

Workforce Development Strategy 21-24



GWASANAETHAU POBL
PEOPLE SERVICES



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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

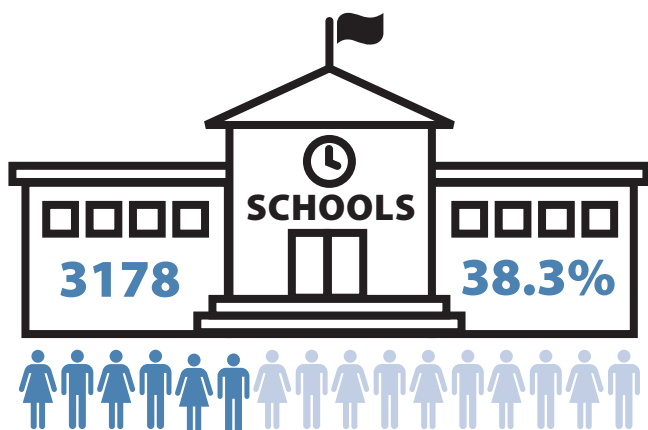
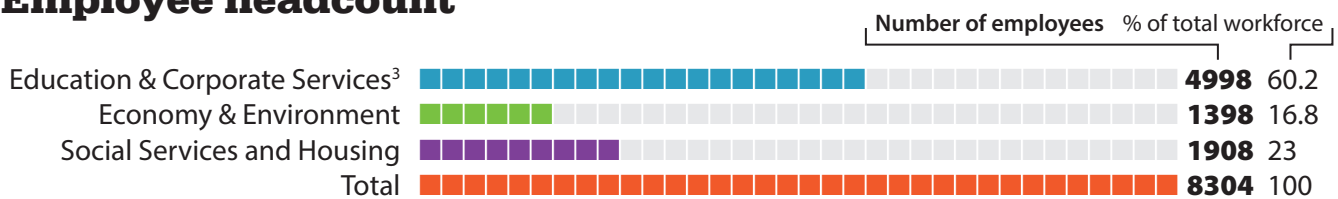
^{vi} Service Review Methodology 2020

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



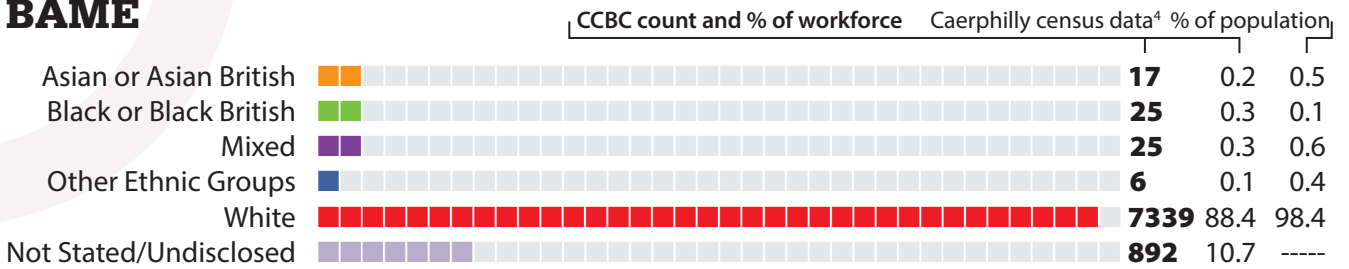
Education and Corporate Services account for nearly two thirds of our workforce, with nearly 40% in our schools provision alone.

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.

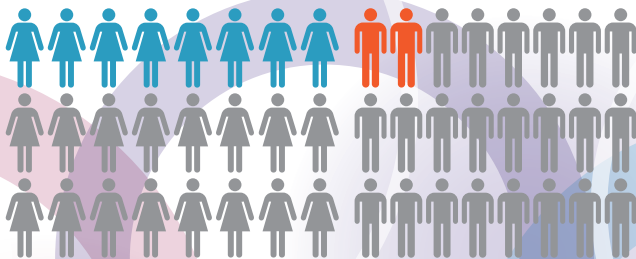
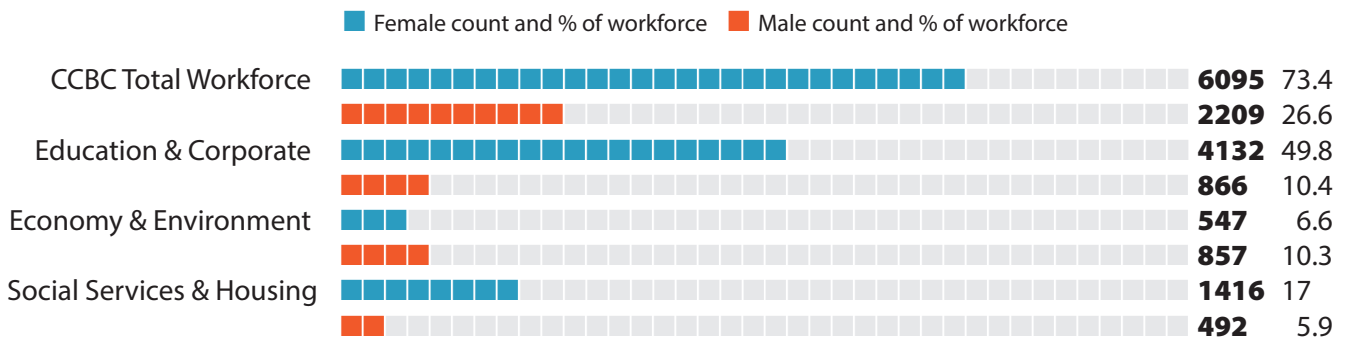
³ For the purposes of analysis, the Chief Executive has been grouped into Education & Corporate Services

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*



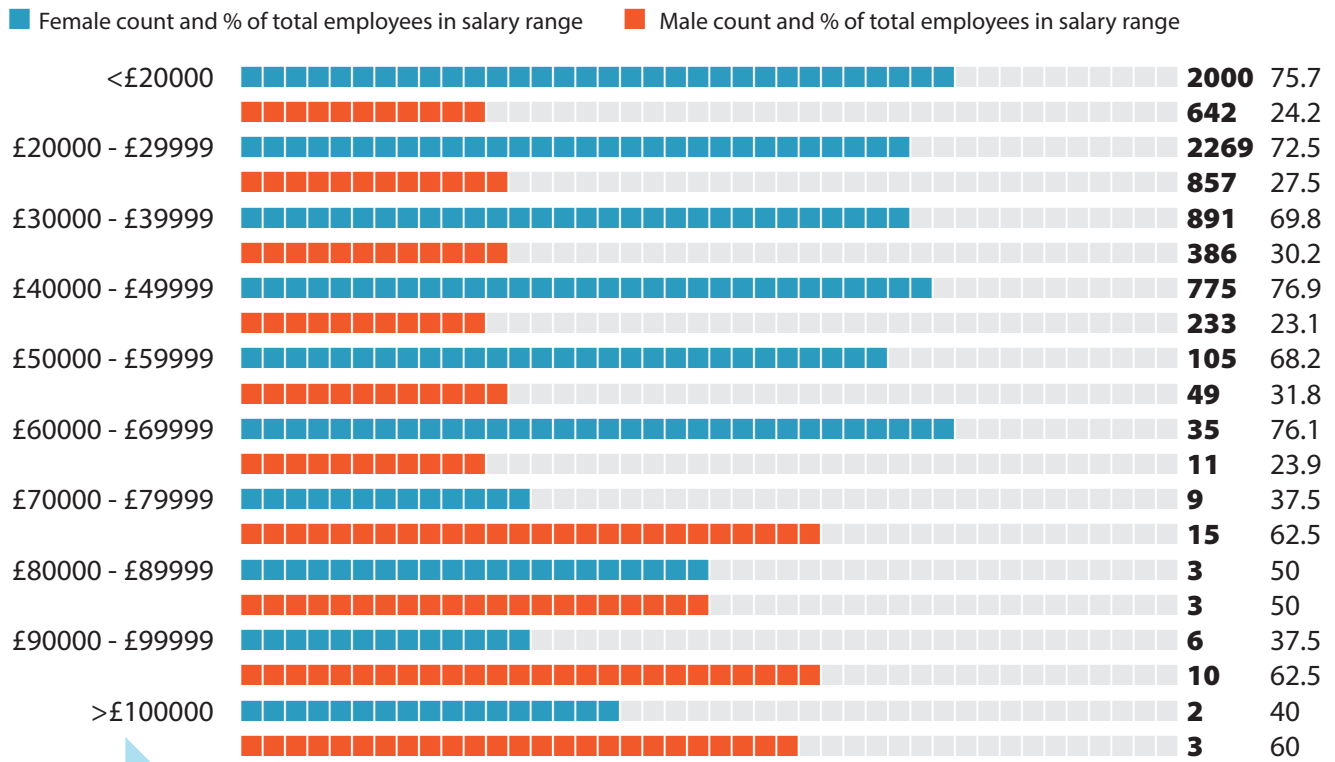
Over two thirds of our workforce are female. Of particular note is Education & Corporate Services where the ratio of females to males is approximately 5:1. Only in Economy and Environment do males outnumber females, but the margin of difference is much lower at just 3.7%.

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.

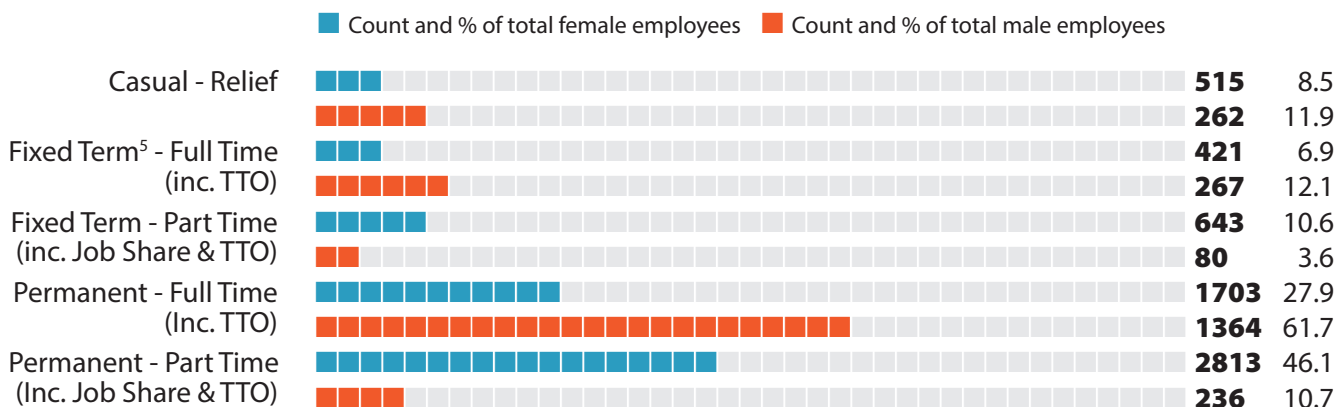
Gender by salary range



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.

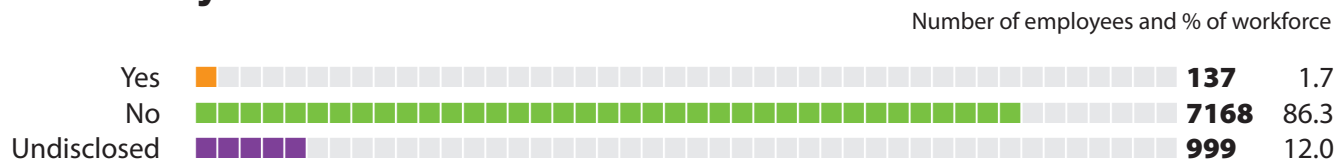


Gender by type of contract



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

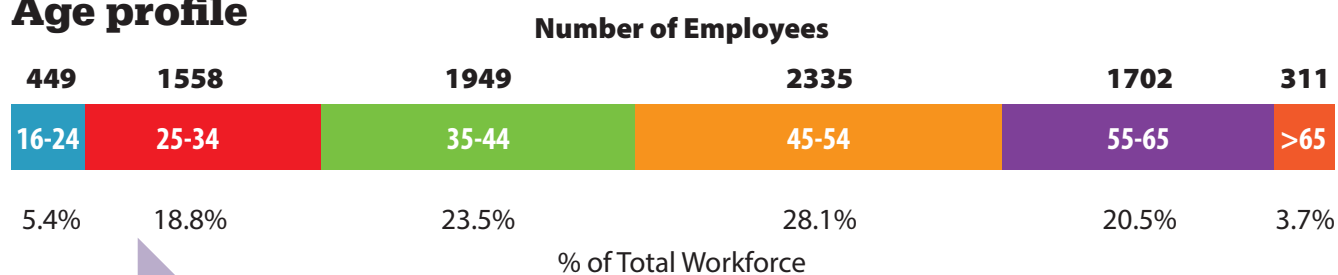


As a Disability Confident Employer, we are recognised as going the extra mile to make sure disabled people get a fair chance in the workplace. We are fully committed to supporting employees with disabilities and long-term health conditions and will work to further enhance employment opportunities.



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.*



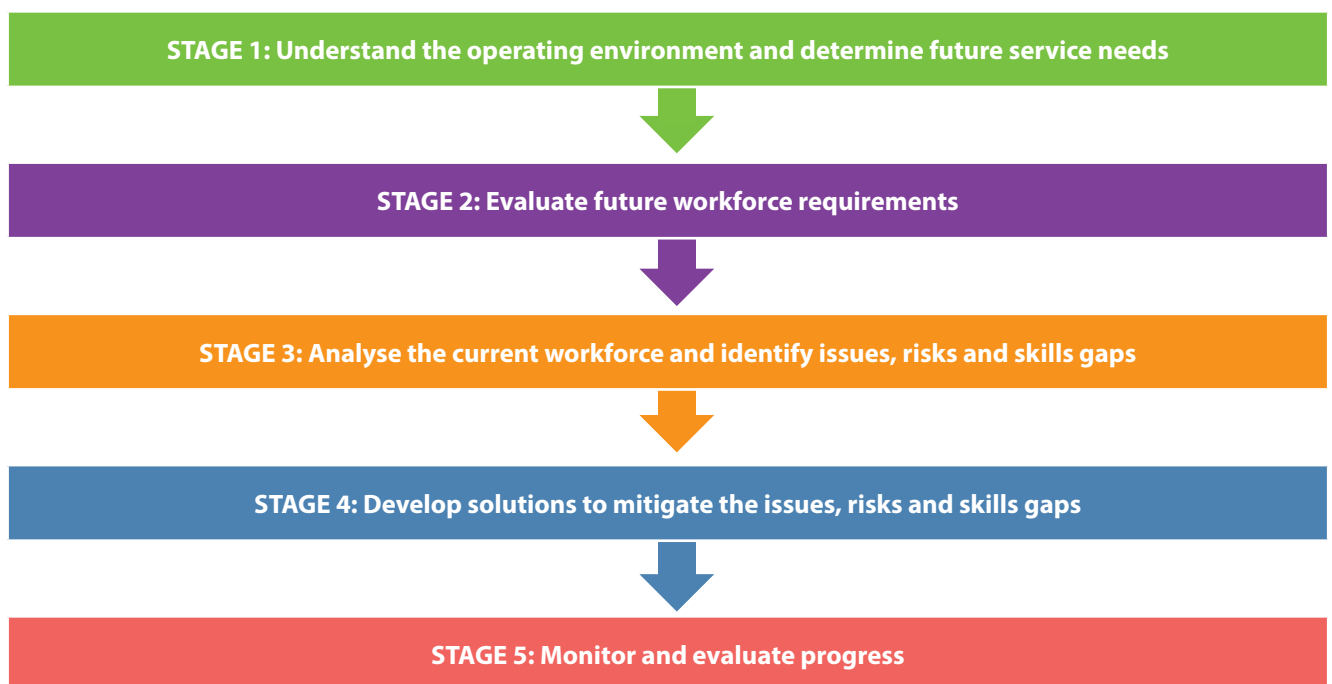
* Leadership Team Consultations; Management Network Engagement; Director Summits Summary Findings; Staff Survey (May 2021) and consultation with the Trade Unions.

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:

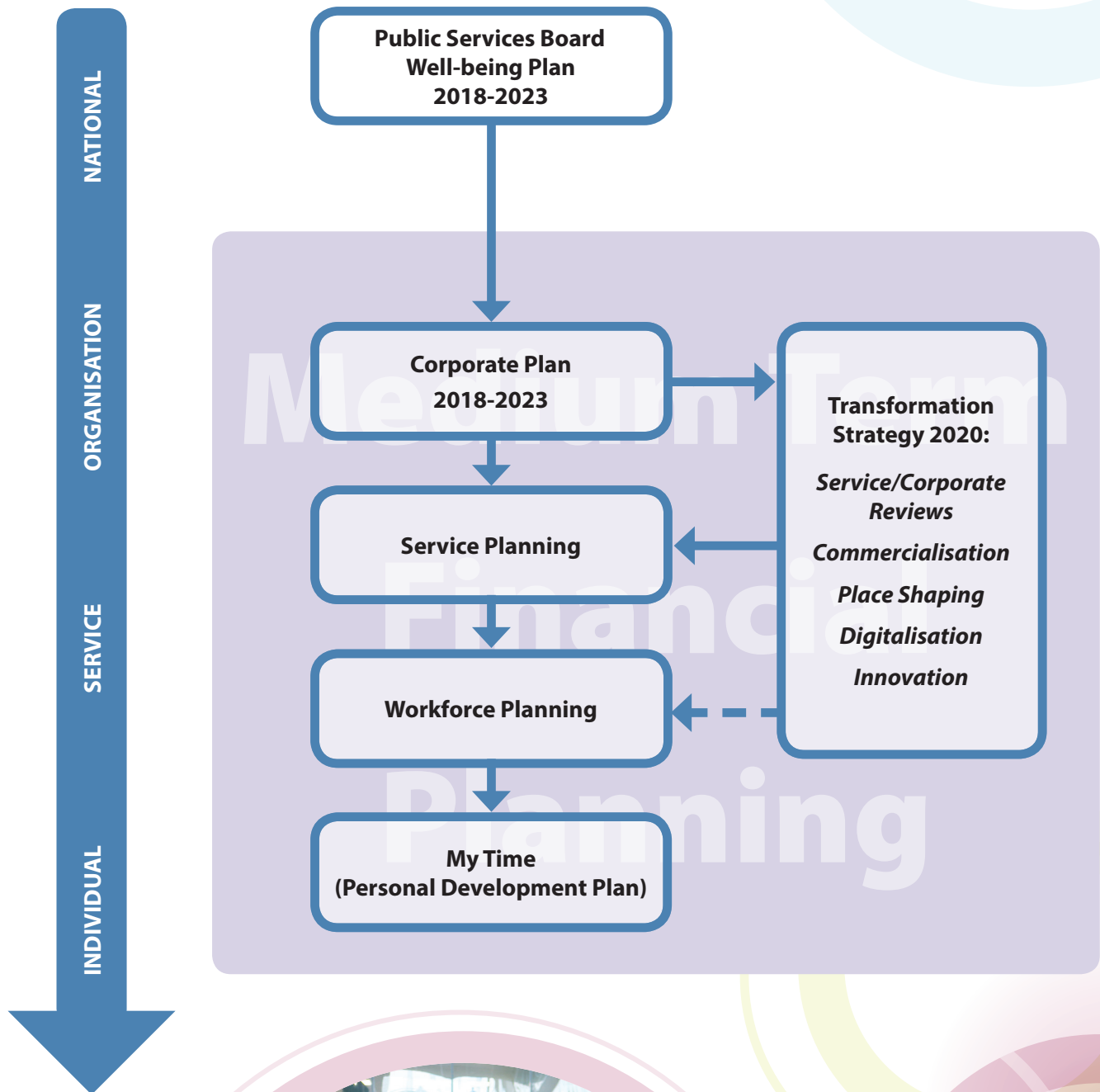
Governance Body	Format	Timeframe
HR Strategy	Briefing	6 monthly
CMT	Report	6 monthly
P&R Scrutiny	Report	Annually
Cabinet	Report	Annually

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

