

WORKFORCE DEVELOPMENT STRATEGY 2021-24 ACTION PLAN

PRIORITY ACTIONS		METHOD OF DELIVERY / PROJECT	LEAD OFFICER	PROJECT GOVERNANCE	TIMESCALE	Progress to Date
1.1	Implement a sustainable model of flexible/agile working for the authority.	Corporate Review: Flexible Working	Head of Infrastructure	<ul style="list-style-type: none"> Team Caerphilly Programme Board 	2022	Policies reviewed to support agile working & agreed with effect from January 2023: Agile Working Policy Mileage Policy Annual Leave Policy Flexible Working Policy
1.2	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 	2022	Draft framework and toolkit in place and piloted with some Heads of Service. Training with LGA for Heads of Service in October 2023 but rearranged for January 2024. The toolkit will be rolled out to support service changes as a result of the Mobilising Team Caerphilly work.
1.3	Develop a workforce data dashboard	Management Information Review	Head of People Services	<ul style="list-style-type: none"> HR Strategy Group 	2022	Following the upgrade of the HR / Payroll system in 2023, workforce data dashboards are being developed and will be in place Q1 2024 / 25.
1.4	Update HR and Health & Safety 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	Policies reviewed & agreed. With effect from January 2023: Agile Working Policy Mileage Policy Annual Leave Policy Flexible Working Policy

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						<p>With effect from June 2023: Employee Protection Procedure Violence at Work Policy</p> <p>Policies currently under review: Leave of Absence (will include review of all relevant policies that support leave of absence) Parental Leave Scheme Maternity Policy Disciplinary Procedure Grievance Procedure Code of Conduct for Employees Whistleblowing Procedure Redeployment Scheme Probationary Procedure Pay Protection Scheme Lone Working Policy Manual Handling & Musculoskeletal Policy Risk Assessment Policy Wellbeing Policy Legionella Policy Control of Noise at Work Policy</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"> Team Caerphilly Programme Board / HR Strategy Group 	2022	<p>Funding agreed for a Recruitment Team and appointments made. Recruitment process to be reviewed by the team. New application form and portal in place. New web pages created. Videos created to profile the Council and service areas. Membership with LinkedIn. Targeted recruitment activity.</p>

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						Support for candidates via community recruitment events. Language recruitment have been implemented. Onboarding module being finalised.
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"> Corporate Management Team / HR Strategy Group 	Quarter 3 2021-22	Work is ongoing with the Employment Teams to provide more placement opportunities (including voluntary) across the Council that could lead to employment opportunities. Appointment of 31 Apprentices in 2022 and ongoing funding of £250k agreed by Council. An Apprentice recruitment campaign will be run in Q1 2024 / 25.
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"> Team Caerphilly Programme Board / HR Strategy Group 	Quarter 3 2021-22	MyTime/ MyTime Extra rolled out across organisation. Supporting video produced from Corporate Director Education & Corporate Services. Options for training being sourced to support managers to manage in an agile way. To be included as a topic for the pulse surveys.
2.4	Continue to develop our employment programmes.	Caerphilly Academy – Gateway to Employment initiative.	Head of Planning & Regeneration	<ul style="list-style-type: none"> Corporate Management Team 	Quarter 4 2021-22	With the support of SPF funding, the Caerphilly Academy programme is in the process of expanding its mentor capacity with a broader target group.
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"> Team Caerphilly Programme Board / HR Strategy Group 	Quarter 3 2021-22	The Onboarding module is being finalised and will be in place Q1 2024 / 25. Model of delivery agreed – videos in development to form Corporate Induction eLearning Module.

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						The new Digital Workspace has been implemented enabling all staff to access the system.
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"> Corporate Management Team 	Quarter 4 2021-22	Network on hold pending the undertaking of a Welsh Language Skills Audit across the organisation.
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"> Corporate Management Team 	Quarter 4 2021-22	Pride Caerffili was a success and we are the first in Wales to lead on our very own Pride event. Pride Caerffili will happen again in June 2024. The Welsh Language team supported events and campaigns at schools. Promotion of awareness days taken place and planned for the future.
3.4	Explore opportunities to enhance our equalities training provision.	Strategic Equality Plan (2020-2024)	Head of Transformation	<ul style="list-style-type: none"> Corporate Management Team 	2022	Equalities training continues to be delivered and further opportunities continue to be reviewed.
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	Strategy agreed by Cabinet 29.09.21.
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 	2022	New digital workspace launched in October 2023 with Wellbeing pages. Wellbeing bulletin produced monthly. Regular promotion of Employee Assistance Programme.

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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	Policy agreed by Cabinet 21.06.21.
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	Internal engagement group of cross-Directorate colleagues is in place. A participation strategy was agreed by Cabinet in 2023.
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	Ad hoc arrangements in place across Directorates. The staff recognition initiative is featured on the operational level Mobilising Team Caerphilly single view of change.
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	Bespoke CCBC programme being developed. The MeUs programme has been developed and rolled out. Leadership/management training opportunities offered via the Infuse and CEIC programmes. Leadership training offered through the Summer and Winter Schools run through Academi Wales. Staff studying leadership and management courses via colleges, universities and local providers.
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	Workforce Development Team now in place. Review of current learning and development arrangements being undertaken.

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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	<p>This new digital workspace will offer far greater scope to promote learning & development opportunities with accessibility to all staff.</p> <p>A new Learning Management System (LMS) 'Thingi' will be introduced in 2024. This is a collaborative project with other Welsh LAs which will enable improved learning and development opportunities.</p>
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	See 4.3.
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	Options paper being drafted. The organisation is taking advantage of numerous funded training opportunities.
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 Group / Corporate Services JCC 	Quarter 3 2021-22	Discussions ongoing with the Trade Unions with a focus being given to wellbeing and mental health.