

**WORKFORCE DEVELOPMENT STRATEGY 2021 – 24 ACTION PLAN**

	<b>PRIORITY ACTIONS</b>	<b>METHOD OF DELIVERY / PROJECT</b>	<b>LEAD OFFICER</b>	<b>PROJECT GOVERNANCE</b>	<b>TIMESCALE</b>	<b>PROGRESS</b>
<b>1.1</b>	Implement a sustainable model of flexible/agile working for the authority.	Corporate Review: Flexible Working	Head of Infrastructure	<ul style="list-style-type: none"> <li>Team Caerphilly Programme Board</li> </ul>	2022	Being progressed. Corporate review timescale changed to end of 2022. Exercise completed by Heads of Service in relation to the operating model for each service. Discussions held with staff. Policies being reviewed / drafted in readiness for consultation in Autumn 2022.
<b>1.2</b>	Implement Workforce Planning	Corporate Review: Workforce Development (Workstream - Workforce Planning Framework and Manager Toolkit)	Head of People Services	<ul style="list-style-type: none"> <li>Team Caerphilly Programme Board</li> </ul>	2022	Workforce Planning Framework to be introduced in Autumn 2022.
<b>1.3</b>	Develop a workforce data dashboard	Management Information Review	Head of People Services	<ul style="list-style-type: none"> <li>HR Strategy Group</li> </ul>	2022	HR / Payroll system being upgraded in Autumn 2022 which will include management information reports. Further bespoke reports and a dashboard to be developed.
<b>1.4</b>	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	<b>2022</b>	Priority HR policies identified relating to agile working. To be consulted upon Autumn 2022. H&S policies updated: <ul style="list-style-type: none"> <li>Corporate Health and Safety Policy</li> <li>Accident/Incident Reporting and Investigation Policy</li> <li>Legionella Control Policy</li> </ul>

						<ul style="list-style-type: none"> <li>• Lone Working</li> <li>• First Aid at Work Policy</li> <li>• Risk Assessment Policy</li> <li>• Violence at Work Policy</li> </ul> <p>Many others are in progress</p>
2.1	Update the recruitment procedure to enhance the customer experience.	Corporate Review: Workforce Development (Workstream – Recruitment Review)	Head of People Services	<ul style="list-style-type: none"> <li>• Team Caerphilly Programme Board</li> <li>• HR Strategy Group</li> </ul>	2022	<p>New application form and portal in place.</p> <p>New web pages created.</p> <p>Videos created to profile the Council and service areas</p> <p>Membership with LinkedIn.</p> <p>Targeted recruitment activity.</p> <p>Support for candidates via community recruitment events.</p>
2.2	Implement development pathways and 'grow-our-own' initiatives.	Workforce Planning Framework and Manager Toolkit.	Head of People Services	<ul style="list-style-type: none"> <li>• Corporate Management Team</li> <li>• HR Strategy Group</li> </ul>	Quarter 3 2021-22	<p>Work is ongoing with the Employment Teams to consider how to provide more placement opportunities (including voluntary) across the Council that could lead to employment opportunities.</p> <p>Appointment of 31 Apprentices in 2022 and ongoing annual funding of £250k agreed by Council.</p>
2.3	Embed the My Time/My Time Extra programme and train our managers to deliver effective conversations.	Corporate Review: Workforce Development (Workstream – Learning & Development)	Head of People Services	<ul style="list-style-type: none"> <li>• Team Caerphilly Programme Board</li> <li>• HR Strategy Group</li> </ul>	Quarter 3 2021-22	<p>MyTime/ MyTime Extra rolled out across organisation.</p> <p>Supporting video produced from Corporate Director Education &amp; Corporate Services</p> <p>Topic covered by Chief Executive in a Cwtch.</p> <p>Options for training being sourced to support managers to manage in an agile way.</p> <p>To be included as a topic for the pulse surveys.</p>

2.4	Continue to develop our employment programmes.	Caerphilly Academy – Gateway to Employment initiative.	Head of Planning & Regeneration	<ul style="list-style-type: none"> <li>Corporate Management Team</li> </ul>	Quarter 4 2021-22	Caerphilly Academy created but progressions stalled due to Covid. Needs to be readdressed and decisions made as to the terms of the programmes.
3.1	Develop a new Corporate Induction and review our local induction programme.	Corporate Review: Workforce Development (Workstream – Corporate Induction)	Head of People Services	<ul style="list-style-type: none"> <li>Team Caerphilly Programme Board</li> <li>HR Strategy Group</li> </ul>	Quarter 3 2021-22	Model of delivery agreed – videos in development to form Corporate Induction eLearning Module. To be linked to onboarding module of HR / Payroll system and the new digital work space.
3.2	Establish a network of equalities and inclusivity champions across the authority, 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	<ul style="list-style-type: none"> <li>Corporate Management Team</li> </ul>	Quarter 4 2021-22	Initial discussions held regarding engagement and establishing a network. Options paper to be drafted.
3.3	Continue to develop and facilitate targeted events, promotions and initiatives to celebrate diversity.	Strategic Equality Plan (2020-2024)	Head of Transformation	<ul style="list-style-type: none"> <li>Corporate Management Team</li> </ul>	Quarter 4 2021-22	Ongoing. 'Proud Councils' has recently been shortlisted for the Public Sector Equality award at this year's Pink News awards.
3.4	Explore opportunities to enhance our equalities training provision.	Strategic Equality Plan (2020-2024)	Head of Transformation	<ul style="list-style-type: none"> <li>Corporate Management Team</li> </ul>	2022	Ongoing. Availability of Welsh language course details is currently being reviewed and the registration paperwork updated to make it easier for staff to register for courses.

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"> <li>Team Caerphilly Programme Board</li> <li>HR Strategy Group</li> </ul>	Quarter 2 2021-22	Strategy agreed by Cabinet 29 <sup>th</sup> September 2021.
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"> <li>Team Caerphilly Programme Board</li> <li>HR Strategy Group</li> </ul>	2022	Procurement process complete and contract awarded.
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"> <li>Team Caerphilly Programme Board</li> </ul>	Quarter 2 2021-22	Policy agreed by Cabinet 21 <sup>st</sup> June 2021.
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"> <li>Team Caerphilly Programme Board</li> </ul>	Quarter 4 2021-22	<p>Engagement strategy in draft. Digital engagement platform contract awarded following a tender process. Initiation meeting with the successful company September 2022.</p> <p>Internal engagement group of cross Directorate staff meet regularly, Terms of reference for the group agreed.</p> <p>A draft participation strategy will shortly be added to the forward work programme to highlight the Council's compliance with the participation duty contained within the Local Government and Elections Act.</p>
3.9	Develop the Staff Recognition Awards initiative.	Corporate Communications & Engagement Strategy 2019-2023	Head of Transformation	<ul style="list-style-type: none"> <li>Team Caerphilly Programme Board</li> </ul>	Quarter 4 2021-22	'Team Caerphilly Award' (certificate and recognition at Council) for staff who have gone the extra mile to be introduced Autumn 2022.

4.1	Develop our management development programme.	Corporate Review: Workforce Development (Workstream – Learning & Development)	Head of People Services	<ul style="list-style-type: none"> <li>• Team Caerphilly Programme Board</li> <li>• Corporate Management Team</li> </ul>	Quarter 4 2021-22	<p>Bespoke CCBC programme being developed.</p> <p>The MeUs programme has been developed and rolled out. The training of cohort 1 is being evaluated.</p> <p>Leadership/management training opportunities offered via the Infuse and CEIC programmes.</p> <p>Leadership training offered through the Summer and Winter Schools run through Academi Wales.</p> <p>Staff studying leadership and management courses via colleges, universities and local providers</p>
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"> <li>• Team Caerphilly Programme Board</li> <li>• Corporate Management Team</li> </ul>	Quarter 3 2021-22	<p>Workforce Development Team now in place.</p> <p>Review of current learning and development arrangements being undertaken.</p>
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"> <li>• Team Caerphilly Programme Board</li> <li>• HR Strategy Group</li> </ul>	Quarter 4 2021-22	<p>Procurement process complete and contract awarded. This new platform will offer far greater scope to promote learning &amp; development opportunities with accessibility to all staff.</p> <p>Implementation scheduled for Q3 / Q4 2022/23.</p> <p>Training pages on Learning@Wales platform has been reviewed and upgraded to make the customer experience better. Working towards improving accessibility to enable all staff to access the system to complete mandatory training</p>

						modules such as Safeguarding and VAWDASV. Alternative Learning Management System (LMS) being collaboratively developed across a number of Local Authorities.
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"> <li>• Team Caerphilly Programme Board</li> <li>• HR Strategy Group</li> </ul>	2022	Options paper being drafted.
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"> <li>• Team Caerphilly Programme Board</li> <li>• HR Strategy Group</li> </ul>	Quarter 3 2021-22	Options paper being drafted. The organisation is also taking advantage of numerous funded training opportunities (see 4.1).
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"> <li>• Team Caerphilly Programme Board</li> <li>• HR Strategy Group</li> <li>• Corporate Services JCC</li> </ul>	Quarter 3 2021-22	Discussions ongoing with the Trade Unions.