head of People Services | <ul style="list-style-type: none"> ● HR Strategy Group ● Health & Safety Committee | 2022 |
| 1.2 | Engage and support employees to volunteer as Mental Health Champions and explore opportunities to train employees as Mental Health First Aiders. | Corporate Review: Workforce Development (Workstream – Wellbeing) | Head of People Services | <ul style="list-style-type: none"> ● HR Strategy Group ● Health & Safety Committee | 2022 |
| 1.3 | Undertake a review of the Wellbeing Group and repurpose the terms of reference to align to the principles of the Wellbeing Strategy. | Corporate Review: Workforce Development (Workstream – Wellbeing) | Head of People Services | <ul style="list-style-type: none"> ● HR Strategy Group ● Health & Safety Committee | Quarter 4 2021-2022 |
| 1.4 | Develop our wellbeing digital platforms and communications. | Corporate Review: Workforce Development (Workstream - Wellbeing) | Head of People Services | <ul style="list-style-type: none"> ● HR Strategy Group | 2022 |
| 1.5 | Review our Corporate Membership Scheme | Corporate Review: Workforce Development (Workstream – Wellbeing) | Leisure Services Manager | <ul style="list-style-type: none"> ● Corporate Management Team | Quarter 3 2021 - 2022 |
| 1.6 | Promote healthy work habits and explore new opportunities to engage our employees in exercise. | Corporate Review: Workforce Development (Workstream - Wellbeing) | Leisure Services Manager | <ul style="list-style-type: none"> ● HR Strategy Group | 2022 |
| 2.1 | Repurpose and modernise Ty Penallta and other offices to facilitate agile working. | Corporate Review: Flexible Working | Head of People Services | <ul style="list-style-type: none"> ● Team Caerphilly Programme Board | Quarter 4 2021 - 2022 |
| 2.2 | Implement a sustainable model of flexible/agile working for the Council. | Corporate Review: Flexible Working | Head of Infrastructure | <ul style="list-style-type: none"> ● Team Caerphilly Programme Board | 2022 |
| 2.3 | Expand the scope and provision of training to further upskill our managers to support employee health and wellbeing. | Corporate Review: Workforce Development (Workstream - Management Training) | Head of People Services | <ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● HR Strategy Group | Quarter 4 2022 - 2023 |
| 2.4 | Update our H&S policies and procedures. | HR and H&S Policy Review Project | Head of People Services | <ul style="list-style-type: none"> ● HR Strategy Group ● Health & Safety Committee | 2022 |
| 3.1 | Deliver the key workforce objectives of the Strategic Equality Plan 2020-2024. | Strategic Equality Plan (2020-2024) | Head of Transformation | <ul style="list-style-type: none"> ● Corporate Management Team | All actions delivered by 2024 |
| 3.2 | Working with the Trade Unions, continue to raise awareness of all forms of discrimination and the requirement to effectively challenge prejudice at source. | HR and H&S Policy Review Project | Head of People Services | <ul style="list-style-type: none"> ● Corporate JCC | Quarter 4 2021-22 |

| | PRIORITY ACTIONS | METHOD OF DELIVERY / PROJECT | LEAD OFFICER | PROJECT GOVERNANCE | TIMESCALE |
|-----|--|---|---|--|-------------------------------|
| 3.3 | Upgrade our membership of the Disability Confident Scheme. | Corporate Review: Workforce Development (Workstream – Wellbeing) | Head of People Services | <ul style="list-style-type: none"> ● Corporate Management Team ● HR Strategy Group | 2022 |
| 3.4 | Re-establish our membership of Stonewall Cymru. | Corporate Review: Workforce Development (Workstream - Wellbeing) | Head of People Services | <ul style="list-style-type: none"> ● Corporate Management Team ● HR Strategy Group | 2022 |
| 3.5 | Publish the Neurodiversity Factsheet and work with the Trade Unions to organise neurodiversity training. | HR and H&S Policy Review Project | Head of People Services | <ul style="list-style-type: none"> ● HR Strategy Group | Quarter 3 2021 - 2022 |
| 3.6 | Develop the Staff Recognition Awards initiative. | Corporate Communications & Engagement Strategy 2019-2023. | Head of Transformation | <ul style="list-style-type: none"> ● Team Caerphilly Programme Board | Quarter 4 2021-2022 |
| 3.7 | Develop and implement diversity and inclusivity training for our Members. | Strategic Equality Plan (2020-2024) | Head of Legal Services & Monitoring Officer | <ul style="list-style-type: none"> ● Team Caerphilly Programme Board | 2022 |
| 3.8 | Conduct regular pulse surveys to support our more comprehensive staff surveys. | Corporate Review: Workforce Development (Workstream - Wellbeing) | Head of People Services | <ul style="list-style-type: none"> ● Team Caerphilly Programme Board | 2024 |
| 4.1 | Implement the Workforce Development Strategy 2021-2024. | Corporate Review: Workforce Development (Workstream - Workforce Development Strategy) | Head of People Services | <ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● Policy & Resources Scrutiny Committee ● Cabinet | Quarter 3 2021-2022 |
| 4.2 | Deliver the Priority Actions outlined in the Workforce Development Strategy 2021-2024. | Corporate Review: Workforce Development (Workstream - Workforce Development Strategy) | Head of People Services | <ul style="list-style-type: none"> ● HR Strategy Group ● Corporate Management Team ● Policy & Resources Scrutiny Committee ● Cabinet | All actions delivered by 2024 |
| 4.3 | Implement Workforce Planning | Corporate Review: Workforce Development (Workstream - Workforce Planning Framework and Manager Toolkit) | Head of People Services | <ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● HR Strategy Group | 2022 |
| 4.4 | Embed the My Time/My Time Extra programme and train our managers to deliver effective conversations. | Corporate Review: Workforce Development (Workstream - Management Training) | Head of People Services | <ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● HR Strategy Group | Quarter 3 2021-2022 |
| 5.1 | Undertake a Non-Guaranteed Hours Arrangement (NGHA) review. | Contract Review Project | Head of People Services | <ul style="list-style-type: none"> ● HR Strategy ● Corporate Management Team | Quarter 4 2021-2022 |
| 5.2 | Periodically promote the financial advice provided by Care First. | Corporate Review: Workforce Development (Workstream - Wellbeing) | Head of People Services | <ul style="list-style-type: none"> ● HR Strategy Group | Quarter 3 2021-2022 |
| 5.3 | Review our processes for recording and analysing retirement feedback and data. | Corporate Review: Workforce Development (Workstream - Wellbeing) | Head of People Services | <ul style="list-style-type: none"> ● HR Strategy ● Corporate Management Team | 2022 |
| 5.4 | Review our employee benefits packages | HR and H&S Policy Review Project | Head of People Services | <ul style="list-style-type: none"> ● HR Strategy Group ● Health & Safety Committee | 2022 |

This integrated impact assessment (IIA) has been designed to help support the Council in making informed and effective decisions whilst ensuring compliance with a range of relevant legislation, including:

- Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Welsh Language (Wales) Measure 2011
- Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Well-being of Future Generations (Wales) Act 2015
- Statutory Consultation v Doctrine of Legitimate Expectation and Gunning Principles

PLEASE NOTE: Section 3 *Socio-economic Duty* only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the [Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance](#).

| 1. Proposal Details | | | |
|--|------------------------|--------------------------------------|-------------|
| Lead Officer | Head of Service | Service Area & Department | Date |
| Geraldine Burns | Lynne Donovan | People Services | 01/09/2021 |
| What is the proposal to be assessed? <i>Provide brief details of the proposal and provide a link to any relevant report or documents.</i> | | | |
| <p>The Council’s proposed ‘Employee Wellbeing Strategy 2021 – 24’, attached at Appendix 1.</p> <p>Proposal aim: To work together to fully support the wellbeing needs of employees by placing wellbeing at the heart of everything we do and ensuring we have a holistic framework in place.</p> | | | |

2. Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011

(The Public Sector Equality Duty requires the Council to have “due regard” to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups). Please note that an individual may have more than one protected characteristic.

| <u>Protected Characteristics</u> | Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how? | If there are negative impacts how will these be mitigated? | What evidence has been used to support this view? |
|--|---|--|--|
| The strategy outlines our commitments to supporting people regardless of protected characteristics. | | | |
| Age <i>(people of all ages)</i> | <p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>By strengthening the key areas of wellbeing, employees of all ages will benefit from a work environment that fully supports their needs.</p> | | <p>Evidence of potential positive impacts collated through extensive research including results of the CIPD Health and Well-being at Work Survey Report March 2021, our staff survey and manager engagement.</p> |
| Disability <i>(people with disabilities/ long term conditions)</i> | <p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>The strategy outlines our commitments to supporting people with disabilities or long term/terminal diagnoses and identifies actions to continuously develop.</p> | | <p>We are a Disability Confident Employer and committed to playing a leading role in changing attitudes, behaviour and culture; benefitting from inclusive recruitment practices.</p> <p>We are also committed to enhancing our position to Disability Confident Leader.</p> |
| Gender Reassignment <i>(anybody who’s gender identity or gender expression is different to the sex they were assigned at birth)</i> | <p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> | | |

| | | | |
|--|---|--|---|
| <p>Marriage or Civil Partnership (<i>people who are married or in a civil partnership</i>)</p> | <p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> | | |
| <p>Pregnancy and Maternity (<i>women who are pregnant and/or on maternity leave</i>)</p> | <p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>The Council supports the protections given to staff who are pregnant and/or on maternity leave under UK law.</p> | | |
| <p>Race (<i>people from black, Asian and minority ethnic communities and different racial backgrounds</i>)</p> | <p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>The strategy has a section dedicated to culture and values, and outlines actions to develop inclusive practice, enhance our membership of campaigns and create opportunity for staff to join staff networks.</p> <p>The Wellbeing Strategy makes specific and targeted links to our Strategic Equality Plan and actions identified within.</p> | | <p>Our staff survey indicated that there is an appetite to develop networks for black and minority ethnic groups.</p> |
| <p>Religion or Belief (<i>people with different religions and beliefs including people with no beliefs</i>)</p> | <p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy</p> | | |

| | | | |
|---|--|--|---|
| <p>Sex (<i>women and men, girls and boys and those who self-identify their gender</i>)</p> | <p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy</p> | | |
| <p>Sexual Orientation (<i>lesbian, gay, bisexual, heterosexual, other</i>)</p> | <p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>The strategy outlines our commitments to championing difference and inclusion and identifies actions to continuously develop.</p> | | <p>The Council currently:</p> <ul style="list-style-type: none"> • Is a members of Proud Councils • Has2 LGBTQ+ Ambassadors • Takes an active role at Pride Cymru • Raises awareness annual awareness of LGBTQ+ History Month, Pride etc. |

3. Socio-economic Duty (Strategic Decisions Only)

(The Socio-economic Duty gives us an opportunity to do things differently and put tackling inequality genuinely at the heart of key decision making. Socio-economic disadvantage means living on a low income compared to others in Wales, with little or no accumulated wealth, leading to greater material deprivation, restricting the ability to access basic goods and services)

Please consider these additional vulnerable groups and the impact your proposal may or may not have on them:

- Single parents and vulnerable families
- People with low literacy/numeracy
- Pensioners
- Looked after children
- Homeless people
- Carers
- Armed Forces Community
- Students
- Single adult households
- People misusing substances
- People who have experienced the asylum system
- People of all ages leaving a care setting
- People living in the most deprived areas in Wales (WIMD)
- People involved in the criminal justice system

| <u>Socio-economic Disadvantage</u> | Does the proposal have any positive, negative or neutral impacts on the following and how? | If there are negative impacts how will these be mitigated? | What evidence has been used to support this view? |
|---|--|---|---|
| <p>Low Income / Income Poverty <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i></p> | <p>Positive impact - The strategy identifies the importance of financial wellbeing as a key factor in overall employee wellbeing. The strategy outlines our commitment to strengthening this area and identifies priority actions to further support our employees. This includes:</p> <p>A non-guaranteed hours' arrangement review to restrict/limit the use of casual zero hours contracts moving forward and thus provide more sustainable employment opportunities.</p> <p>Continued commitment to pay the foundation living wage which supports young people starting in modern apprenticeship roles and</p> | | <p>The Council's Pay Policy Statement 2021.</p> <p>Workforce Partnership Council (WPC) Agreement on the acceptable use of Non-Guaranteed Hours Arrangements</p> |

| | | | |
|--|--|--|--|
| | <p>colleagues in entry level positions to be paid a living wage. It is noted that this is often more than what is offered for comparable roles in the private sector.</p> <p>Development of our employee benefits packages.</p> <p>The Employee Wellbeing Strategy has strategic links to our Workforce Development Strategy, working in synergy to support and develop the workforce. A key action in the Workforce Development Strategy is to explore and develop new initiatives to enhance work opportunities for our residents, utilising government funded employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities.</p> | | |
| <p>Low and/or No Wealth (<i>enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future</i>)</p> | <p>Positive impact. See above.</p> | | |
| <p>Material Deprivation (<i>unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.</i>)</p> | <p>Neutral impact</p> | | |

| <u>Socio-economic Disadvantage</u> | Does the proposal have any positive, negative or neutral impacts on the following and how? | If there are negative impacts how will these be mitigated? | What evidence has been used to support this view? |
|---|--|---|--|
| <p>Area Deprivation (<i>where you live (rural areas), where you work (accessibility of public transport) Impact on the environment?</i>)</p> | <p>Positive impact. Under this strategy, this will include the development of <i>agile working solutions</i> to meet our ever changing service needs. This can provide choice for many as to where they work and opportunity to attain a job of choice is enhanced.</p> <p>Possible negative impact: It is recognised that some job roles will not support agile working and these front line opportunities may remain inaccessible for some.</p> | <p>Front line working opportunities exist throughout the County Borough providing choice and options for people to work locally and in within a reasonable proximity to their home.</p> | <p>Categorisation data collected as part of the Agile Working Corporate Review has evidenced the number of roles within each category of work.</p> |
| <p>Socio-economic Background (<i>social class i.e. parents education, employment and income</i>)</p> | <p>Positive impact - The Employee Wellbeing Strategy has strategic links to our Workforce Development Strategy, working in synergy to support and develop the workforce. A key action in the Workforce Development Strategy is to explore and develop new initiatives to enhance work opportunities for our residents, utilising government funded employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities. These programmes will create pathways to employment for people with varying socio-economic backgrounds.</p> | | |

| | | | |
|--|----------------------------|--|--|
| | | | |
| Socio-economic Disadvantage <i>(What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged)</i> | Positive impact – as above | | |

4. Corporate Plan – Council’s Well-being Objectives

(How does your proposal deliver against any/all of the Council’s Well-being Objectives? Which in turn support the national well-being goals for Wales as outlined in the Well-being of Future Generations (Wales) Act 2015. Are there any impacts (positive, negative or neutral? If there are negative impacts how have these been mitigated?) [Well-being Objectives](#)

| | |
|--|---|
| <p>Objective 1 - Improve education opportunities for all</p> | <p>Positive impact - The strategy identifies the importance of personal development to employee wellbeing and includes strategic links to our Workforce Development Strategy. It recognises that all employees must be able to access learning and training relevant to their needs and role in the authority. It also includes actions to develop our employment programmes creating opportunities for people in our communities to access training, work placements and employment.</p> |
| <p>Objective 2 - Enabling employment</p> | <p>Positive impact – through the creation of more substantial and sustainable employment linked to a non-guaranteed hours review; the provision of the foundation living wage and strengthening of our employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities.</p> |
| <p>Objective 3 - Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people’s well-being</p> | <p>N/A</p> |
| <p>Objective 4 - Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impact on the environment</p> | <p>N/A</p> |
| <p>Objective 5 - Creating a county borough that supports healthy lifestyle in accordance with the Sustainable Development principle with in the Well-being of Future Generations (Wales) Act 2015</p> | <p>Positive impact - The strategy identifies the importance of health and lifestyle to employee wellbeing. This is a key focus within the strategy outlining how the authority will continue to support the health of our employees and develop programmes and initiatives to encourage healthy lifestyle choices, to be adopted both within and outside of the workplace.</p> |
| <p>Objective 6 - Support citizens to remain independent and improve their well-being</p> | <p>Positive impact - The workplace can be an effective place to improve the wellbeing of individuals, families and communities. It can offer financial security, social connections and a sense of belonging, meaning and purpose. Our employees spend a significant amount of time in work so we have a critical role to play in the wellbeing of our workforce. This strategy outlines our commitments and priority actions to achieve this aim.</p> |

4a. Links to any other relevant Council Policy

(How does your proposal deliver against any other relevant Council Policy?)

Transformation Strategy 2020

Corporate Plan 2018 – 2023

Wellbeing Plan (under development) – 2018 – 2023

Workforce Development Strategy 2021 -24

Sports & Recreation Strategy 2019-2029

Green Infrastructure Strategy






Strategic Equality Plan 2020-2024

Welsh Language Standards

In policy and in practice, we will seek to ensure the links between our corporate strategies and planning are well established and effective. Wellbeing lies at the core of how the Council fulfils its strategic aims, conducts operations and delivers excellent services to our communities. This strategy is aligned to the abovementioned strategies, translating our broader strategic objectives, together with data and the results of our engagement, into a holistic framework to support our employee's health and wellbeing.

5. Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)

(Also known as the sustainable development principles. The Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)

| <u>Ways of Working</u> | How have you used the Sustainable Development Principles in forming the proposal? |
|---|---|
| <p>Long Term</p>  | <p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</p> <p>This Strategy offers a comprehensive framework of support for our employees. Strategically aligned to the Council’s Workforce Development Strategy and Strategic Equality Plan, this will have a long term positive impact on the work community.</p> |
| <p>Prevention</p>  | <p>Consider how the proposal is preventing problems from occurring or getting worse</p> <p>The strategy is focussed on developing an excellent work environment that fully supports our employees’ health and wellbeing. Strengthen our commitments and investments in employee wellbeing will have preventative benefits.</p> |
| <p>Integration</p>  | <p>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</p> <p>Working in synergy with other strategies, we will continue to develop a strong organisational culture and values, strengthen the work environment, fully support the health and wellbeing of our employees, close knowledge and skills gaps across the organisation and shape our future workforce</p> |
| <p>Collaboration</p>  | <p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</p> <p>The effective implementation of this Strategy requires all parties to accept and own their individual responsibilities as outlined in the ‘Our Responsibilities’ section. Working effectively with our partners, both internal and external, is key to delivering our objectives. The collaboration list in the effective implementation of this strategy is fluid and extensive.</p> |
| <p>Involvement</p>  | <p>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</p> <p>This is an inward looking strategy and wider consultation with the community has not taken place in this context. The Strategy is however based on the extensively consulted Strategies referred to in the Integration Section above.</p> |

6. Well-being of Future Generations (Wales) Act 2015

| <u>Well-being Goals</u> | Does the proposal maximise our contribution to the Well-being Goal and how? |
|---|--|
| <p>A Prosperous Wales <i>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work</i></p> | <p>Efficient use of resources, skilled, educated people generates wealth and provides jobs</p> <p>Yes it does as outlined in this IIA.</p> |
| <p>A Resilient Wales <i>A nation which maintains and enhances a biodiverse natural environment healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for climate change)</i></p> | <p>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change). Have you considered the environmental impact your proposal will have and have you completed an Environmental Impact Assessment or Strategic Environmental Assessment if required?</p> <p>N/A</p> |
| <p>A Healthier Wales <i>A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood</i></p> | <p>People's physical and mental well-being is maximised and health impacts are understood</p> <p>The Wellbeing Strategy outlines our framework, commitments and priority actions for supporting employee health and wellbeing. The workplace can be an effective place to improve the wellbeing of individuals, families and communities. It can offer financial security, social connections and a sense of belonging, meaning and purpose. Our employees spend a significant amount of time in work so we have a critical role to play in the wellbeing of our people.</p> |
| <p>A More Equal Wales <i>A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances)</i></p> | <p>People can fulfil their potential no matter what their background or circumstances. This includes the protected characteristics listed in Q2 above. Also consider the cumulative impacts.</p> <p>Strengthening our commitment to Inclusivity and Equality lies at the heart of this Strategy.</p> |
| <p>A Wales of Cohesive Communities <i>Attractive, viable, safe and well-connected communities</i></p> | <p>Communities are attractive, viable, safe and well connected.</p> <p>N/A</p> |
| <p>A Wales of Vibrant Culture and Thriving Welsh Language</p> | <p>Culture, heritage and the Welsh language are promoted and protected. People are encouraged to participate in sport, art and recreation.</p> |

| | |
|---|--|
| <p><i>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation</i></p> | <p>In policy and in practice, we will seek to ensure the links between our corporate strategies and planning are well established and effective.</p> <p>The Employee Wellbeing Strategy is aligned to the Strategic Equality Plan which outlines our commitments to promoting and developing Welsh Language; and the Sports and Recreation Strategy which details actions increase opportunity and engagement in sports and active recreation.</p> |
| <p>A Globally Responsible Wales <i>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being</i></p> | <p>Taking account of impact on global well-being when considering local social, economic and environmental well-being. Have you considered the environmental impact your proposal will have and have you completed an Environmental Impact Assessment or Strategic Environmental Assessment if required?</p> <p>Yes, in the context of the Agile Working Agenda and sustainable employment opportunities, etc.</p> |

7. Welsh Language (Wales) Measure 2011 and Welsh Language Standards

(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact a proposal may have on opportunities to use the Welsh language and ensuring the Welsh language is treated no less favourably than the English language) [Policy Making Standards - Good Practice Advice Document](#)



| Requirement | Does the proposal have any positive, negative or neutral impacts on the following and how? | If there are negative impacts how will these be mitigated? | What evidence has been used to support this view? <i>e.g the WESP, TAN20, LDP, Pupil Level Annual School Census</i> |
|---|---|--|--|
| Links with Welsh Government's Cymraeg 2050 Strategy and CCBC's Five Year Welsh Language Strategy 2017-2022 and the Language Profile | Neutral impact in the context of this Strategy. | | |
| <p>Page 121</p> <p>Compliance with the Welsh Language Standards. <i>Specifically Standards 88 - 93</i></p> | <p>Neutral impact in the context of this Strategy. However, Employee Wellbeing Strategy is strategically aligned to the Workforce Development Strategy and the Strategic Equality Plan which outline our commitments to promoting and developing (through effective training) Welsh Language (Standards 130-132)</p> <p>Positive impact: Our Employee Assistance Programme Care first, provides fully translated digital resources.</p> | | <p>Research undertaken in the development of the strategy.</p> <p>Staff survey results.</p> |
| <p>Opportunities to promote the Welsh language <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i></p> | <p>Actively encourage and promote the use of our services in Welsh to see an increase in demand over time</p> <p>Neutral impact. See above.</p> | | |

| | | | |
|--|--|--|--|
| Opportunities for persons to use the Welsh language <i>e.g. staff, residents and visitors</i> | The rights of Welsh speakers to use Welsh when dealing with the council and for staff to use Welsh at Work Neutral impact. See above. | | |
| Treating the Welsh language no less favourably than the English language | Neutral impact. See above | | |

7a. Having considered the impacts above, how has the proposal been developed so that there are positive effects, or increased positive effects on (a) opportunities for persons to use the Welsh language, and b) treating the Welsh language no less favourably than the English language.

Impact on the use of Welsh, sustainability of Welsh speaking communities, numbers and/or percentages of Welsh speakers, fluency and confidence of Welsh speakers and learners to use Welsh, transmission of Welsh at home/from one generation to the next, using Welsh in the workplace, increase Welsh language digital media infrastructure and/or media, promoting Welsh in everyday life and its status

The Employee Wellbeing Strategy is strategically aligned to the Workforce Development Strategy and the Strategic Equality Plan which outline our commitments to promoting and developing (through effective training) Welsh Language (Standards 130-132)

8. Data and Information

(What data or other evidence has been used to inform the development of the proposal? Evidence may include the outcome of previous consultations, existing databases, pilot projects, review of customer complaints and compliments and or other service user feedback, national and regional data, academic publications and consultants' reports etc.)

| Data/evidence <i>(Please provide link to report if appropriate)</i> | Key relevant findings | How has the data/evidence informed this proposal? |
|--|---|--|
| <p>What data / evidence was used? Provide links to any reports if appropriate e.g. Household Survey 2017</p> <p>Consultation</p> <p>Staff Survey</p> <p>Significant research and utilisation of best practice from professional bodies – i.e. CIPD</p> <p>Employee data</p> <p>Sickness data</p> | <p>What were the key findings? What did the data / evidence used tell you?</p> <p>Key findings summarised in the 'Our Employee Data' (See Appendix 1)</p> | <p>How has the data / evidence available helped inform the proposal? Did it support the proposal and how? If the data / evidence didn't support the proposal why was this?</p> <p>The key findings used to develop our approach and strategic framework:</p> |

1. Health & Lifestyle

• How we support the mental and physical health of our employees and facilitate healthy lifestyle choices.

2. Environment

• How we provide a safe and healthy work environment that meets the needs of our employees and supports them to be effective.

3. Culture & Values

• How we build a culture of trust, strong core values, equality and strong collective leadership.

4. Personal Development

• How we support personal growth and development.

5. Financial Wellbeing

• How we support and contribute to employee financial wellbeing.

Were there any gaps identified in the evidence and data used to develop this proposal and how will these gaps be filled?

Details of further consultation can be included in Section 9.

Are there any gaps in the existing data and how will you go about filling these gaps?

No significant gaps identified, data provided significant information to inform the development of the strategy. Implementation of the strategy will be monitored and updated to reflect any changes required.

9. Consultation

(In some instances, there is a legal requirement to consult. In others, even where there is no legal obligation, there may be a legitimate expectation from people that a consultation will take place. Where it has been determined that consultation is required, [The Gunning Principles](#) must be adhered to. Consider the [Consultation and Engagement Framework](#). Please note that this may need to be updated as the proposal develops and to strengthen the assessment.

Briefly describe any recent or planned consultations paying particular attention to evidencing the Gunning Principles.

Who was consulted?

Leadership team, HR Strategy Group, Trade Unions, Cabinet Member for Corporate Services, Policy & Resources Scrutiny Committee

When they were consulted did the consultation take place at the formative stage and was adequate time given for consultees to consider and respond?

August 2021 – sufficient time provided for critical feedback and agreement of priority actions.

Was sufficient information provided to consultees to allow them to make an informed decision on the proposal?

Yes

What were the key findings?

Strategy was well received and deemed to be addressing the needs identified through our consultation and engagement.

How have the consultation findings been taken into account?

All critical feedback was considered and amendments made to the strategy as appropriate.

10. Monitoring and Review

| | |
|--|---|
| How will the implementation and the impact of the proposal be monitored, including implementation of any amendments? | <p>For example, what monitoring will be used? How frequent?</p> <p>As identified in the Employee Wellbeing Strategy</p> |
| What are the practical arrangements for monitoring? | <p>For example, who will put this in place? When will it start?</p> <p>As identified in the Employee Wellbeing Strategy</p> |
| How will the results of the monitoring be used to develop future proposals? | <p>As identified in the Employee Wellbeing Strategy</p> |
| When is the proposal due to be reviewed? | <p>Ongoing through dynamic action plans and fully 2024.</p> |
| Who is responsible for ensuring this happens? | <p>Head of People Services</p> |

Page 130

11. Recommendation and Reasoning

| | |
|-------------------------------------|---|
| <input checked="" type="checkbox"/> | Implement proposal with no amendments |
| <input type="checkbox"/> | Implement proposal taking account of the mitigating actions outlined |
| <input type="checkbox"/> | Reject the proposal due to disproportionate impact on equality, poverty and socio-economic disadvantage |

Have you contacted relevant officers for advice and guidance?

Yes

No

12. Reason(s) for Recommendation

(Provide below a summary of the Integrated Impact Assessment. This summary should be included in the "Summary of Integrated Impact Assessment" section of the Corporate Report Template. The Integrated Impact Assessment should be published alongside the Report proposal).

Include here a conclusion to your IIA. What is it telling you? How has the data / evidence used helped you to make the decision for Section 11 above? Mention any significant impacts (positive, negative or neutral) if any negative ones identified, how have they been mitigated to lessen the impact? Did you identify any cumulative impact your proposal will have? The summary you provide here will be copied into your report going forward for a decision through the committee process, therefore this section must be concise but informative.

It is believed that the key principles of the Employee Wellbeing Strategy will have significant benefits for our employees.

The Employee Wellbeing Strategy outlines our aspirations of being recognised as an employer of choice in terms of our approach to supporting employee physical and mental health and wellbeing.

The information collated through research, consultation, engagement (staff survey) and employee data has provided significant insights and evidence around which we were able to develop a holistic framework.

We believe that by strengthening the five key areas identified in the strategy, we can create a supportive and nurturing work environment that effectively supports employee physical and mental health and wellbeing.

Strengthening Inclusivity and Equality lies at the heart of this strategy, and this IIA has not identified any areas of concern or potential negative impacts/risks that need mitigating. The strategy is inclusive and will be beneficial to all employees.

13. Version Control

(The IIA should be used in the early stages of the proposal development process. The IIA can be strengthened as time progresses to help shape the proposal. The Version Control section will act as an audit trail to evidence how the IIA has been developed over time)

| Version No. | Author | Brief description of the amendments/update | Revision Date |
|-------------|---------------|--|---------------|
| 1 | Neil Cooksley | Original submission | 01/09/2021 |
| | | | |
| | | | |

Integrated Impact Assessment Author

| | |
|-------------------|----------------------|
| Name: | Neil Cooksley |
| Job Title: | Principal HR Officer |
| Date: | 01/09/2021 |

Page
no.

Head of Service Approval

| | | | |
|-------------------|-------------------------|--------------|----------|
| Name: | Lynne Donovan | | |
| Job Title: | Head of People Services | | |
| Signature: | | Date: | 01.09.21 |



POLICY AND RESOURCES SCRUTINY COMMITTEE – 28TH SEPTEMBER 2021

**SUBJECT: DIRECTORATE PERFORMANCE ASSESSMENT YEAR END
REPORT 2020/21**

**REPORT BY: CORPORATE DIRECTOR OF EDUCATION AND CORPORATE
SERVICES**

1. PURPOSE OF REPORT

- 1.1 To present Scrutiny with the year-end Corporate Services Performance Assessment which is part of the Council's Performance Management Framework.
- 1.2 The Performance Assessment (referred to hereafter as the DPA) is the Directorate's self-assessment and forms part of the Council's overall self-assessment activity. It provides information and analysis for the year ending 2020/21. Members are invited to discuss, challenge, and scrutinise the range of information in the DPA.

2. SUMMARY

- 2.1 The Council's revised Performance Framework was endorsed by Cabinet in February 2020 and this report introduces one of the key components of the Framework, the Directorate Performance Assessment (DPA). The DPA is a 'self-assessment' of Directorate's progress across a wide range of information types and meets our 'duty as a principal council to keep our performance under review'
- 2.2 DPA's are an opportunity to bring together a range of information and intelligence into one picture to answer the self-assessment questions of 'how well are we performing, how do we know? And what and how can we do better? Appendix 1 is the Corporate Services Performance Assessment Year End Report 2020/21.

3. RECOMMENDATIONS

- 3.1 Members review the attached document (Appendix 1) and discuss, challenge, and scrutinise the information contained within.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 Scrutiny Members are involved in the 'self-assessment' process by scrutinising the

information within the Directorate Performance Assessment. This also supports the principles within the new section (Part 6, Chapter 1) of the Local Government and Elections (Wales) Act which provides for a new performance and governance regime for principal councils.

5. THE REPORT

5.1 The Performance Framework has been developed to meet several strategic and operational needs as well as to meet the legislation and further the Council's desire to be a high performing learning organisation focused on meeting the needs of its residents. The framework was piloted in 2019 and endorsed by Cabinet February 2020 and now is reported as a regular part of scrutiny committees. This report introduces and shares the Corporate Services dashboard (the DPA) for the year end 2020/21.

5.2 The spirit of the DPA (appendix 1) is about providing learning. The DPA is less about performance and targets (though they have their place) and is more so to provide a wider picture of performance that will support reflective and challenging conversations and scrutiny that will ultimately lead to learning and further improvement.

5.3 Conclusion

This DPA covers the period April 2020 to March 2021 which coincides with the early stages of the COVID-19 pandemic. The size and scale of the challenges that our organisation has faced during that period cannot easily be described and it is important that the performance information attached is considered with the additional challenges in mind.

6. ASSUMPTIONS

6.1 There are no assumptions thought to be required within this report.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

7.1 This report is for information only and on this basis an integrated impact assessment is not required.

8. FINANCIAL IMPLICATIONS

8.1 There are no financial implications within this report, however the DPA (appendix 1) has a section on resources including relevant budget outturns as part of the overall self-assessment of the directorate.

9. PERSONNEL IMPLICATIONS

9.1 There are no personnel implications within this report, although the DPA (appendix 1)

has a section called 'resources' which provides data on a range of workforce aspects.

10. CONSULTATIONS

10.1 Any consultation responses have been included with in this report.

11. STATUTORY POWER

11.1 The Local Government Measure (2009) and Local Government (Wales) Act 2020

Author: Richard (Ed) Edmunds, Corporate Director of Education and Corporate Services

Consultees: Christina HARRY, Chief Executive
Dave Street, Corporate Director Social Care and Housing
Mark S Williams, Corporate Director Economy and Environment
Rob Tranter, Head of Legal Services and Monitoring Officer
Steve Harris, Head of Corporate Finance/s.151 officer
Lynne Donovan, Head of People Services
Liz Lucas, Head of Customer and Digital Services
Cllr Colin Gordon, Cabinet Member for Corporate Services
Cllr Eluned Stenner, Cabinet Member for Performance, Economy and Enterprise
Cllr Gez Kirby, Chair of Policy & Resources Scrutiny Committee
Cllr Brenda Miles, Vice Chair of Policy & Resources Scrutiny Committee

Appendices:

Appendix 1 Directorate Performance Assessment (end of year report 2020/21)

This page is intentionally left blank

Corporate Services Directorate Performance Assessment



2020/21 End of Year Update

Content

Select to view

Directors Summary & Priorities



Performance



Customer Intelligence



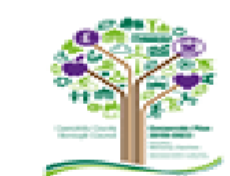
Resources



Risks



Well-being Objectives



Conclusion



Directors Summary



Year End Summary 2020/21 data

It is important when exploring the performance information set out within the DPA for Corporate Services that the updates are assessed against the continued difficulties presented by the COVID-19 pandemic. It is so encouraging that in spite of significant additional workload pressures that good progress continues to be made against the Strategic Priorities and that performance across the service has remained generally good.

It was very pleasing to see the final settlement (RSG) from Welsh Government provide a growth budget and the opportunity with it to protect jobs and services while also making some significant investments in key areas. The positive aspects of a growth budget position has been further enhanced by the provision of significant one off COVID funding from Welsh Government near to year end. While this has inflated the Directorates overall underspend, it does provide a number of further investment opportunities in respect of staffing, systems and developments which are also welcome.








In terms of causes for concern, sickness at both corporate and directorate level has increased in Q3 and Q4 when compared to Q1 and Q2. The Cabinet Member and Chief Executive has asked for a deep dive into the sickness issues to be undertaken to establish any underlying issues that may need addressing. The extended period of remote working, coupled with the lockdown may well be a contributing factor so the deep dive is welcomed. Aside from this a staff survey has been launched which included some specific questions on wellbeing. This will be considered alongside the deep dive into sickness absence when designing any interventions. Another concern relates to the compliance targets attached to Freedom of Information requests not yet having returned to pre pandemic levels and not currently being met. There has been a slight improvement in compliance recorded alongside an increase in the number of requests being received which is promising but there remains work to do in this area.

In terms of some service highlights, the progress made by Customer and Digital Services in progressing the automation agenda is starting to show a real impact on staff and customers and moving forward we'd like to accelerate and broaden this work to other aspects of our business. It is similarly pleasing to see high levels of Council Tax payments being made despite the closure of customer services offices and with that the closure of cash offices. Great strides have been made in moving to new approaches such as post office cards and telephone or online payments in this space. The availability of Major IT systems, more important now ever through the pandemic, remains exceptionally high and has not fallen below 99.7% all year. Finally I'd like to place on record my thanks to all staff across the Directorate for their

Priorities

| Title | Completion Date | RAG | Progress - Achievements - Impacts |
|--|-----------------|-----|---|
| Customer & Digital Services Deliver a revised Staffing structure for Customer and Digital Services. | December 2019 | ● | Complete (but ongoing) - The original restructure of the Digital Services Team was concluded early in 2020 but further adjustments have been made to the structure since as a result of normal operational churn. Work has also continued with regard to refining and improving the structures attached to Procurement and Customer Services. Customer Services Update - Restructure is completed. |
| Implement the Programme for Procurement within agreed timescales [to generate whole life benefits to the organisation and society) | 2023 | ● | Ongoing - Significant progress has been made on the implementation of Themes, Outcomes and Measures (TOMs) and their formal adoption via the Social Value Portal. From early 2020/21 the TOMs methodology is being included in all relevant procurement processes. In addition, Caerphilly CBC continue to be actively involved with a National TOMs Framework for Wales via the WLGA and supported by the National Social Value Taskforce Wales (NSVT Wales). Caerphilly CBC specific and National TOMs for Wales have been designed to help Caerphilly CBC and other organisations measure and maximise the Social Value they create through the delivery of their services across the 7 Well-being Goals and importantly they will allow organisations to report Value created as a financial contribution to society. A draft of the Council's Social Value Policy has been developed and is being readied for consultation. |

| Title | Completion Date | RAG | Progress - Achievements - Impacts |
|---|------------------|-----|---|
| Implement the Customer and Digital Strategy within agreed timescales to meet the changing needs of our customers. | 5 year programme | ● | <p>Ongoing - Strong progress being made across all elements of the strategy. The progress being made in terms of automation is particularly pleasing and is attracting national interest. The requirement to close front of house customer first offices as a result of the pandemic has also seen a steady channel shift toward digital engagement which the Council will now seek to retain and build on further over coming years.</p> <p>Customer Services - In line with the Customer and Digital strategy, Working with the Contracts Manager to identify contract renewal dates of existing system and Abavus is being looked at as an alternative if it can fulfil the service requirements. Automation of services within Caerphilly is rapidly developing, Caerphilly are leading the way in the UK and are nominated for upcoming awards.</p> <p>Website and Intranet redesign as part of the Digital Front Door Service review is being championed by the Centre of Digital Excellence and when live will be seen as the best in practice across Welsh LA's</p> <p>Corporate Service Reviews in place for One Number, Complaints process, Digital Front Door and Walk in Services. These are all in line with strategy and will be the future approach to how we conduct our business within the authority.</p> <p>One Number Review - huge success in rolling out</p> <p>Digital Services: Developing ICT Strategy to underpin the Customer and Digital Strategy, this is scheduled for Cabinet presentation on 9th June.</p> <p>Cloud and Connectivity Strategies which both form part of the ICT Strategy are in draft.</p> <p>The Authority has approved funding for Microsoft E5 licenses, and these have been purchased, this will enable improved security and additional functionality. We are working with our partners, Red Cortex and Microsoft to introduce the E5 product suite as quickly as possible. Initially concentrating on implementing the security functionality.</p> <p>Working with Contract's Manager to rationalise solutions and benefit from investments already made by the Authority.</p> |
| Purchase & Implementation - Abavus Customer Portal | 4 year programme | ● | <p>Ongoing - 8751 new customers have registered for an Abavus account. 28,334 service requests have been submitted through the Abavus platform. Due to Covid-19 the scheduled workplan has been delayed as services have been developed to specifically support the current pandemic response. Mayrise and Civica App forms are now in development. Waste Management service redesign and full end to end implementation onto the Abavus platform has been agreed with work restarting in September 2020. Self Service Scanning is now built and will be rolled out at Customer Service Offices when they reopen. Appointment bookings and Room Bookings are both being built in readiness for reopening to replace existing systems. Whilst we are behind on our current work plan, without the platform we would not have been in a position to build the reactive forms that have been needed by service areas during these unprecedented times. A total of 9814 service request have been raised specifically in respect of Covid-19 services such as Business Rate Grants, Key worker childcare applications, rescheduling of Council Tax Payments etc. The focus now is to pull the work programme back on track and refocus on delivering the original plan.</p> <p>Customer Services - over 20,000 registered customer, over 90,000 service request submitted through the platform in the last 12 months. Waste management work underway. Replacement of existing CRM system underway. Self Scanning ready reopening of offices, Appointment bookings being used internally for managing appointments. Workplan needs reviewing with Abavus to establish their long term road map and the future of the system</p> |
| Purchase & Implementation - Thoughtonomy Virtual Workers Business Process Automation | 4 year programme | ● | <p>Ongoing - A new automated Supporting People process is live. Free school meals is in UAT and will be developed and implemented as soon as resource allows. Expected to be live by December 2020. Blue Badge - Automated entitlement process is in development. Payment of Pupil Development Grants (PDG) process is currently being explored with further processes to follow.</p> <p>PDG grants have requested a call with CB8 to discuss automation ready for next years applications</p> |

| Title | Completion Date | RAG | Progress - Achievements - Impacts |
|---|---|---|--|
| Revise Information Governance Work Programme to focus on deriving best value from Council data in light of new technologies, and to ensure service areas have legally compliant records management systems. | October 2019 |  | Ongoing - Work programme revised by the original October 2019 deadline, and currently being implemented. Key progress over the last year includes supplementing mandatory annual Protecting Information eLearning with a bespoke cyber security module, together with tips on home working and a Covid cyber security risk register, to address lockdown challenges; commissioned an external gap analysis on our cyber security position to inform our Cyber Security Strategy; facilitated bespoke cyber training for all Digital Services staff; identified Information Asset Owners of records on network drives so that they can address backlogs; established a Secure External SharePoint Site to replace Egress Workspace; re-design of Information Risk Register to provide dashboard view of risk levels across all services; supported schools IG via SLA including during remote learning; continued to process information requests despite key staff redeployed to the Covid response and lack of office access posing a barrier for all services in receipt of a request; managed corporate and schools data incident reports and avoided action by ICO. |
| Agree Hwb ICT Investment Programme - Develop sustainability and Programme Plan - Plan in line with WG Timescales. | October 2019 |  | Ongoing – Replacement of existing network infrastructure in 86 schools complete which ensures schools and Local Authority are meeting the Education Digital Standards introduced by WG, the investment has future proofed the digital environment to meet the needs of a more digitally focused learning environment. Further WG Funding secured for FY20/21 to the value of £1.7 million to purchase end user devices - £187k of this funding was ring fenced to support the on-going continuation of blended learning throughout the pandemic. FY20/21 funding utilised to procure circa 7000 Chromebook which were all enrolled into the Hwb domain to support the future 'Hwb First' Strategy providing learners with full access to Office365 tools. Appropriate sustainability plans have been put in place via Education Finance. Revisit of baseline assessments within schools currently being completed which will support next steps and future waves of the programme. |
| To Purchase and roll out Office365 (O365) | 2 Year Programme |  | Ongoing - The Authority has approved funding for Microsoft E5 licenses, and these have been purchased, this will enable improved security and additional functionality. We are working with our partners, Red Cortex and Microsoft to introduce the E5 product suite as quickly as possible. Initially concentrating on implementing the security functionality. A dedicated team is being developed for this project. |
| Develop and lead All Wales ICT Procurement for Hwb Programme | 5 year programme, started in October 2019 |  | <p>Ongoing - Caerphilly established a Dynamic Purchasing System (DPS) on behalf of all twenty-two local authorities in October 2019 in accordance with UK Public Contract Regulations. The DPS offers an opportunity to develop a national, strategic relationship with Suppliers in order to maximise the current and future investment that schools and local authorities in Wales make in education technology. The DPS will be a "live" market for Suppliers able to demonstrate they fully meet our requirements. The DPS will be continually refreshed to take account of and keep pace with changes in related technologies and associated services. e.g. Lot 3, Teaching and Learning Tools established (for FY21/22), re-established order form for Lot 2 (for FY21/22), Headsets & Accessories (for FY21/22) and separate exercises being undertaken for Adobe software (FY20/21) and individual local authority requirements (Networking and End User Devices).</p> <p>Spend to date via the DPS is circa £93million since implementation on behalf of Welsh Government and Local Authorities. Circa £43.5million of spend during FY20/21 (circa £42m within Lot 2) which included WG and LA funded purchases thus meeting the requirements of WG funding for FY20/21.</p> <p>Digitally Excluded Learners connectivity and Mifi Devices commenced in May 2020 due to the Covid-19 emergency, the initiative currently continues with a spend of circa £1.8 million to date. Approx. 11,000 devices and SIMS deployed and secured 9000 Neverware Cloud Ready licences.</p> <p>Project Highly commended at the recent GO Awards.</p> |
| Legal & Governance | | | |
| Complete Scrutiny Review and implement actions that improve the Scrutiny function. The purpose is to address recommendations from the WAO “Fit for the future” report | April 2020 |  | Complete - Full Council is expected to resolve that it should retain 5 scrutiny committees at its meeting on 6th October. A corporate review on Decision Making has been commissioned with the Head of Legal Services and Monitoring Officer leading the review. |
| Deal with the Air Quality situation at Hafodyrynys - Working in partnership | 2023 |  | Ongoing - Work continues to support the organisation through the process of purchasing the houses in Hafodyrynys and making the necessary improvements to air quality within the area. |
| Review Childcare workload following appointment of 2 new lawyers. | Spring 2020 |  | Complete - this priority is not complete and will be removed for 2021/22. |

| Title | Completion Date | RAG | Progress - Achievements - Impacts |
|---|---|-----|--|
| People Services | | | |
| Develop a Well-being Strategy to support people to be well and to be in work | | ● | Ongoing - The Well-being Strategy is being developed and will take account of matters arising as a result of the Covid 19 pandemic. Following analysis and consideration of the staff survey results, the Strategy will be taken through the consultation process. |
| Develop and implement an Workforce Development Strategy to have the right people in right place with the rights skills | | ● | Ongoing - The Workforce Development Strategy is being taken through the consultation process and is scheduled at Policy and resources Scrutiny Committee on 6th July 2021 as part of this process. |
| Service Improvement and Partnerships | | | |
| a. Draft the #Team Caerphilly Future Transformation Strategy b. Strategic action plan to be written. c. Ensure delivery of key action plan and evaluate effectiveness | Key deadlines are included in the Strategic Action Plan. | ● | Ongoing - The Transformation Programme has continued, picking up pace again from September onwards. All ten Corporate Reviews are underway and are reporting in line with progress to the Team Caerphilly Board. Actions on the original Strategic Action Plan (July 2019) are now complete or included within the corporate review programme. The Commercial and Investment Strategy was adopted and actions are underway including business plans to reduce the subsidy at Tourism destinations. Licence to Innovate process has been piloted. Caerphilly Conversation continued with the residents survey (first since 2017) including feedback that has informed the 2021/22 budget report and the corporate reviews. Members seminar in early April as part of strengthening the role of Scrutiny. |
| Support the ongoing process of embedding Future Generations across the Authority and further improve the quality of Equalities Impact Assessments (EIA's) | Complete | ● | Complete - Future generations assessment is now part of the new Integrated Impact Assessment that has been developed to ensure compliance with the new socio-economic duty. The IIA has replaced a number of previous assessments including contribution to corporate plan well-being objectives. Training on the new IIA has been completed with Management Network with further sessions offered to report writers and service managers. The resources to aid in completion of IIAs are well developed and available to all on the Policy Unit portal. The report template has been revised to align with the new IIA. The new 4-year Strategic Equality Plan 2020-2024 was agreed by Cabinet in October 2020. |
| Implement a new Corporate Performance Framework including the Directorate Performance Assessments, so the organisation has correct information on how it is performing. | Quarterly | ● | Complete - The new framework has been implemented and was agreed by Cabinet 26th Feb 2020. Due to Covid the work 'paused' but started again with a full assessment going to Cabinet 19th November 20 and the 6 month DPA's to scrutiny for the first time March 2021. The DPA's were well received by members. This will be ongoing now as part of the reporting journey. Continuing to finesse the content, the analysis and use potential automation will be ongoing as part of the Corporate Review on 'intelligence and insight', which means the priority in its current format is now complete. |
| Corporate Finance | | | |
| Progress completion of the 2017/18 ISA260 recommendations for Internal Audit to ensure the recommendations from external auditors are implemented. | Targets to be reviewed when 2018/19 ISA260 report is received. | ● | Ongoing - The ISA260 report for the 2019/20 financial year contained one outstanding recommendation for Internal Audit. This relates to the tracking of recommendations in audit reports and reporting to the Audit Committee. A new audit management software system (MK insights) was successfully installed in September 2019 and work was then undertaken to develop and tailor the individual audit programmes for the various audit areas. Work was also being undertaken to develop and tailor the various management reporting functions and audit report formats, and to set up notifications for recommendation tracking (due dates and overdue) and reporting to the Audit Committee. This work was temporarily suspended due to Covid-19 but has now restarted. A progress report will be considered by the Governance & Audit Committee at its meeting on the 8th June 2021. |
| Coordinate and facilitate balanced budget proposals for 2020/21 with higher savings targets for discretionary services to deliver a balanced budget. | Initial lists to be submitted by the end of June. | ● | Complete - The 2020/21 budget proposals were approved by Council at its meeting on the 20th February 2020. This included total savings across the Council of £3.007m. |
| PFI Review – progress the review of school Private Finance Initiative. | Next steps to be agreed at the meeting scheduled for the 19th June. | ● | Prior to the Covid-19 outbreak the Council was working with Local Partnerships to prepare a business case by the end of March 2020. This work was suspended due to the pandemic but has now recommenced. The draft business case will be completed in June 2021. |

| Count No's | RAG | Status |
|------------|--------------|--|
| 0 | Black | Not yet started or too early to report any progress (achievements/changes) |
| 0 | Red | Started but not progressing well |
| 9 | Amber | Started with reasonable progress achieved |
| 11 | Green | Going well with good progress |
| 20 | Total | |

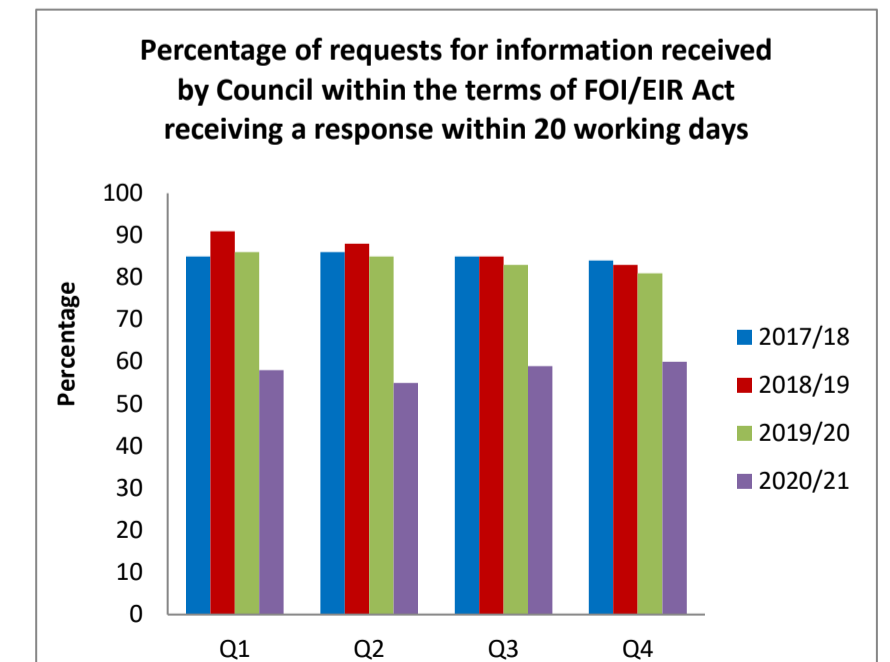
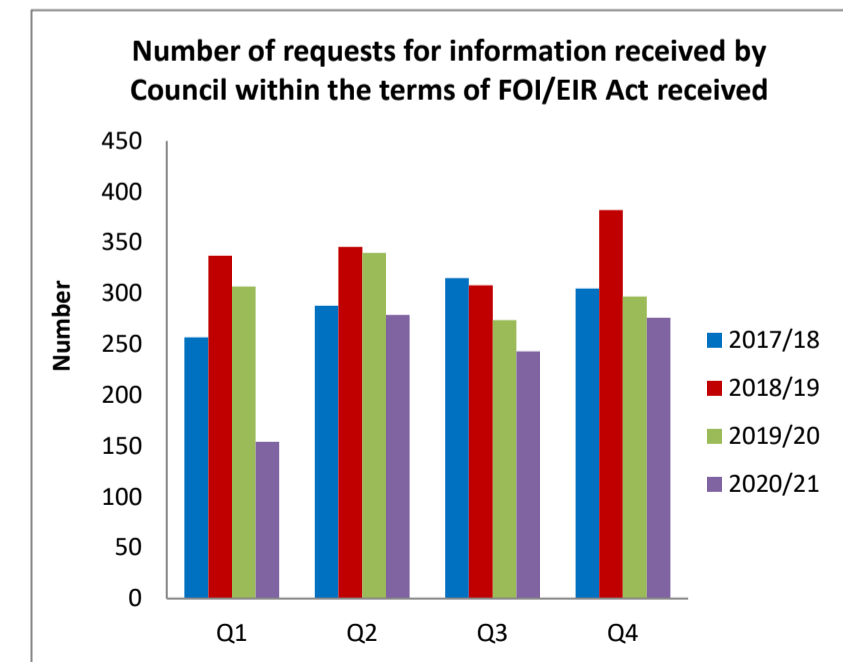
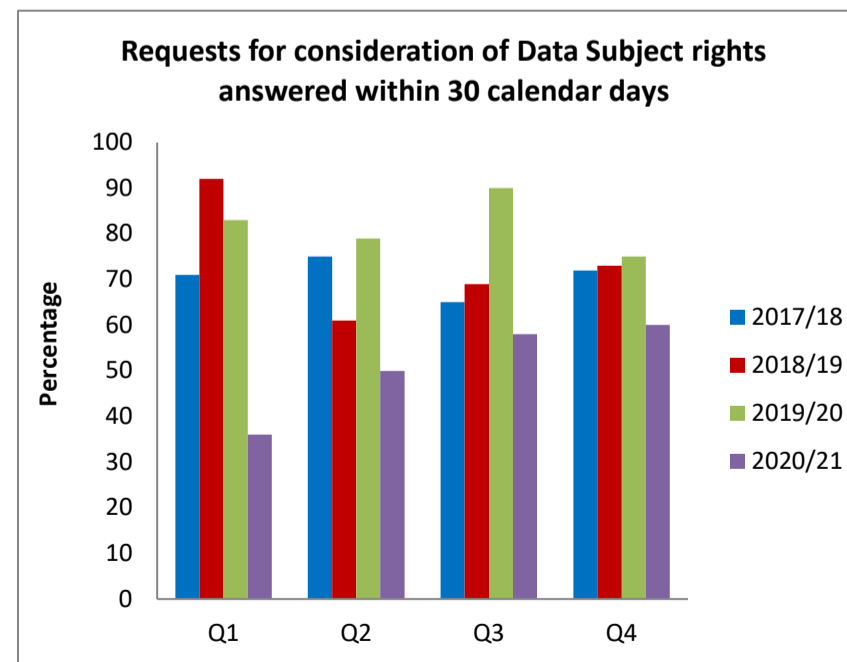
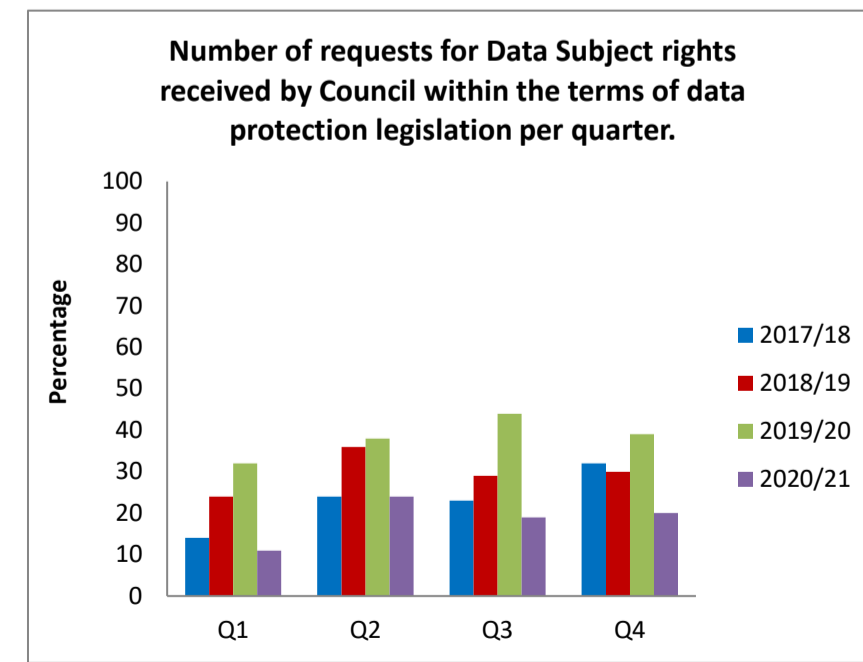
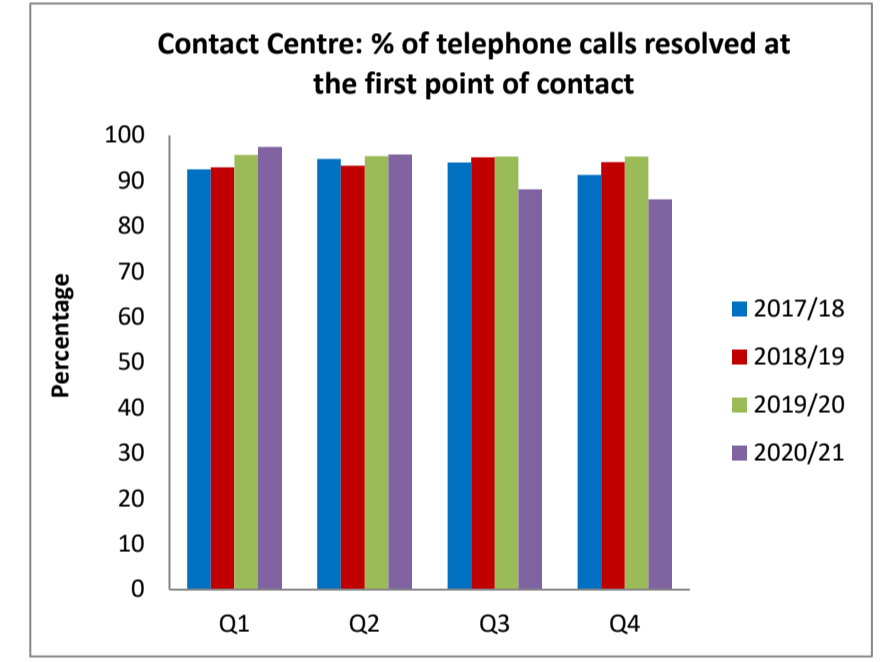
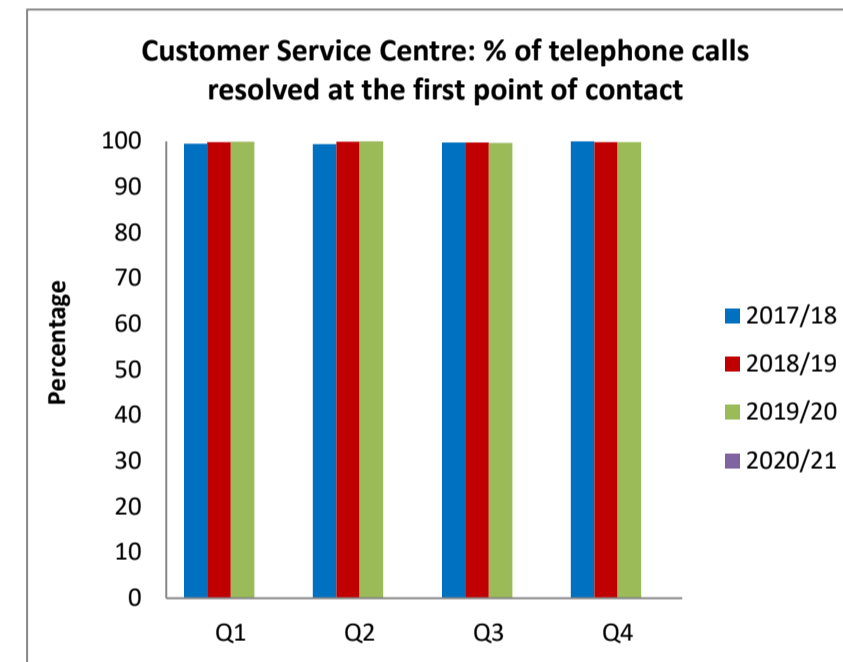
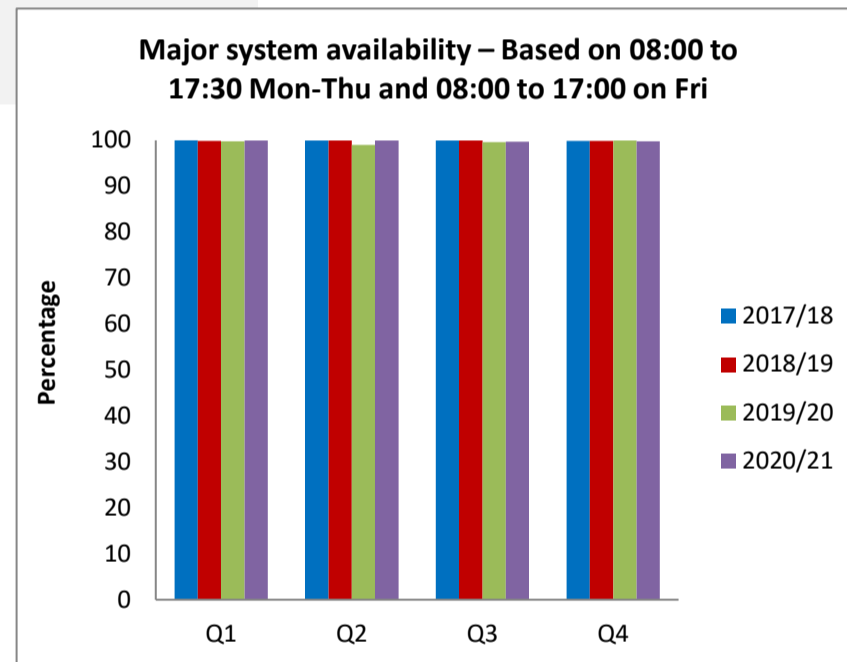
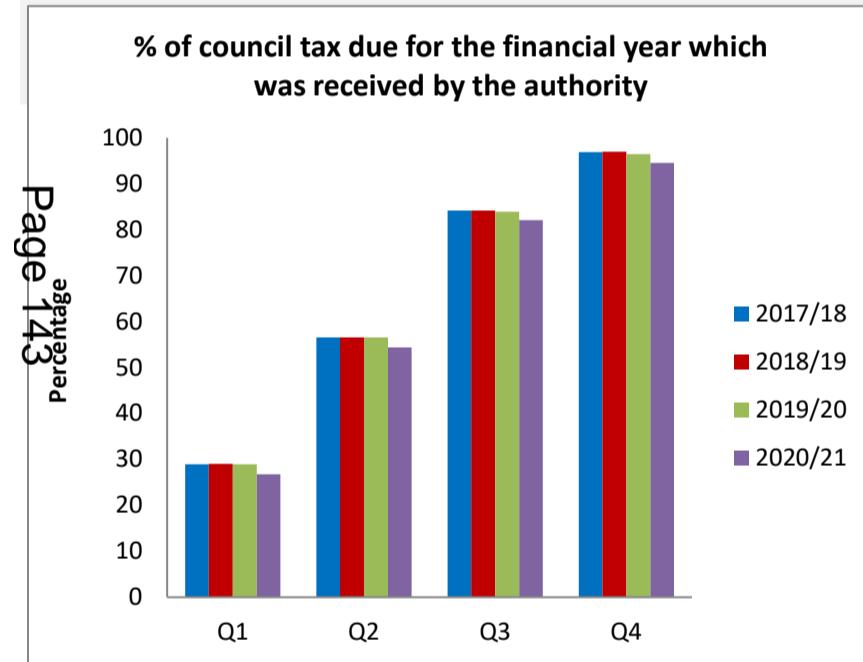
Performance

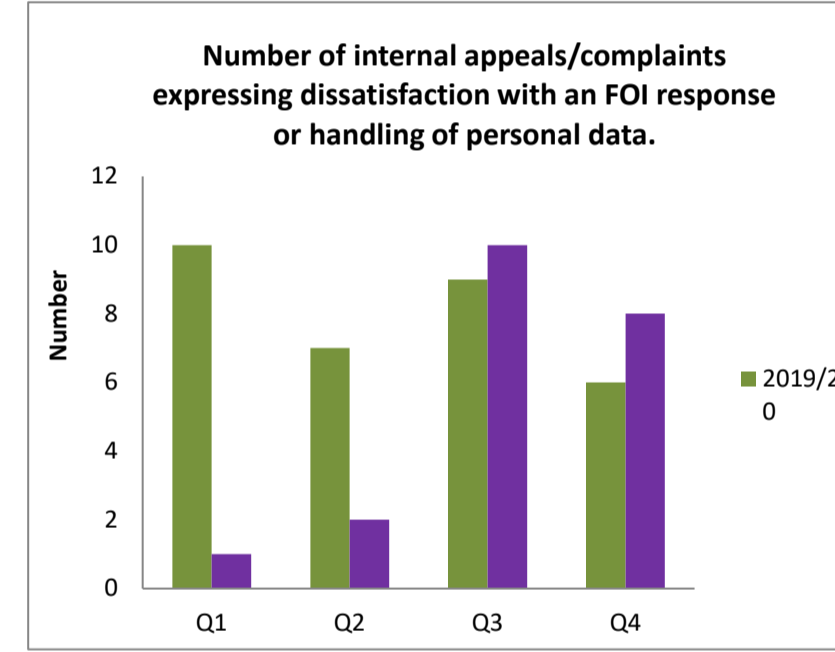
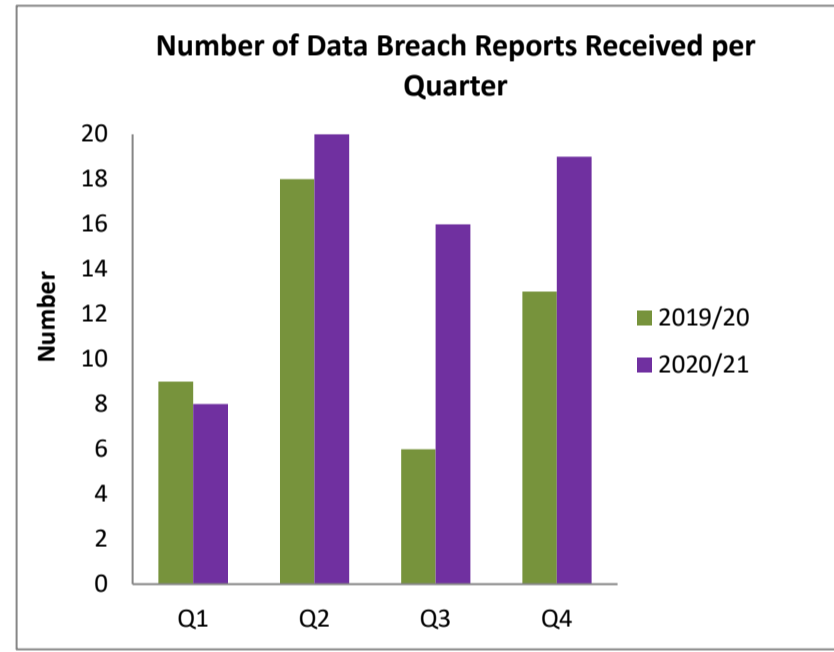
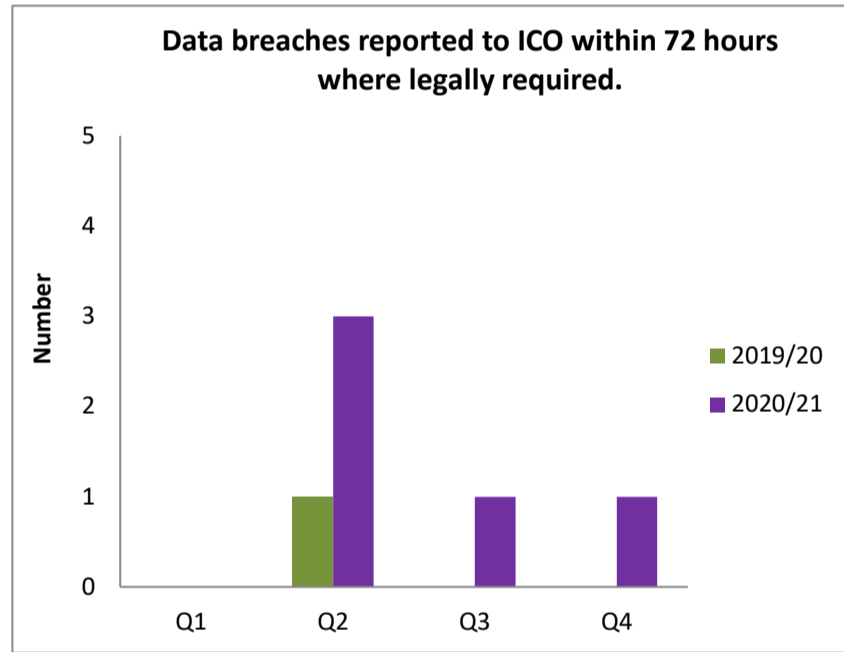


| Performance Information | Frequency | Q1 2020/21 | Q2 2020/21 | Q3 2020/21 | Q4 2020/21 | Target | RAG | Comments/Performance Explained |
|---|-----------|------------|------------|------------|------------|--------|-----|---|
| Budget in year Position (over/underspend) | Annual | | | | | | | See Resources tab for more information. |
| In year savings targeted vs savings delivered | Annual | | | | | | | See Resources tab for more information. |
| % Sickness absence: Authority | Monthly | 3.54% | 3.47% | 4.52% | 4.38% | 4.00% | | |
| % Sickness absence: Corporate Services | Monthly | 2.19% | 2.02% | 3.52% | 3.19% | 4.00% | | Note: This figure includes Education. Work is being undertaken to identify why sickness absence has increased across the Authority |
| PAM/001 Number of working days lost to sickness absence per employee | Yearly | | | | | | | PAM Indicator. 2018/19 figure was 11.3 days. |
| PAM/044 (New) Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees | Yearly | | | | 2.65 | | | PAM Indicator. 22 Apprentices in total. |
| % of council tax due for the financial year which was received by the authority | Quarterly | 26.8% | 54.40% | 82.10% | 94.50% | TBC | N/A | Target not set due to COVID-19 impact. HMCTS suspended council tax court hearings in March 2020 due to COVID-19 pandemic, priority to criminal matters. Awaiting update from Courts but legal proceedings cannot be undertaken until Courts Service agrees they can resume. All actions to recover unpaid debts suspended by Cabinet until September 2020. Reminder notices issued from September 2020 to generate as many payments as possible and action on previous year court orders did not resume until April/May 2021. |
| % of Annual Spend with Caerphilly based suppliers | Annual | | | | | 25% | | Annual Measure (data from Spikes Cavell available by end of June 2021) |
| % of Annual Spend with 'City Deal' based Suppliers | Annual | | | | | 57% | | Annual Measure (data from Spikes Cavell available by end of June 2021) |
| % of Annual Spend with Suppliers across Wales | Annual | | | | | 60% | | Annual Measure (data from Spikes Cavell available by end of June 2021) |
| Major system availability – Based on 08:00 to 17:30 Mon-Thu and 08:00 to 17:00 on Fri | Weekly | 99.94% | 99.98% | 99.73% | 99.76% | 99.70% | | Q4 do not include all weeks for Vubis and Exchange. |
| % of Contact Centre telephone calls resolved at the first point of contact | Quarterly | 97.48% | 95.76% | 88.18% | 85.89% | 80.00% | | Targets to be reviewed ready for Q1 2021-22 |
| % of Customer Service Centre enquiries resolved at the first point of contact | Quarterly | N/A | N/A | N/A | N/A | 80.00% | N/A | 23rd March 2020 all Customer Services offices have been closed due to COVID. No data to report |
| Number of Complaints Received in Corporate Services (and dealt with within statutory timeframes) YTD | Monthly | 0 | 2 | 0 | 1 | | | See Customer tab for more information |
| Number of requests for Data Subject rights received by Council within the terms of data protection legislation per quarter. | Quarterly | 11 | 24 | 19 | 20 | N/A | | An approach to the request backlog is being considered now that some arrangements are in place for staff to access the office for wellbeing reasons. |
| Requests for consideration of Data Subject rights answered within 30 calendar days | Quarterly | 36% | 50% | 58% | 60% | 80.00% | | Compliance dropped during 2020/21 as offices could not be entered to access hard copy records held by services, and staff in Service Areas and IG were redeployed to the frontline Covid response. Electronic redaction of SARs whilst working agile is now possible as long as service areas are able to provide information electronically. |
| Number requests for information received by Council within the terms of FOI/EIR Act received per quarter | Quarterly | 154 | 279 | 243 | 276 | | | Request numbers decreased in Q1 due to the start of Covid lockdown in March 2020, but started to climb again from Q2 onwards. |
| Percentage of requests for information received by Council within the terms of FOI/EIR Act receiving a response within 20 working days - year to date | Quarterly | 58% | 55% | 59% | 60% | 80.00% | | Reminders have been sent to service areas and reports have been circulated in an attempt to clear the backlog that has built up during the COVID. |
| Number of data breach reports received per quarter. | Quarterly | 8 | 20 | 16 | 19 | | | Trends indicate that mis-addressing of correspondence (email and hard copy) is the most common cause, along with using the text from a previous response as template for a new response and failing to remove personal data contained in it, selecting the wrong e-mail address from the dropdown list that appears when you start typing an e-mail address and letters being attached to another person's letter in error. Mandatory annual learning covers all these points, and IG Stewards are reminded to reinforce these messages throughout their service. |

| | | | | | | | | |
|---|-----------|---|---|----|---|--|--|--|
| Data breaches reported to ICO within 72 hours where legally required. | Quarterly | 0 | 3 | 1 | 1 | | | Q2: 1 incident resulted from changes to processing of identification documents in response to the Covid office closures. The other 2 incidents resulted from human error of officers mishandling hard copy records. Improvements to procedures have been implemented as a result. The breach reported in Q3 actually happened in Q2, but wasn't reported to the ICO until Q3 (investigation was ongoing) and relates to a member of staff accessing records when there was no business case for them to do so. There was no action taken by the ICO in relation to the breach that was reported in Q4. School performance is not included in this report, but data incidents are notified to the |
| Number of internal appeals/complaints expressing dissatisfaction with an FOI response or handling of personal data. | Quarterly | 1 | 2 | 10 | 8 | | | The smaller number of requests received would account for a smaller number of appeals. NB this includes FOI/SAR internal appeals, requests for rectification and to restrict processing under GDPR. |

Performance Explained







What is our customer intelligence telling us?

Complaints - Corporate

One Stage 1 Complaint for Q4,

Customer unhappy that they were unable to speak to the back office department. Customer Advisor made six attempts to speak to back office but calls not being answered. Line between customer and advisor dropped due to technical issue.

The reason for the call was that the customer wanted to report that neighbours bin had not been collected for some weeks since passing away and was worried about the smell and health problems.

Outcome: Investigated the complaint and can see that the Customer Service advisor tried on multiple occasions to contact back office without success but then a technical issue occurred and the line between the customer and advisor dropped.

While completing the investigation the bin has already been collected.

Complaints - Informal (Customer Services)

Issues : Customer had issues using CCBC website

Outcome: Spoken to customer and walked the customer through over the phone.

Complaints with an equalities and/or Welsh language element

Welsh - There were 2 complaints relating to Welsh.

Highways - Resident didn't receive a letter from the Council notifying them of changes to the road access to housing estate. Delay in receiving response felt this was due to their initial query being in Welsh.

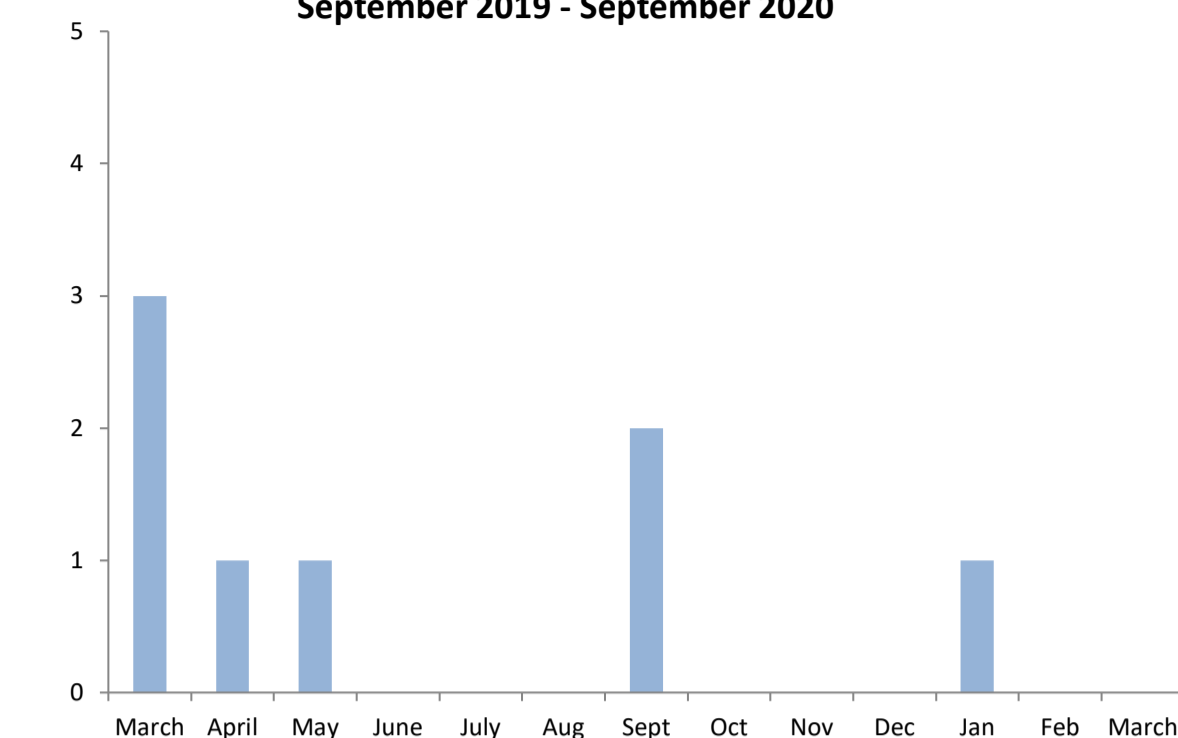
Chief Executive - Covid Update from the Chief Executive and Leader was in English Only. Explained to complainant that this was allowed in line with the relevant Standard in the Council's Compliance Notice

Equalities - There were 3 complaints relating to Equalities

Highways - Complaint from resident in relation to Disabled Parking Spaces for residents

Highways and Planning - Complaint regarding customer vehicles for a business parking on pavements around residential area

Number of complaints in Corporate Services
September 2019 - September 2020



Satisfaction

Other Points of Note

I.T

- The rollout of Microsoft Office 365, although accelerated by the Covid-19 pandemic, has now slowed due to a lack of information being received from the Organisation with regards to officers who need the license.

- ICT Strategy has been drafted with the assistance of Partner Red Cortex, this has been presented to CMT and their views are now being combined into the Strategy.

- The EdTech schools project has restarted as access to school buildings became available and this is now progressing well.

- The usual increase in support requests for schools at the start of the term has put pressure on resources but good progress has been made in resolving these calls during the latter part of September.

- A significant number of devices have been purchased, configured and distributed to schools as part of the EdTech project.

- The move to an agile workforce has seen the number of laptops being purchased and distributed significantly increase.

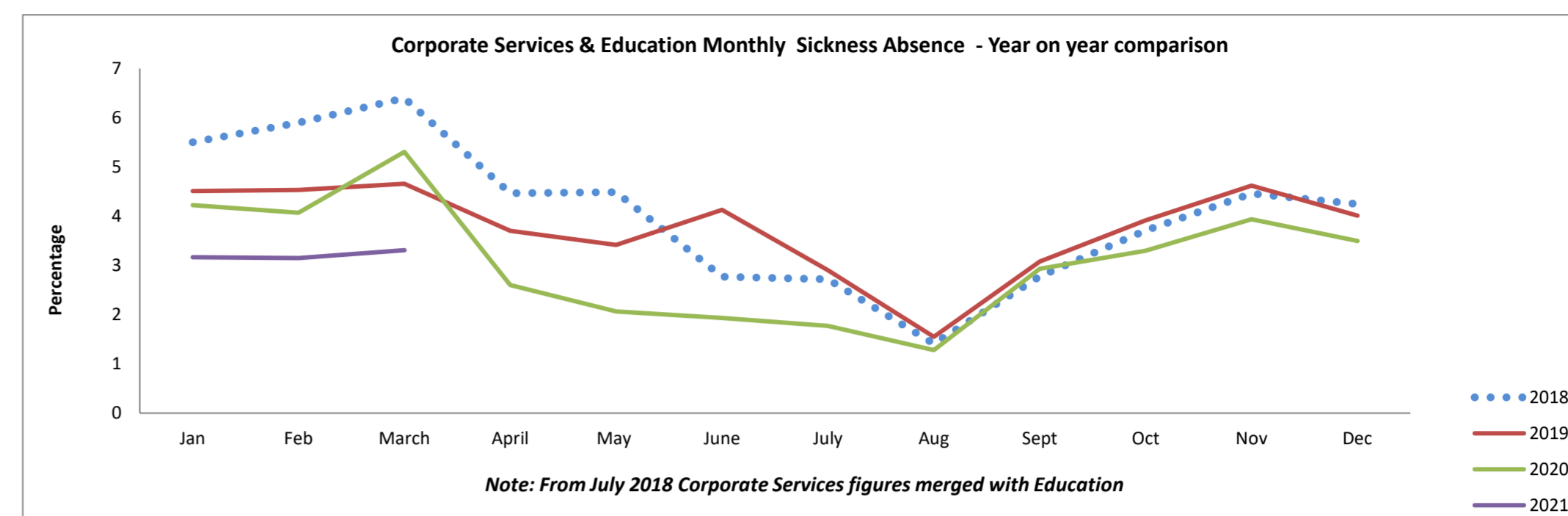
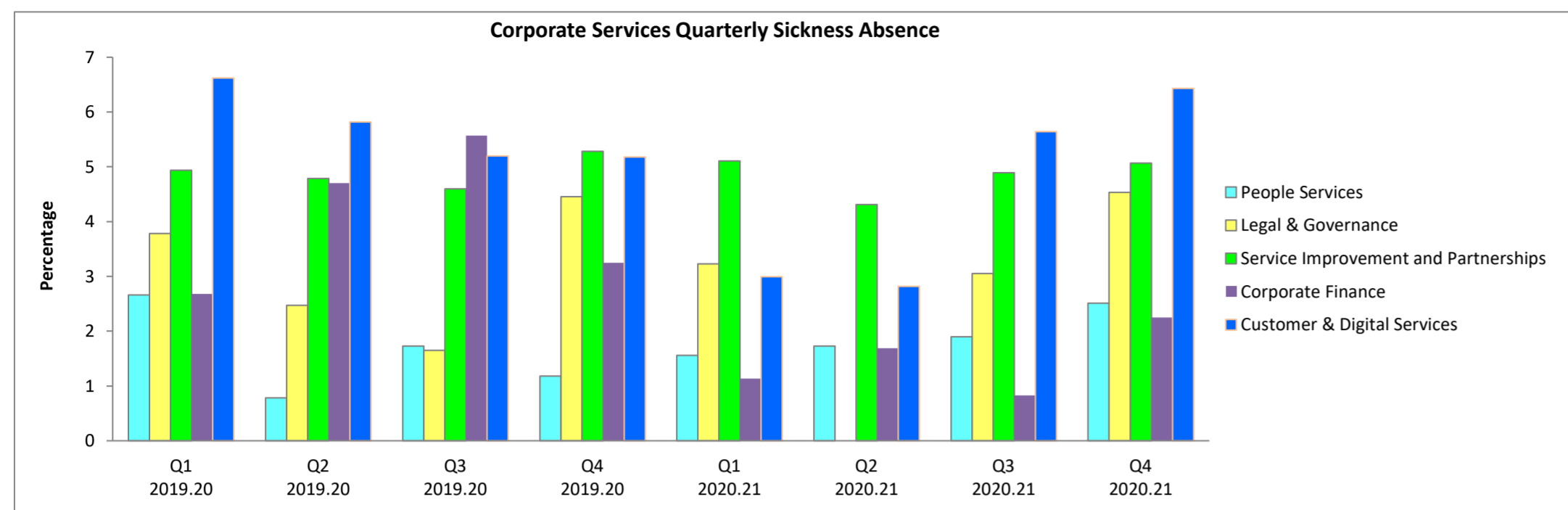
Service Improvement and Partnerships

- Audit Wales, as part of its corporate review work, has held 2 interviews with the head of Finance and Business Improvement Manager on how risk management is running during this time. This work should conclude by the next DPA report.

- The Annual Performance Report has been published, with the Cabinet papers prior to the statutory date of the 31st October and more widely with the Welsh version on the 4 Nov 20. The WLGA and Welsh Government with WAO Performance Director agreed that a pragmatic and engaged approach should be taken, if there is potential late publication of the Annual Performance Report. It remains to be seen whether our certificate of compliance will say that we met the statutory deadline or not.

Regulator Proposals

| Number and reference of action | Name of Report | Regulator Proposal | Action | PREVIOUS UPDATE | Service Officer Responsible | When will be completed by | CURRENT UPDATE - MAY 2021 | Status | Percentage completed |
|--|--|---|--|--|-----------------------------|------------------------------|---|-------------|----------------------|
| 181A2016 | Financial Resilience 2015/2016 issued April 2016 | P1 Developing income generation/charging policies. | A corporate policy on income generation/charging will be progressed once the WAO produces a final national report on its "All Wales Local Government Improvement Study: Strategic approach to income generation and charging". | A Commercial and Investment Strategy has been drafted and will be presented to the Policy & Resources Scrutiny Committee on the 10th November 2020 followed by Cabinet on the 9th December 2020. | Stephen Harris | 01/04/2017 (changed) July 17 | The Commercial & Investment Strategy and associated Action Plan was approved by Cabinet at its meeting on the 9th December 2020. The Action Plan includes a review of fees and charges to ensure that tradeable services are supported by a thorough understanding of whole life costs as part of the decision to commercialise. | Complete | 100% |
| 344A2016 (Audit year 15/16) Issued May 2016 / reported August 16 | Review of arrangements to address external audit, inspection and regulation and proposals for improvement. | P1 As the Council develops its vision and considers the future shape of the organisation, it should identify and plan for the workforce requirements to implement its vision. | Develop Staff Vision and Values to complement Cabinet Commitments. Research and Develop a holistic organisational development plan, that includes age profiling, re-skilling and potential apprenticeships. This would include supporting agile working policy and practise. | The draft Workforce Development Strategy will be consulted upon in January 2021 | Lynne Donovan | Autumn 21 | The original date for completion was Oct 2017, but due to many factors this changed to April 2019, then 31st Jan 2020. The date of completion for a draft document was then changed to January 2021 and this deadline was met. The Strategy is now out to consultation and is scheduled for Policy and Resources Scrutiny Committee as part of that process on 6th July 2021. | In progress | 75% |



| Q3 Monthly Breakdown | Oct | | | Nov | | | Dec | | |
|--------------------------------------|------------|-----------|-----------|------------|-----------|-----------|------------|-----------|-----------|
| % Sickness Absence | Short Term | Long Term | Overall % | Short Term | Long Term | Overall % | Short Term | Long Term | Overall % |
| People Services | 0.92 | 2.13 | 3.06 | 0 | 1.37 | 1.37 | 0.23 | 1.05 | 1.28 |
| Legal & Governance | 1.81 | 0 | 1.81 | 1.76 | 2.84 | 4.59 | 0 | 2.83 | 2.83 |
| Service Improvement and Partnerships | 1.21 | 3.69 | 4.90 | 1.67 | 3.06 | 4.73 | 1.59 | 3.48 | 5.07 |
| Corporate Finance | 0.63 | 0.67 | 1.30 | 0.29 | 0 | 0.29 | 0.85 | 0.66 | 1.51 |
| Customer & Digital Services | 1.27 | 4.27 | 5.54 | 1.03 | 3.79 | 4.82 | 1.46 | 5.11 | 6.56 |

| Q4 Monthly Breakdown | Jan | | | Feb | | | March | | |
|--------------------------------------|------------|-----------|-----------|------------|-----------|-----------|------------|-----------|-----------|
| % Sickness Absence | Short Term | Long Term | Overall % | Short Term | Long Term | Overall % | Short Term | Long Term | Overall % |
| People Services | 0 | 1.05 | 1.05 | 0.89 | 1.04 | 1.93 | 1.09 | 2.09 | 3.18 |
| Legal & Governance | 1.36 | 2.82 | 4.19 | 1.13 | 3.69 | 4.82 | 2.41 | 2.77 | 5.18 |
| Service Improvement and Partnerships | 1.11 | 4.17 | 5.28 | 1.05 | 4.20 | 5.25 | 1.02 | 3.85 | 4.87 |
| Corporate Finance | 0.40 | 0.67 | 1.07 | 0.37 | 1.34 | 1.71 | 0.67 | 3.08 | 3.75 |
| Customer & Digital Services | 0.50 | 5.19 | 5.69 | 0.87 | 6.37 | 7.24 | 1.62 | 4.15 | 5.77 |

| Corporate Services Workforce Information | | | | |
|--|-------------|-------------|-------------|-------------|
| | Q1 | Q2 | Q3 | Q4 |
| Voluntary Leavers | 7 | 14 | 13 | 10 |
| Other Leavers | 5 | 1 | 4 | 4 |
| Total Leavers | 12 | 15 | 17 | 14 |
| External New Entrants | 3 | 10 | 10 | 27 |
| Number of Agency Workers | 4 | 4 | 2 | 3 |
| Headcount | 1406 | 1392 | 1427 | 1435 |
| 55 and over | 423 | 428 | 442 | 445 |
| % of headcount | 30.09% | 30.75% | 30.97% | 31.01% |

What is our Workforce information telling us?

The figures for Service Improvement and Partnerships currently includes sickness absence figures for Building Cleaning and Catering. HR have been informed of this and a request has been made to move Building Cleaning to the Communities Directorate.

Building Cleaning
Q3 = 5.38%, Q4 = 4.92%

Catering
Q3 = 5.01%, Q4 = 5.86%

Service Improvement & Partnerships
Q3 = 0.69%, Q4 = 0.06%

Service Improvement and Partnerships Unit

Year end figures impacted by periods of long-term sickness absence at the start of the FY by 3 staff members of a team of 25.

Customer Services

01.10.2021 - 31.03.2021

Short Term sickness:

7 staff members with short term absence totalling 15 days

Long Term sickness:

5 staff member with long term absence totalling 338 days

Other:

1 staff members C-19 positive totalling 13 days

Procurement and Information Governance.

All sickness absence is managed in line with Council policy. In relation to the long term sickness we work closely with employees in conjunction with HR to develop and agree a flexible working approach to help employees back into the work place.

Digital Services

All sickness absence is managed in line with Council policy and we work closely with HR where necessary. 5 staff members on long term sick

General

It is also important to note that during 2020-21, there will also have been staff absences related to COVID including shielding and self isolation. Whilst many of the staff within Corporate Services have been working from home and able to continue to work despite such restrictions, some have not been able to and have had to report absent from work. This would be in addition to sickness absence.

Resources - Finance & Assets



| Corporate Services Directorate | Original Estimate 2020/21 | Revised Estimate 2020/21 | Anticipated Outturn 2020/21 | Anticipated Variance 2020/21 | Comments |
|---|---------------------------|--------------------------|-----------------------------|------------------------------|----------|
| Net Revenue | £000's | £000's | £000's | Under / (Over) | |
| Chief Executive | 206,353 | 207,821 | 311,180 | (103,359) | |
| Director Education & Corporate Services | 152,556 | 153,992 | 143,015 | 10,977 | |
| Corporate Finance | 1,863,859 | 1,895,219 | 885,855 | 1,009,364 | |
| Business Improvement Services | 1,328,015 | 1,334,961 | 1,137,181 | 197,780 | |
| Legal & Governance Support | 3,199,484 | 3,213,165 | 3,086,197 | 126,968 | |
| Customer & Digital Services | 5,845,047 | 5,802,819 | 4,922,101 | 880,718 | |
| People Services | 2,836,629 | 2,849,423 | 2,645,313 | 204,110 | |
| Appropriation to Reserves | 0 | 0 | 85,000 | (85,000) | |
| Total Corporate Services | 15,431,943 | 15,457,400 | 13,215,842 | 2,241,558 | |

Page 147

What is our Financial Information telling us?

The level of underspend is higher than anticipated but much of this is due to one-off Covid-19 related funding received from the Welsh Government. A detailed report on the 2020/21 Provisional Outturn position across all Directorates was presented to Cabinet on the 7th July 2021, followed by Council on 13th July 2021. This report included a range of proposals for the earmarking of underspends for specific purposes in a number of areas.

What is our Assets Information telling us?

Risks



| Ref & Links | Topic (& Service) | Risk, opportunities and Impact | Mitigation Actions (What actions can we take to address the risks or realise the opportunity) | Progress Update (Are the mitigating actions reducing the risk or realising the opportunity?) | Risk Level 2019-20 Q4 | Risk Level 2020-21 Q1 | Risk Level 2020-21 Q2 | Risk Level 2020-21 Q3 | Risk Level 2020-21 Q4 | Does the risk affect the Well-being of our Communities? | Well-being Risk Level |
|-----------------------------|--|--|---|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---|---|
| CorpDIR01 (Linked to CMT01) | Exit from the EU (Brexit) | <p>The decision to leave the EU and the looming deadline to secure an exit deal has created considerable uncertainty.</p> <p>Moving forward it is difficult to determine what impact the exit from the EU will have in the medium to longer-term for Caerphilly CBC and our communities. However, in the short-term possible negative impacts from a no deal scenario include the potential for workforce supply shortages in some areas and the possibility of some disruption to the supply of goods and services.</p> | An internal Brexit Working Group has been established consisting of key staff across all Directorates. There is also cross-party political representation on this Group. The Council has also set aside £1m to meet any short-term financial impacts arising from Brexit. | <p>The Brexit Withdrawal Agreement was signed in January 2020 and the transition period ended on the 31st December 2020. The recently agreed withdrawal deal has resulted in the UK leaving the EU at the end of December 2020. Officers will continue to work with the WLGA in establishing what the recently agreed deal means for Welsh Local Government.</p> <p>Following the signing of the withdrawal deal the Council reconfigured its internal arrangements and established a Brexit Strategic Group consisting of key Heads of Service and cross-party political representation. This Group was supported by a Brexit Operational Group which focussed on key issues, actions and mitigation across all service areas. Although a deal is agreed there will be implications for the Council to manage and this will add additional burdens on key staff that are already fully committed on dealing with the ongoing impact of Covid-19.</p> <p>Key risks have been identified in respect of potential disruption to the supply chain; potential increases in prices for goods and services; potential impact on the supply of labour, particularly for commissioned services; and potential negative impacts on small businesses in the short to medium-term, along with the potential for a lack of inward investment in the longer-term. This list is not exhaustive and the Brexit Strategic Group met during the last quarter of the 2020/21 financial year to ensure that all potential impacts were considered and monitored. The Group has now been stood down and any service impacts moving forward will be identified and reported through Directorate Management Teams and the Corporate Management Team.</p> | Medium | Medium | Medium | Medium | Medium | Potential impacts are not yet fully understood but they are likely to be felt over the short, medium and longer-term. | Unable to assess currently due to the level of uncertainty. |
| CorpDIR02 (Linked to CMT02) | MTFP - All | Failure to identify sufficient savings within Corporate Services to support the MTFP. | This is being managed through regular consideration at Corporate Services SMT meetings. Heads of Service and Finance staff liaising to identify savings proposals. | Details of the 2021/22 Provisional LG Financial Settlement were not released by the Welsh Government until the 22nd December 2020 (normally received in October each year). The Financial Settlement included a 3.1% uplift in WG funding for Caerphilly CBC and the 2021/22 Budget Proposals were endorsed by Council at its meeting on the 26th February 2021. The 3.1% uplift in WG funding along with an increase of 3.9% in the Council Tax meant that no new savings were required for the 2021/22 financial year. The Financial Settlement does not cover the financial implications of the ongoing coronavirus pandemic and these will continue to be funded through grants with the position being kept under close review as we move into the new financial year. The future funding situation for Local Government is likely to be challenging due to the unprecedented fiscal impact of the pandemic and the strain that this will put on public finances for years to come. An updated indicative Medium-Term Financial Plan shows a potential savings requirement for the council of £21.1m for the four-year period 2022/23 to 2025/26. The council's transformation programme will be a key driver in ensuring that financial resilience is maintained in future years. | Medium | Medium | Medium | Medium | Medium | Yes, we need to explain how it affects the Well being of Future Generations in our Communities | Medium |
| CorpDIR03 | Sickness Absence - People Services/ CCBC | Sickness absence across the Authority remains above the Wales average, leading to reduced productivity and negative image of the Authority. | <ol style="list-style-type: none"> 1. Management information in relation to sickness absence is sent to Heads of Service on a monthly basis. 2. Sickness absence is now also be reported via the revised performance management framework. 3. The cabinet Member for Corporate Services is actively monitoring the situation with the Head of People Services. 4. The Managing Sickness Absence Procedure is being reviewed. 5. A Wellbeing Strategy is being developed. | Sickness absence data is being reviewed to determine the effects of the Covid 19 pandemic and also agile working. Feedback via the staff survey will be critical to understand the position of employees. The Cabinet Member and Chief Executive have asked for a deep dive, with regards to exploring cause and effect of rising sickness absence levels so the right solutions can be put in place. | High | High | High | High | High | No | N/A |

| Ref & Links | Topic (& Service) | Risk, opportunities and Impact | Mitigation Actions (What actions can we take to address the risks or realise the opportunity) | Progress Update (Are the mitigating actions reducing the risk or realising the opportunity?) | Risk Level 2019-20 Q4 | Risk Level 2020-21 Q1 | Risk Level 2020-21 Q2 | Risk Level 2020-21 Q3 | Risk Level 2020-21 Q4 | Does the risk affect the Well-being of our Communities? | Well-being Risk Level |
|-------------|------------------------|--|--|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--|-----------------------|
| CorpDIR04a | Information Governance | New ways of working, time pressures and increasing threats could lead to breaches that result in financial and reputational consequences. Opportunity to demonstrate trust and use information well. | Training, DPIAs, contracts/agreements, privacy notices and Info Asset Registers, audits, report in 6mthly Info Risk Returns, audit compliance, continue suspension of surveillance in line with ICO Undertaking | Reducing risk via: modular eLearning launched but poor member uptake to date; awareness raising via intranet stories, CMT updates (inc Corporate Risk Register), IG Stewards and Go Digital; DPIAs/contracts increasingly used; Internal Audit checklist; data breach methodology; Covid19 Risk Log maintained, covering cyber security and IG; communication to all users from Chief Executive issued Dec 2020, cyber security strategy under development. | Medium | Medium | Medium | Medium | Medium | | Medium |
| CorpDIR04b | Information Governance | Reduce risks to data and storage costs, facilitate implementation of new technology, and ensure reliable records to fulfil FOI S46 statutory requirement and opportunity to benefit service delivery. | Training, tracking systems, governance rules on IT systems, link with Archives Services, report in 6mthly Info Risk Returns | Reducing risk by: continuing hard copy records for disposal now that limited office access is allowed; owners of records on network drives, stale data and open permissions identified; and proposals for leaver emails/Y drives and free-floating docs on networks agreed; all-user comms started; use of Teams expedited during Covid19 requiring records rules to prevent backlogs accumulating. | Medium | Medium | Medium | Medium | Medium | Yes - protection of privacy (Article 8 HRA), Duty to Document and protection of historic records to evidence | 7 |
| CorpDIR04c | Information Governance | Increasing request volumes, but failure to respond in statutory timescale could lead to monitoring and enforcement, loss of trust and missed opportunity to make better use of Council data to benefit economy (City Deal project). | Training, Publication Scheme and open data; review charges for requests; follow RM procedures to minimise unnecessary data and speed up retrievals. | Reducing risk via: SMT and service area awareness raising including by IG Stewards; covered in new modular Protecting Information eLearning; new approach to cross-directorate requests. ICO has taken a proportionate and pragmatic approach to regulation to date during Covid 19, but since July expects a more 'normal' approach to request handling; there is a large backlog of requests and methods to resolve are under consideration. | Medium | Medium | Medium | Medium | Medium | Potentially | Low |
| CorpDIR06 | Managing fire risks | The management of fire risk has changed following the fire at Grenfell Tower. Whilst legislation hasn't changed, there is a greater expectation from the Regulators with regards to the management of risk. This impacts greatly on resources to undertake risk assessments and also financially to undertake work required. | Council has recently agreed additional funding to support the employment of 2 fixed term Fire Officers within People Services to undertake risk assessments and to ensure we learn from best / changing practice in a timely manner. There is a great deal of partnership working with SWF&RS to achieve this in a timely and proportionate manner, especially whilst adapting to the pandemic restrictions. | Work continues to be undertaken with Heads of Service and Headteachers and will continue to be subject to review. A revised work plan is being produced. | Medium | Medium | Medium | Medium | Medium | Potentially | Low |
| CorpDIR09 | Funding | Issues around WHQS Funding. Any withdrawal - Digital Services potential 15 People at risk. | | There are currently a number of staff across the Customer & Digital Services area (in fact all services areas in the Corporate Services) funded by WHQS. Unable to recruit into posts because they are not sure when funding will come to an end. This is causing big problems. Currently have a supplier relationship officer role vacant because cannot get approval to advertise. Unable to run service on short term funding. | High | High | High | High | High | | Medium |

ICLIP Key

Involving a diversity of the population in the decisions that affect them;
Working with others in a **collaborative** way to find shared sustainable solutions;
Looking at the **long term** so that we do not compromise the ability of future generations to meet their own needs;
Taking an **integrated** approach so that public bodies look at all the well-being goals in deciding on their well-being objectives;
Understanding the root causes of issues to **prevent** them from occurring.

Well-being Objectives



Corporate Services is not directly responsible for a single Well-being Objective, but does contribute to all of the objectives

Well-being Objective 1 – Improve Education Opportunities for all

Well-being Objective 2 - Enabling Employment

Well-being Objective 3 - Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people’s well-being.

Well-being Objective 4 - Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimizes the adverse impacts on the environment.

Well-being Objective 5 – Creating a County Borough that supports a Healthy Lifestyle in accordance with the Sustainable Development Principle within the Wellbeing of Future Generations (Wales) Act 2015

Well-being Objective 6 - Support citizens to remain independent and improve their well-being.

Conclusion



Highlights coming out of the year end information

Customer Services

Automation has started to embed itself into the organisation and people are seeing the benefits - not only from ROI but the improvements it is making to services that benefit the residents
 MiCC rollout of technology, culture shift over the last 12 months with service areas recognising the benefits are sharing the same telephony system. Improves the ability to handle calls, but also makes the authority more resilient
 When face to face services are not available people will automatically channel shift. From an accessibility perspective we need to ensure that our services are accessible to all, but we also need to keep the momentum of change going. This will mean our access points, will be available to those who need us most.

Procurement and Information Services

Successful implementation of the network infrastructure replacement across 86 schools. There were complexities and unforeseen delays due to access constraints and the use of new technology, however all implementation was complete within associated timescales. Effective support was provided in relation to digitally excluded learners and enabled blended learning via the use of devices and Mifi connectivity.

The DPS provided a support mechanism on an all Wales basis (22 x LAs & Welsh Government) in order to meet the requirements of numerous initiatives that needed to be implemented due to the pandemic. In addition there were supply constraints due to Covid restrictions and other world issues e.g. US restrictions placed on China etc. However we were successful in securing devices across Wales (in excess of 105,000) during this difficult period working directly with manufacturers and the Suppliers. It should be noted that the devices secured were in accordance with the original specification and associated warranties.

Data incidents are reported to CIGU, which is welcome, as without prompt reports we cannot mitigate risk. Recommendations identified as a result of a breach report are actioned. Significant steps have been taken to raise awareness of cyber risk, with cyber now reflected in the corporate risk register and regular updates provided to CMT. This will be reinforced in our forthcoming Cyber Security Strategy.
 Information requests have been responded to, despite officers being redirected to the Covid response and office closures preventing access to records.

Digital Services

The Service reacted well to the Business' requirement to become agile to continue provision of services during the pandemic.
 The importance of ICT to the Business has been evident in the past 12 months, and there is an acknowledgment that technology can help in the transformation of service delivery.
 The use of technology such as Microsoft Teams and Mitel MiiColab to deliver virtual meetings and collaboration had a significant impact on continuity of services.
 Digital Services have been proactive in its acceptance of new technologies, for example the implementation of new network infrastructures in schools.
 We have developed a vision for the future through several strategies, helping to redefine technology usage as part of the transformation programme.

Transformation Strategy

10 ambitious corporate reviews have been agreed and a dashboard developed to ensure a robust means of monitoring their progress against agreed outcomes. There has been an outstanding response to a call for staff volunteers to become part of the review teams. Significant progress is being made with a number of policies lined up for consideration by Cabinet from April on ie Workforce Development Strategy, Volunteering Policy. Audit Wales are providing oversight to the transformation programme and meet with the team si-weekly.

What have we learnt and what needs improving and why?

Customer Services

Our website needs to be revamped to make it easier for residents to access services online
 The last year has seen us fire fighting dealing with the pandemic and the impacts it has had on residents. We now need a clear programme for digital programme for automation and form building

| Completed Priority Actions from last Quarter | By Whom | By when | Update |
|--|---------------|---------|---|
| Well-being principles to be developed in to a framework Wellbeing Strategy for consideration | Lynne Donovan | Apr-19 | Principles established, Strategy still under development. |
| Self Assessment Corporate Governance Review | Ed | Mar-20 | Agreed with WAO that having concluded the draft Governance Self Assessment we can determine jointly the areas that we agree need to be strengthened over future years |
| Ensure maximum grant funding is drawn down for the Hwb programme | Ed/LL | Mar-20 | Successfully drawn down money for first two years of waves of EdTech |
| The first set of Directorate Performance Assessments went to their relevant Scrutiny's for the first time and Cabinet received the Corporate Performance Assessment. | RR | Mar-20 | Members will receive the year end DPA in Scrutiny in September to follow up on their receiving the first 6 month update. Members expressed positive feedback in receiving information in this format. |

| Feedback / Recognition / Actions from Corporate Management Team | By Whom | By When | Update |
|---|---------|---------|--------|
| | | | |
| | | | |

| Priority Actions for next Quarter (What support is needed from Corporate Management Team) | By Whom | By when | Update |
|--|---------|---------|--------|
| To explore the breakdown of FOI to identify which services have greater volumes and delays. This enable better targeting of who may need support | EE | | |
| To review methods of undertaking a deep dive (as requested by Cabinet Member and Chief Exec) to better understand and address the growing sickness absence | EE | | |
| To review and gain greater knowledge on cyber security risk | EE | | |