

CONTENTS

VALE OF GLAMORGAN COUNCIL: WORKFORCE PLAN 2016-2020

1. Introduction	3
2. The need for workforce planning	4
3. A vision for services in 2016-2020.....	5
4. Setting the future in context.....	7
5. A profile of our current workforce	11
6. Our future workforce: Themes and priority actions.....	14
Theme i – Reshaping Services and a changing workforce profile	14
Theme ii – Leadership and succession planning.....	17
Theme iii – Employee Engagement: Maintaining the Momentum	19
Theme iv – Capacity, Capability and Performance	21
Theme v – Developing the skills and abilities of our workforce	23
Theme vi – A workforce reflecting the wider community	25
7. Updating our workforce plan	27
APPENDIX A	29
The Council’s current workforce profile.....	29
APPENDIX B	38
The local and national labour market.....	38
APPENDIX C	46
Corporate Workforce Planning – Action Plan.....	46
APPENDIX D	50
Vale of Glamorgan Council Staff Charter: 2016 - 2020.....	50

1. INTRODUCTION

- 1.1. The Vale of Glamorgan Council has continued to enjoy a successful record of recruiting, retaining and developing employees to deliver high quality services. Such a record has helped contribute to the continued reputation of the Council as being the best performing authority in Wales¹.
- 1.2. Our approach to service development and innovation has been well regarded, as has been our ability to deliver such change with our staff, partner agencies and the recognised trade unions. Our partnership agreement with the trade unions received UK wide recognition in 2015 and continues to improve².
- 1.3. We are, however continuing to experience a period of significant change as a result of unprecedented financial challenges within the wider public sector, demographic and social change and the ever-increasing expectations from our citizens in terms of quality, style and speed of service.
- 1.4. The traditional public service models of service delivery are being challenged in the context of the above and alternative ways of providing services are being explored. The Council's Reshaping Service Programme will continue to provide the corporate framework within which the change process is managed and savings achieved.
- 1.5. The change agenda will continue to have significant implications for our workforce. The Council will need to support the development of different leadership qualities to meet the new challenges ahead, help make the very best use of the skills and abilities of our workforce and continue to ensure that staff engagement is prioritised.
- 1.6. The purpose of this Workforce Plan is to seek to anticipate the workforce implications of the above and specifically set out actions to help achieve the Council's objectives and priorities within the 2016-2020 Corporate Plan.
- 1.7. The document aims to set out a plan for the known challenges over the next four years, and do the very best to anticipate and plan for those challenges which are likely to be significant but not, as yet clearly defined. The prospect of public sector reform over the next four years is a good example of this.
- 1.8. The Workforce Plan has been framed in consultation with service managers and with the trade unions. The themes and objectives are congruent with those set out in the Medium Term Financial Plan, ICT Strategy and other resource planning documents.
- 1.9. The final part of this plan sets out how it is intended to strengthen, refresh and sustain the process of workforce planning and ensure it continues to be a key part of the wider business planning processes.

¹ Data Unit Wales – Local Government Performance 2014-15

² Public Service People Managers Association (PPMA) 2015

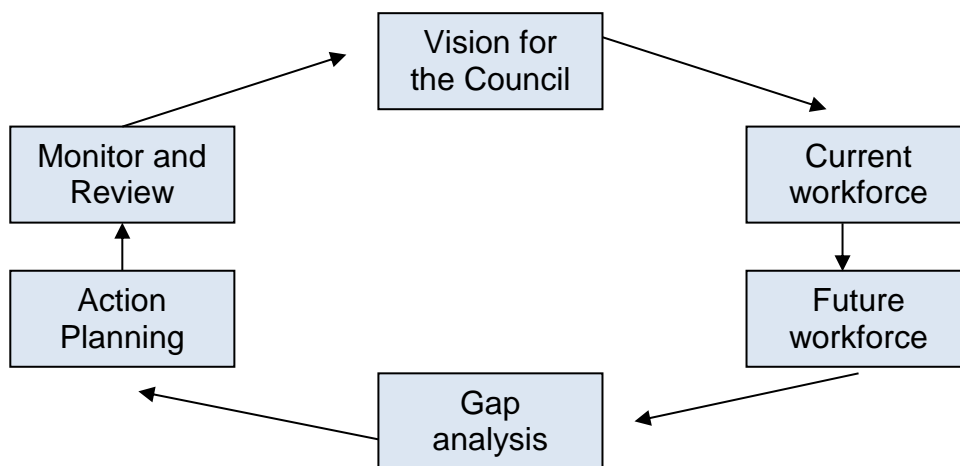
2. THE NEED FOR WORKFORCE PLANNING

2.1. Workforce planning is a process for identifying and addressing the gaps between the workforce of today and the human resource needs of tomorrow. The process is congruent with the sustainable development principles set out in the Well-being of Future Generations (Wales) Act 2015 in terms of seeking to plan for the long-term.

2.2. The plan for the Vale of Glamorgan Council has been drafted on the basis of the following sequential steps:

- Setting out the **strategic vision** for the Council (as described in the Corporate Plan 2016-2020) and the implications for the delivery of services over the next four years (**see sections 3 and 4**)
- Analysing the current workforce within the Council and the issues which may affect the **supply** of human resources over the next 4 years (**see section 5**)
- Seeking to anticipate the **demand** for future human resources as a result of the above and specifically the sort of skills and competencies required of our future employees (**see section 6**)
- Bringing together an **action plan** to 'bridge the gap' between our current and future workforce needs (**see also section 6**). This will, in turn form the basis for the Council's Human Resources Strategy.
- Establishing mechanisms for **monitoring and refreshing** the plan and sustaining the workforce planning process (**see section 8**)

FIGURE 1



2.3. The plan sets out the corporate and cross cutting actions to ensure the Council meets its future workforce needs and, in turn its future service priorities.

3. A VISION FOR SERVICES IN 2016-2020

Our overarching vision

- 3.1. The Council has a strong vision for the future of the Vale of Glamorgan and as set out in the Corporate Plan 2016-2020. Our vision for the Vale of Glamorgan is:

Strong communities with a bright future

- 3.2. We are confident that we can deliver our vision and are committed to building on our strengths to ensure that residents have a bright future and are proud to be part of their local community. We recognise the need to continue to listen to our citizens, staff and partners and to embrace innovation. In this respect we have initiated an ambitious transformational change programme, Reshaping Services to address these issues. This will be even more important during a time of severe budget pressures and growing demands for services.

Delivering our vision

- 3.3. The delivery of the Corporate Plan is based around four well-being outcomes and eight well-being objectives. They provide a framework for our work over the next four years and set the context for this Workforce Plan. They are set out as follows:

An Inclusive and Safe Vale

- Reducing poverty and social exclusion
- Providing decent homes and safe communities

An Environmentally Responsible and Prosperous Vale

- Promoting regeneration, economic growth and employment
- Promoting sustainable development and protecting our environment

An Aspirational and Culturally Vibrant Vale

- Raising overall standards of achievement
- Valuing culture and diversity

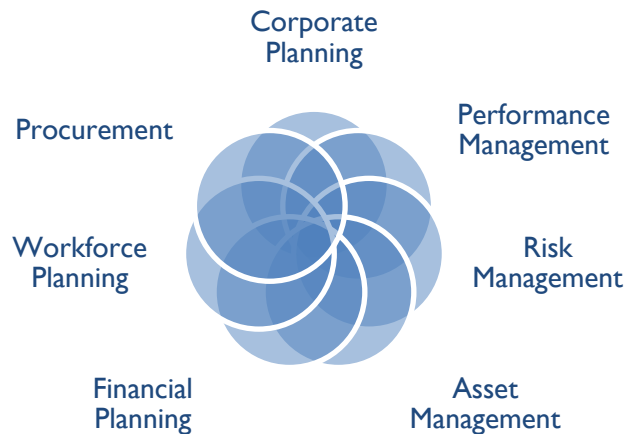
An Active and Healthy Vale

- Encouraging and promoting active and healthy lifestyles
- Safeguarding those who are vulnerable and promoting independent living

Key Service Development Areas

- 3.4. The actions to deliver the Council’s priorities are clearly set out in the Corporate Plan and are underpinned by supporting actions in all service/team plans.
- 3.5. The delivery of the actions will require a continued focus on effective workforce planning at both a directorate and corporate level and as part of an integrated and enabling approach to wider corporate planning. This is illustrated below:

FIGURE 2



Our Values

- 3.6. Our values describe the behaviours and qualities and that will help us adapt to future demands, deliver the well-being objectives and achieve our vision of strong communities with a bright future. They are set out as follows:

Ambitious	Forward thinking, embracing new ways of working and investing in our future
Open	Open to different ideas and being accountable for the decisions we take
Together	Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services
Proud	Proud of the Vale of Glamorgan, proud to serve our communities and to be part of the Vale of Glamorgan Council

- 3.7. Our values have been informed by a series of workshops with staff from across the Council and by responses to the consultation on the Corporate Plan.
- 3.8. The values will be built into our recruitment, appraisal and future employment policies and will help shape our future employee development programmes. In this respect the values underpin much of the activity set out in this Workforce Plan.

4. SETTING THE FUTURE IN CONTEXT

4.1. Whilst the vision and priorities for services over the next four years remain clear, the context for the delivery of those priorities becomes increasingly challenging. A summary of such issues is given below:

The continuing financial challenge

4.2. The achievement of actions set out in the Corporate Plan will take place against a continuing backdrop of public sector financial restraint. The reduction of the budget deficit remains a pressing issue for the current UK Government with the consequence being sustained reductions in public sector funding.

4.3. Despite delivering savings of approximately £35 million since 2010 the real challenges are yet to be faced. The Council's latest projections estimate further revenue savings of some £25.3 million will be required over the next three years.

TABLE 1

	2016/17	2017/18	2018/19	TOTAL
Projected Savings	£9.3m	£9.1m	£6.9m	£25.3

4.4. This will require a significant increase in the pace and scale of service transformation. For our staff it will require a reduction in the numbers employed and an increase in the performance expectations of those remaining.

Changes in how and where services are delivered

4.5. The financial challenges have major implications for the way public services are provided and will continue to drive the Council's transformational change programme (Reshaping Services) over the life of this Workforce Plan.

4.6. Increasingly the role of the Council is becoming one of enabling and commissioning services from providers and/or working alongside other agencies to provide services. The emphasis is increasingly changing from responding to service need to looking at ways to prevent the need arising in the first place.

4.7. The changes in service provision are matched by an increase in the requirement for our managers to work across different sectors, to take indirect responsibility for the outcomes (and development) of staff that may not be directly managed and to increasingly work with service regulators and professional registration bodies.

4.8. The new 'shared' models of service in the Council's libraries, regulatory services, adult care teams and the school improvement services are indicative of a pattern of change that will gather pace over the coming years. It is a pattern that is reflected in new legislation trends (see below) and a guiding principle within the programme of public sector reform.

4.9. There will clearly be a need to keep pace with the human resource implications of this agenda. Of particular importance will be the need to build the capacity of managers to deliver transformed services and the skills, desire and flexibility of our workforce to work within new service models.

Economic and social changes

- 4.10. The economic and social make-up of the Vale of Glamorgan remains highly diverse with some of the most affluent and most deprived communities in Wales. Of the 79 areas analysed in the 2014 Index of Multiple Deprivation³ some 37 are within the top 20% of least deprived areas in Wales, with 5 areas within Barry being considered to fall within the top 10% of most deprived areas in Wales.
- 4.11. Unemployment within the Vale has, however decreased from 7.7% in 2012 to 5.6% in 2015 and remains lower than the 5.8% average across the Wales⁴. Although only 2.0% of the working age population were claiming job seekers allowance in 2015 some 32.1%⁵ of all claimants were aged between 17–24. This clearly has implications for the Council's policies in relation to youth employment.
- 4.12. As our citizens are touched by the continuing effects of the recession and the UK Government Welfare Reform Programme, so too will their expectations and requirements in terms of housing, health and social care and the increased need for community leadership. This in turn will have continued implications for the provision of services and our future workforce needs.

Demographic changes

- 4.13. The approach to service delivery and workforce planning will also be shaped by demographic change over the next five years and in particular the increasing age profile of the population.
- 4.14. The size and make-up of the population across Wales is likely to grow by 4% by 2022 (from 3,092,000 to 3,211,195) with a projected increase of 2.8% within the Vale of Glamorgan (from 127,700 to 131,331)⁶.
- 4.15. The numbers of people aged 65 and over is projected to increase by 8.9% within the life of this workforce plan compared with a smaller increase (1.7%) of those under 16 years of age. By 2026 the numbers of those over 65 will increase by 23.2%⁷.

TABLE 2

	Under 16's		Over 65's	
2016	23,436		26,674	
2020	23,839	+ 1.7%	29,040	+ 8.9%
2026	23,250	- 0.8%	32,875	+ 23.2%

- 4.16. The size and makeup of the population will have consequent implications for the demand for services and our ability to provide them via current staffing resources. Pressures within adult social care will continue to be acute and will demand increasing pace, partnership and creativity in the way such services are provided or the way the demand for such services are managed and prevented.

³ Welsh Index of Multiple Deprivation 2014

⁴ Official for National Statistics 2015

⁵ Wales Data Unit: InfoBaseCymru 2015

⁶ Population projections by local authority and year 2011

⁷ Population projections by local authority and year 2011

Legislative and political changes

- 4.17. There is currently a significant legislative programme being introduced by Welsh Government which will have profound implications for the number and type of staff needed in the future. Those which have significant cross cutting implications are set out as follows:

Well-being of Future Generations (Wales) Act 2015

The Act aims to encourage all public bodies think more about the long-term, the sustainability of services and the effect on future generations of the decisions we take today. This Corporate Workforce Plan reflects the principles of the Act in terms of planning our future workforce needs and with a greater emphasis on the need to work collaboratively, across agency boundaries and increasingly in new and different organisational models

Social Services and Well-being (Wales) Act 2014

The Act is another significant piece of legislation seeking to improve the well-being of people who need care and support and providing a means of delivering a sustainable social service over the next decade. It changes the traditional way people's needs are assessed, promotes the need to look at preventative services and encourages the social enterprise model of service delivery. The training and development needs for our staff are significant as are the changes it implies for future working practices and organisational structures.

Local Government (Wales) Bill 2015

The Bill sets out to complete the Welsh Government's reform programme for local authorities across Wales and specifically the reduction and merger of Councils by 2020. This is potentially the most fundamental contextual issue facing the Council's workforce over the next four years and the extent of its affect will become clearer by the end of 2016. The actions within this Workforce Plan seek to ensure that, whatever the shape of local government in Wales, the employees in the Vale are in the best place to contribute and make a difference.

Technological changes

- 4.18. Our approach to direct service delivery will also need to continue to change in line with the ever increasing expectations from service users about when and how services are provided. The Council's Digital First Strategy will help improve the speed of (and access) to services and, in doing so challenge the appropriateness of current service delivery methods and the numbers and types of employees.
- 4.19. The effectiveness of the Council's SPACE project will continue to depend on the investment in underpinning technology and the harmonisation of work and mobile communication devices.
- 4.20. Success in both of the scenarios above will depend on a continuing investment in the digital skills of our staff and the need for us to remain competitive in the recruitment of 'digital savvy' school leavers and graduates.

National and Local Skills Gaps

- 4.21. The proportion of the working age population in the Vale of Glamorgan with no qualifications (6.8%) is lower than the average across Wales (10.00%)⁸. The percentage of the population with qualifications above NVQ 1 (89.7%) is also higher than the average across Wales (84.00%). This bodes well in our attempts to recruit from the local labour market and particularly given the availability of labour in the current recession. Further details can be found in [Appendix B](#).
- 4.22. An update on recruitment and retention difficulties in key local authority occupational groups was set out in the latest annual Local Government Workforce Survey⁹. The following table sets out the top ten areas where recruitment difficulties were being experienced and compares this with the survey in 2010/11.

TABLE 3

Occupations	% Experiencing recruitment difficulties	Trend over previous 4 years
Children's Social Workers	85%	↑
Mental Health Social Workers	50%	↑
Adult Social Workers	48%	↑
Engineering Professionals	40%	↑
Educational Psychologists	37%	↑
ICT Professionals	37%	↑
Occupational Therapists (Adults)	34%	↑
Legal Professionals	29%	↑
Occupational Therapists (Children)	24%	↓
Planning Officers	19%	↓

- 4.23. The table above reflects, to a certain extent local difficulties within the Vale with the exception of Mental Health and Adult Social Workers where recruitment problems have eased over recent years.
- 4.24. The table does not identify Headteacher recruitment difficulties albeit that this is increasing at odds with the experience in Wales. A 2016 NAHT report indicated that recruitment difficulties were being experienced by two-thirds of all local authorities.¹⁰ Regional evidence suggests that such difficulties are more pronounced in faith schools and in Welsh medium schools.
- 4.25. It will be important that the Council continues to ensure that corporate and directorate strategies are in place to address the strategic risks of failing to recruit to such key posts during the life of this Workforce Plan.

⁸ NOMIS – Labour Market Profile – The Vale of Glamorgan December 2014

⁹ Local Government Workforce Survey 2013/14

¹⁰ Cymru NAHT Survey (Recruiting Head Teachers in Wales) 2016

5. A PROFILE OF OUR CURRENT WORKFORCE

5.1. Our ability to address and meet the future workforce needs will be, in part based on an analysis of the current workforce and identification of significant underlying trends.

5.2. A full analysis of our current workforce profile can be found in [Appendix A](#). This is informed by data from the Council's Oracle HR/Payroll system and is based on the 31st March 2015, unless otherwise stated.

5.3. A summary of the main points arising from the analysis is as follows:

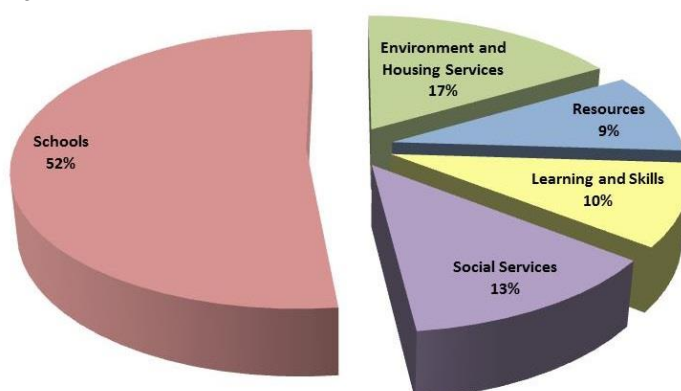
- The Council currently employs a total of 5,314 people. This equates to a total full-time equivalent (FTE) figure of 3,763.
- There are a wide variety of employment types including full-time, part-time, job-share, permanent, temporary, fixed-term, term-time. The Council also employs casual and relief workers who do not have fixed hours.
- 15% of employees hold more than one contract of employment with the Council. Combinations of roles typically included breakfast club supervisor /midday supervisor and cleaners in different work locations.
- The corporate FTE workforce has decreased by 12% over the last three years compared with a 1% decrease in the schools workforce. There has been an overall 7% decrease in the total corporate/schools workforce.

TABLE 4

	2011/12	2012/13	2013/14	2014/15
Corporate	2818	2670	2639	2428
Schools	2663	2710	2818	2886
Total Headcount	5481	5380	5457	5314
Corporate FTE	2133	2009	2012	1878
School FTE	1901	1910	1970	1885
Total FTE	4032	3919	3982	3763

- The current allocation of employees across service areas is as follows:

FIGURE 3



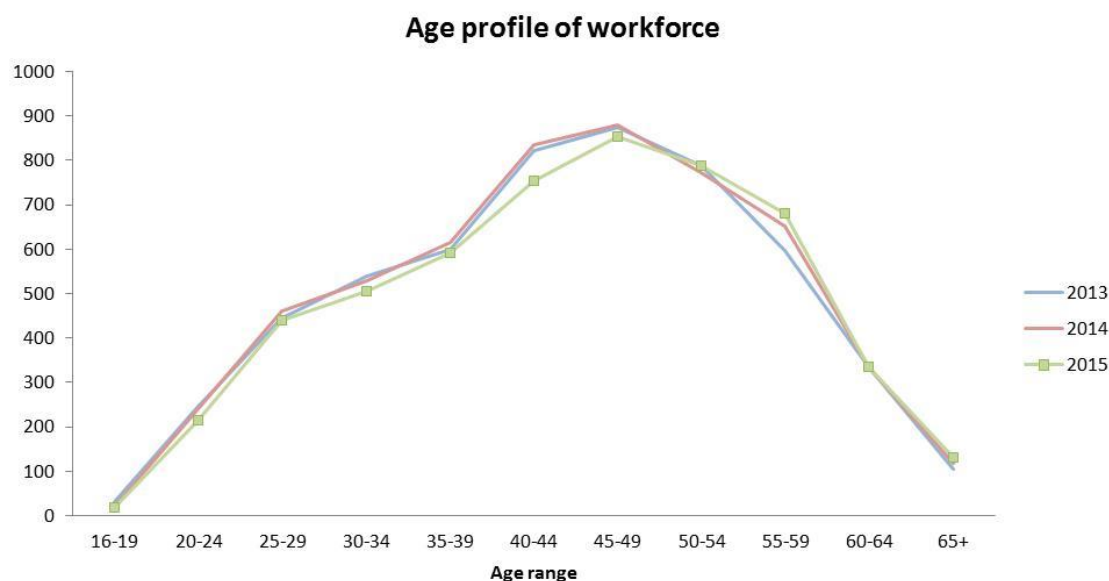
- The number of employees on Chief Officer terms and conditions of service has reduced from 49 to 43 over the last four years.
- The number of employees on Headteacher terms and conditions in schools has increased from 148 to 155 since 2012.
- More than three quarters of our workforce are women (77% female / 23% male). This is typical of the gender balance across local authorities and has remained broadly consistent in the Council for the last four years.
- The percentage of employees working part-time has marginally increased from 65% to 67% since 2012. Of those working part-time 26% are men and 67% are women.
- The ratio of women to men earning up to £50,000 per annum broadly reflects the gender balance in the Council. At the salary ranges above £50,000, the proportion of women to men paid decreases and there are more men than women who earn more than £70,000 per annum. There is a higher percentage of women earning more than £60,000 than in 2012.

TABLE 5

	10-20K	20-30K	30-40K	40-50K	50-60K	60-70K	70K+
Male	18%	31%	25%	24%	42%	39%	65%
Female	82%	69%	75%	76%	58%	61%	35%

- The age profile of our workforce is similar to previous years. The average age of our workforce is 44.5 years, with the majority (58%) of employees being aged between 40 and 59 years. Only 4% of our employees are aged 24 years or under which has decreased slightly since 2013 and is not representative of the wider population in the Vale of Glamorgan.

FIGURE 4



- The employee turnover rate has increased from 8.01% to 9.08% over the last three years. Resignations are the predominant reason for leaving (59%), followed by retirements (13%). These have both increased marginally since 2012 which has helped to facilitate restructuring and mitigate the need for redundancies.
- The percentage of staff with more than 10 years' service with the Council has increased substantially since 2012, from 39% to just over 50%. The average length of service with the Council is 11 years.
- The number of employees from BME groups has increased slightly from 1.56% to 2.12% over the last three years but remains lower than the wider population across the Vale of Glamorgan at 4.8%.
- 3.55% of employees indicate that they have a disability, which has also increased from 1.38% in 2012.
- Just over a fifth of our employees have said they have a basic understanding of Welsh. There has been an improvement in the number of employees who say they are good or fluent in understanding, speaking, reading or writing in the medium of Welsh over the last year (2014 to 2015). This is important as the Council looks to comply with the Welsh Language Standards in the coming year.

5.4. The main issues arising from the above summary (and required actions) are dealt with in Section 6 of this Workforce Plan.

6. OUR FUTURE WORKFORCE: THEMES AND PRIORITY ACTIONS

- 6.1. The themes set out below have been framed on the basis of the Council's Vision and Wellbeing objectives as set out in [Section 3](#) and the contextual environment in which the Council is operating (see [Section 4](#)).
- 6.2. Consideration has been given to the likely workforce 'supply' issues as set out in [Section 5](#) (The Council's Current Workforce Profile) and also [Appendix B](#) (The Local and National Labour Market).
- 6.3. Of particular importance are the detailed workforce considerations as set out in each of the new Service Plans for 2016/17 which, in turn seek to drive the detailed objectives and outcomes set out in the 2016-20 Corporate Plan. A copy of all Service Plans are available on the Council's external website.
- 6.4. In achieving the Council's known service aspirations over the period 2016 - 2020 there will need to be a focus on a number of key workforce themes:

THEME	
i	Reshaping services and a reshaped workforce profile
ii	Leadership and succession planning
iii	Employee Engagement: maintaining the momentum
iv	Capacity, Capability and Performance
v	Optimising the skills and abilities of our workforce
vi	A workforce reflecting the wider community

Theme i – Reshaping Services and a changing workforce profile

- 6.5. The Council's medium term financial plan suggests that there will continue to be a reduction in the numbers of directly employed staff over the life of this workforce plan. The meeting of the projected £26 million savings target will potentially require a decrease in staffing numbers of between 13% and 26%.

TABLE 6

	2016/17	2017/18	2018/19	TOTAL
Savings required	£9.3m	£9.1m	£6.9m	£25.3m
FTE decrease based on 50% of savings found through staffing	178	175	132	485
FTE decrease based on 100% of savings found through staffing	357	350	265	972

- 6.6. The numbers and type of staff will inevitably reduce as a result of the continuing financial challenges and the evolving implications of the Reshaping Services Programme. The search for greater service resilience will drive the need for greater collaboration and also the continued exploration of different service delivery models.

- 6.7. The training and development needs for our managers in exploring the possibility of alternative service delivery models and navigating the route from business case to delivery cannot be under-estimated. Nor can the requirement for our staff to develop very different skills and to work in new organisational structures.
- 6.8. For other employees there will be a need to manage a reduction in numbers through a sensitive and planned programme of redeployment, outplacement or redundancy whilst ensuring that important organisational knowledge is not lost.
- 6.9. The challenge will be to ensure that we strive to retain the engagement of our staff, their involvement in and understanding of the change process and where possible their contribution to the design of the new working models.
- 6.10. The scale of change, in relation to the workforce profile, will to a larger extent depend on the progress of the public sector reform programme. An agenda of prospective organisational mergers will magnify the issues set out above, both in terms of the degree of organisational change and the reduction in staff numbers.

Position Statement

- 6.11. The Council has a good reputation for achieving budget reductions whilst at the same time minimising the implications for staff. Over the last three years some £32 million has been saved across all budget areas whilst the numbers of staff have only reduced by 7%.
- 6.12. All senior managers have been trained in managing change and have had training and support on the scope and use of alternative delivery models under the auspices of the Reshaping Services Programme. The learning curve for managing fundamental service transformation is steep and, as such the process of organisational learning will need to continue.
- 6.13. Over the last two years significant progress has been made in service transformation and notably in relation to the development of a shared and resilient Regulatory Services function with Bridgend and Cardiff Councils (see below), the launch of a Regional Adoption Service with five other authorities and the increasing collaboration with health in relation to the provision of adult social care.
- 6.14. The next two years will see the grounding of new models of service delivery including the launch of five community libraries, the development of a ‘trading company’ model for our catering service, the overhaul of the current Highways and Engineering function and the launching of an integrated HR Service Centre.
- 6.15. The provision of school improvement services on a cross-authority basis through the Central South Consortium continues to mark a trend in collaboration. It is expected that there will be an acceleration of this agenda through deeper collaboration, federations and amalgamations and the development of alliances and lead areas of expertise across our schools. The Council’s 21st Century school investment programme is aligned to these developments.
- 6.16. The pace and scope of required change is however unrelenting and the opportunity to absorb savings without staff losses becomes understandably harder. The movement from the planning to the delivery of reshaping projects will need to be accelerated in the next four years as will the need to influence the public sector reform agenda and respond to a range of possible transition measures.

Key Actions

		Corporate Plan Reference
1	Continued provision of training for managers to support change management and the delivery of alternative delivery models	IP1
2	Development of a strategic approach to managing the changes in staffing numbers	IP2
3	Strengthen the Council's approach to redeployment, outplacement and workforce mobility	IP2
4	Seek to influence the debate and preparation for public sector reform in conjunction with the WLGA and newly formed Staff Commission	IP2

Case Study

Shared Regulatory Services – A new service model

The new Shared Regulatory Services team was launched on 1st May 2015 providing shared environmental health, trading standards and licensing services across the Vale, Bridgend and Cardiff.

Set against a backdrop of diminishing public service funding and greater stakeholder demands, the success of our programme and the fantastic response of our officers is without doubt a great achievement.

The service is hosted by the Vale of Glamorgan and run on a Joint Committee basis. It comprises Vale employees and those who transferred from Cardiff and Bridgend Councils. Of the original 240 staff some 200 people were appointed to positions in the new structure. Staff reductions were managed largely through natural turnover, early retirement and voluntary redundancy.

The savings have come from a structural reorganisation, new ways of working and the elimination of duplicated activities. The move toward enhanced agile working is changing the behaviours of our officers. Where previously, empowerment and delegation were just words, our agile working ethos brings them to life.

The new Operating Model is delivering positive, tangible outcomes to challenging situations; hard work and dedication is yielding successful outcomes in what are unprecedented financial constraints. We have delivered our Year 1 Business Case commitments on time and achieved our key performance indicators.

The change process has been understandably challenging but achieved through the hard work and commitment of the staff concerned and strong working relationships with trade unions across each of the three authorities. There remains much work to do but the early signs are encouraging.



Shared
Regulatory
Services

Gwasanaethau
Rheoliadol
a Rennir

Theme ii – Leadership and succession planning

- 6.17. Over the next four years it will be important that the Council continues to invest in the development of its current and future leaders in order to meet both the challenges of service transformation and also the wider challenge of Public Sector Reform.
- 6.18. The focus over the last two years has increasingly been on exploring new service delivery models, pursuing income generation and partnership opportunities and challenging the inevitability of service demands.
- 6.19. The change process has, and will continue to demand a lot from our managers in both designing the future and continuing to provide day to day services.
- 6.20. The search for resilience will mean that such managers will be required to work increasingly across organisational boundaries and, through necessity beyond strict professional boundaries. There will be an increasing emphasis on commissioning, collaboration and contracting and less on hierarchical resource management.
- 6.21. There will also, however need to be an ever-increasing emphasis placed on good 'people' management' skills. As more and more is required from fewer staff so too will the emphasis on engaging, coaching and empowering staff be greater.

Position Statement

- 6.22. The expectations on our managers over the next four years has, to a certain extent been set through the outcomes of the Council's Staff Engagement exercise in 2015/16 and the publication of the new Staff Charter.
- 6.23. The Charter sets out a template for translating the Council's Corporate Values into the behaviours and culture of the organisation and provides a helpful framework for maintaining relationships of trust with staff despite the external challenges.
- 6.24. The challenge will be to ensure the values are discussed and continually role modelled in all service areas. This will be supported through the development of a new Management Competency and Development Programme.
- 6.25. The leadership challenge for Headteachers will increase in line with the emerging outcomes of the Council's Reshaping Services Programme, the implications for individual schools and the relentless focus on improving standards.
- 6.26. The emphasis on succession planning will be important given the increasing age profile of the Council and the potential loss of key experience and talent over the coming years. The percentage of employees aged 55 and over has increased from 34% in 2012 to 43% in 2016.
- 6.27. The number of Chief Officers has reduced from 49 to 43 over recent years, which has increased the challenges around capacity and placed more responsibility at the lower leadership levels.
- 6.28. The development of the current succession planning pilot and the continued growth and popularity of the Council's Leadership Café will be helpful in strengthening and sustaining the quality and quantity of leadership across the Council.

Key Actions

		Corporate Plan Reference
1	Review the Council's Management Competency Framework (MCF) to reflect the challenges of the next five year	IP2
2	Refine the training/ development 'offer' to support the MCF	IP2
3	Implement succession planning arrangements across the Council.	IP2
4	Strengthen and promote the Council's Leadership Café	IP2

Case Study

The Leadership Café – Succession Planning in Action

The Leadership Café was designed in 2015 as a leadership and management development programme without the attendant costs, selection requirements or wider trappings of such a programme. The aim was to create an informal, café style environment for employees to share their interest in leadership.

The Café runs on a voluntary "after work" basis every third Thursday of every month. It is open to employees who are leaders, aspiring leaders or those simply interested in leadership. The number of attendees has increased by over 82% since the Café opened and has covered issues such as:

- *The 7 habits of effective leadership*
- *The power of positive thinking*
- *The theory of marginal gains*
- *Emotional Intelligence – what's it all about*
- *Manager, Leader, Wellbeing Warrior*



The impact of the Café has been significant and more than a little surprising. It has grown to a point where the Council Chamber is full for each session and pre-booking has become a pre-requisite.

The Café has served to highlight previously untapped skills and identify the potential leaders of the Council's future. More than anything else it has effectively proved to be a vehicle for 'real-time' succession planning.

The value of the Café has been endorsed by Cabinet and is actively supported by the Corporate Management Team. Over recent months, we have hosted colleagues from other local authorities who are keen to adopt a similar model.

The Council are proud of the Leadership Café and are keen to build its focus over the coming years and ensure its place as a key part of the Workforce Development Programme.

Theme iii – Employee Engagement: Maintaining the Momentum

- 6.29. A significant challenge over the next four years will be the need to ensure the continuing engagement and contribution of our employees. The Council's successes in managing change will, in large part depend on a successful engagement approach and the ability to translate organisational values into behaviours.
- 6.30. The commitment and engagement of our workforce will become even more important as the service challenges grow and the need for innovation at all levels intensifies. A successful engagement strategy will also help to support capacity and resilience through reduced absenteeism and voluntary turnover.
- 6.31. The current local authority "mergers" agenda increases the need for effective staff engagement and particularly given the potential implications for many employees. Whatever the emerging shape of the new local government landscape it will be important that staff are in the best possible position to contribute.

Position Statement

- 6.32. The high levels of staff engagement within the Vale of Glamorgan continue to be demonstrated by the numbers of awards achieved for individual and collective achievement, our employee attendance levels and the Council's status as the top performing local authority in Wales.
- 6.33. The level of engagement and pride in service delivery is, in part due to the fact that many of our employees are both employees and residents of the Vale and therefore deliverers and recipients of such services. The maintenance of such engagement will be both necessary and tested over the life of this Workforce Plan.
- 6.34. In anticipation of continuing change, the Council has set out a clear framework for employee engagement over the coming years, aligned to the Reshaping Services Programme and helping to articulate both the implications for staff and the clear need for their involvement and contribution.
- 6.35. Over the life of this plan it is essential that the actions within the Charter are progressed, the focus on staff engagement is maintained and the outcomes from the engagement strategy are shared across the Council's schools community.
- 6.36. The product of the engagement process is now enshrined in the new Vale Staff Charter (see [Appendix D](#)) which sets out a clear set of proposals for the next four years and which will help make operational the values as set out in the new Corporate Plan.
- 6.37. The Charter will be launched formally in the first year of this Workforce Plan and will be used as a basis for evaluating the continuing levels of engagement within and across service areas. It will be imperative that the actions with the Charter are progressed and the focus on staff engagement is maintained.
- 6.38. The success of the engagement process, to date has been helped by the excellent relationships with the trade unions. Such relationship was recognised in 2015 by the Public Sector Personnel Managers "Excellence in Employee Relations" Awards.
- 6.39. It is hoped to further improve our trade union relationships during 2016 through the development of a 'future proofed' employee relations framework, clarifying mutual expectations as we seek to face the challenges over the next four years.

Key Actions

		Corporate Plan Reference
1	Launch the new Vale Staff Charter following consultation and refinement	IP1
2	Ensure the continuation of the staff engagement approach/strategy	IP1
3	Monitor and evaluate staff engagement levels on a bi-annual basis	IP1
4	Develop an employee relations framework agreement with the unions	IP1

Case Study

The 2015/16 Engagement Process and new Vale Staff Charter

In the summer of 2015 the Council began an authority-wide staff engagement exercise designed to explain the need for the reshaping services programme, to explore the implications for our employees and to seek support in reshaping the terms of a new employment relationship.

The process commenced with 65 briefing sessions for over 1800 staff, hosted by the Council's senior leadership team in May/June 2015 and in various locations across the Vale. As a result of this some 300 volunteers then came forward to begin to work on the components of a new set of expectations and proposals and specifically in the following four areas:



The work from four separate staff conferences was presented to the Corporate Management Team in January 2016. This provided the opportunity for refuse collectors in Penarth to explain the limitations of the appraisal process, for library assistants to set out their expectations of a perfect manager and for accountants to design an effective succession planning scheme.

All proposals were finally brought together into one cohesive document (the new Vale Charter) which will be launched in July 2016. The Charter will help:

- *The Council translate its values into day to day behaviours*
- *Inform the way we shape and evaluate future employment policies*
- *Shape a discussion as part of the employee appraisal process*
- *Provide a basis for regular evaluation and review*

A copy of the Staff Charter and background report can be found on StaffNet.

Theme iv – Capacity, Capability and Performance

- 6.40. Over the life of this workforce plan there will be a continuing need to build a workforce that is more mobile and more flexible in how, when and where it delivers services. The Council's Reshaping Services Programme will continue to challenge the traditional approaches to service delivery and demand changes in the way we work and in the type of organisation models we work in.
- 6.41. Equally, as staff numbers decrease, so too will the need for the contribution of employees to increase, for our performance management processes to be sharper and for us to challenge and streamline any over complicated employment policies.
- 6.42. As part of the search for greater capacity there will be an increasing need to deploy staff more fluidly to meet service needs, based on the skills of employees and not on the confines of the job description or the rigidity of the establishment. An emphasis on broader job roles will also help to place the Council's employees in the best possible position to contribute to wider public sector reform.

Position Statement

- 6.43. The new 2016/2020 Corporate Plan sets out a clear focus on the vision and priorities for the Vale of Glamorgan Council and an under-pinning performance and resource management framework to achieve those objectives.
- 6.44. An important part of the above is the scheduled review and relaunching of the Council's Staff Appraisal Scheme from July 2016 onwards in order to refine the connection between individual and organisational performance. The terms of reference for this have been framed through the staff engagement process.
- 6.45. The Council's SPACE project will help to increase the locational flexibility of our workforce driven by service need and will be enabled by the necessary and underpinning developments in our use of mobile technology.
- 6.46. A benchmark for such flexibility has been established in the newly formed Shared Regulatory Services where employees are now increasingly working in a mobile way, across three local authority boundary areas and with a clearer focus on outcomes for the range of service users.
- 6.47. Work has commenced to streamline many of the Council's employment policies to reflect the principles of the new Staff Charter but also to enable concerns about capability, grievances and under performance to be dealt with quicker.
- 6.48. The search for greater capacity (in the context of reduced resources) has also driven the need to support the wellbeing and attendance of our employees. A 1% reduction in absence will equate to an increase in capacity of some 3,500 days over a one-year period and a saving of direct costs of some £90,000.
- 6.49. The introduction of the Care First Contract in June 2016 (see below) will help with the above and provide a first step in developing an Employee Assistance Programme to help support the wellbeing and personal capacity of employees and help them navigate through challenges inside and outside of work.
- 6.50. A further priority over the life of this workforce plan is to continue to develop a 'job-family' approach to job design and to increase mobility of staff between service areas and directorates. This will provide greater fluidity in the deployment of staff, based on the changing needs and priorities of the Council and not the confines of a job.

Key Actions

		Corporate Plan Reference
1	Review and relaunch the Staff Appraisal Process as part of the wider performance management framework	IP8
2	Develop approaches to support greater mobility of staff between services and a broader approach to job design	IP1
3	Review key employment policies to help deal more effectively with issues of grievance, under-performance and capability.	IP2
4	Implement measures to further reduce absence levels across and in doing so to improve capacity and resilience	IP8
5	Launch the new Employee Assistance Programme	IP2

Case Study

Employee Assistance Programme

In February 2016 Cabinet approved the procurement of the “Care First” Employee Assistance Programme for launch in June 2016. The programme will help focus on improving the attendance and wellbeing of employees across all service areas.

The service will provide a tangible benefit for all employees and complement the Council’s approach to absence management and staff engagement. Elements of the service include:

- *A 24/7 telephone counselling service (365 days per year)*
- *Advice on general ‘life’ issues (including debt, benefits, childcare etc.)*
- *Access to a personalised health and fitness website*
- *Advice on health and well-being*

The timing of the new programme is important given the need to improve capacity in all areas and specifically in relation to the wellbeing of our workforce. Stress related absence, for example accounted for 32% of all absence in 2015/16. The programme will aim to provide immediate support to employees who are on sick leave and therefore support their early and safe return to work.

The benefits of the ‘Care First’ programme will be evaluated carefully during 2016/17 as a key part of the Workforce Plan.

Care first

Theme v – Developing the skills and abilities of our workforce

- 6.51. The need to identify and maximise the skills, abilities and potential of our employees will be increasingly important as resources continue to tighten.
- 6.52. Innovative approaches to training and development will be needed as we seek to keep pace with the service transformation agenda whilst maintaining the quality of day-to-day services.
- 6.53. The implementation of the Reshaping Services Programme will continue to have significant implications for the development needs of our workforce, requiring new skills and competencies including those around business development, strategic commissioning, managing contracts, and project management.
- 6.54. The methodology for defining development needs will need to be sharper as will the need to exploit those skills and talents that are there within the workforce but not known or appreciated.
- 6.55. The increased emphasis on leadership, coaching, mentoring and effective people management skills has been set out on pages 16 to 18.

Position Statement

- 6.56. The Council's training and organisational development function has continued to evolve to meet the changing needs of the Council; moving from a menu driven training service to one focusing more broadly on organisational development.
- 6.57. The emphasis over the last two years has been to align training and development support to the Council's Reshaping Services Programme, specifically focusing on staff engagement, workforce planning and implementing a succession planning pilot.
- 6.58. The work of the team will continue to be shaped by the needs of the above change programme and increasingly now by the outcomes from the Staff Engagement Strategy and commitments within the new Staff Charter.
- 6.59. The new training and development strategy reflects these changing organisational needs and focuses on the following key issues:
- The movement of more training services from that provided through direct delivery to a more blended approach (with a particular emphasis on e-learning).
 - The focus on the quality of the new appraisal scheme as the means of defining training needs ensuring the shared ownership by both manager and employee
 - The strengthening of the Council's succession planning arrangements as a driver for training and development interventions
 - The increased focus on the changing leadership and management development needs over the next 4 years.
- 6.60. The development of a new training database in 2015 will help as part of the training needs analysis process and the collation of outcomes from the new appraisal process and data from the impending skills audit exercise.
- 6.61. The increasing confidence of employees in using social media and new service access technologies will be important as the Council develops its Digital First Strategy and develops new service applications.

6.62. The Social Services and Wellbeing Act will significantly affect the way service needs are assessed and the method and starting point from which such services are delivered. This will continue to direct the training and development resources of the Council and its partner agencies.

6.63. A key issue for our schools will be the need to review changes in the role and 'cross curriculum' responsibilities of teachers in line with the 2015 Donaldson Review and the attendant skills and capability issues. This will be reviewed with the support of the Central South Education Consortium.

Key Actions

		Corporate Plan Reference
1	Develop and implement a new Training & Development Strategy (TDS)	IP2
2	Develop a new 'Passport to Training' Scheme to support the TDS	IP2
3	Undertake a skills audit across service areas	IP2
4	Support the development needs associated with the Digital First Strategy	IP2
5	Support the workforce development needs associated with the Social Services & Well-being Act.	IP2

Case Study

The Council is fortunate in having highly skilled and committed employees in all service areas; something which is gaining increasingly recognition. The following are some examples.....there are many more!



Nathan recently qualified as an Information Systems Auditor in the Council's Shared Service. His results were in the top 5% worldwide.



Denise recently picked up a national award as Social Worker of the Year at an event hosted by the Welsh Government.



Jenny, a Housing Officer was shortlisted for the Rising Stars Cymru Award in 2015, an award to recognise positive community contribution.



Else, Annette and Geraint recently completed their ILM Level 3 Diploma in Management.

Theme vi – A workforce reflecting the wider community

- 6.64. A continuing challenge for the Council will be the need to ensure its workforce reflects the wider community across the Vale of Glamorgan. This will help to ensure the continuing accessibility and quality of our services.
- 6.65. The Council needs to progress the workforce actions set out in its Strategic Equality Plan and particularly in relation to the employment of BME employees, those with a disability and other protected groups as defined under the Equalities Act 2010.
- 6.66. As part of the above there will be need to be a continuing drive to increase the employment opportunities for those from within the local labour market and promote the Council as a potential employer for school leavers setting out on their careers.
- 6.67. The number of 16-24 year old employees has reduced over the last two years and currently forms only 11% of our workforce population. This compares with 25% of the population of the wider Vale of Glamorgan.
- 6.68. Work to develop strategies to further reduce the gender pay gap will need to continue as will work to deal with occupational segregation in the workplace.

Position Statement

- 6.69. There has been a small increase in the number of BME employees within the Council from 1.56% in 2012 to 2.12% in 2015. The numbers of BME residents living in the Vale of Glamorgan was recorded as 4.8% in 2011. The numbers of employees who indicate that they have a disability has increased from 1.38% in 2012 to 3.55% in 2015. This compares with 22.8% of the wider Vale (economically active) population.
- 6.70. The Council has specific actions in its Strategic Equality Plan to seek to improve access to services and employment for under-represented groups. An analysis of employment equalities data is also set out and monitored in the Council's Public Sector Equalities report which is published on an annual basis.
- 6.71. The Council will continue to promote the range of flexible working policies in order to help balance the work-life pressures for both our male and female employees. A particularly successful innovation in 2016/17 has been the popularity of the annual leave purchase scheme. The number of applications in 2016 increased from 132 to 183, with 81% of applications being from female employees.
- 6.72. Whilst recognising that there remains a significant amount of further work to do in relation to gender equality, it is noteworthy that the gender pay gap (as published in our Annual Equality Monitoring Report) has reduced over the last two years from 9.95% (2013/2014) to 8.9% (2015/2016) and that the number of female staff earning over £60K (in comparison to men earning over £60K) has increased from 40% to 61%.
- 6.73. A particular challenge for the period of this workforce plan will be tackling the youth employment agenda within our workforce. It remains a concern that the percentage of 16-24 year old employees fell from 13.4% in 2013 to 12.6% in 2015. This compares to 17.1% when looking at the age profile with the local Vale area.
- 6.74. The Council have invested resources in this area for 2016/17 and will be working with schools and colleges across the Vale to promote careers in local government, to increase the opportunities for work experience placements and to formalise our

approach to apprenticeships. The latter point will be important in view of the implementation of the Apprenticeship Levy from 2017.

- 6.75. A particular aspect of our work with school will be in seeking, in particular to promote the employment of women in male dominated jobs (and vice-versa) and setting in chain a long term approach to dealing with issues of occupational segregation.
- 6.76. The Welsh Language Standards Regulations were introduced on 1st April 2016 and will help incentivise the Council’s drive to improve the welsh linguistic skills of our workforce and thus improve the services we provide to our residents. The default position will now be that all posts will be advertised as ‘welsh language skills desirable’ and a programme of voluntary training will continue to be promoted.

Key Actions

		Corporate Plan Reference
1	Develop, analyse and publish an equalities data set	ACV 1
2	Develop a strategy to respond to the issue of occupational segregation	ACV1
3	Implement a strategy to improve the numbers of employees aged 16-24	ERP2
4	Support the implementation of the Welsh Language Standards	ACV3

Case Study

Foundation Modern Apprenticeship Scheme

The Council has, over many years, supported the employment of young people, in order to address the needs identified within services where they may have an ‘ageing’ workforce, or find it difficult to recruit to specific roles. Young people have continued to be engaged to work for the Council through opportunities such as the Foundation Modern Apprenticeships which enable them to complete a Level 2 NVQ in Business Administration.

During 2015/16 some 67% of those apprentices completing their placement within the Council went on to attain some form of employment, with 75% of these continuing to work in the Council such as in the Council Tax Office, Fleet Management, Housing Benefits, ICT, Social Services and Electoral Registration teams.



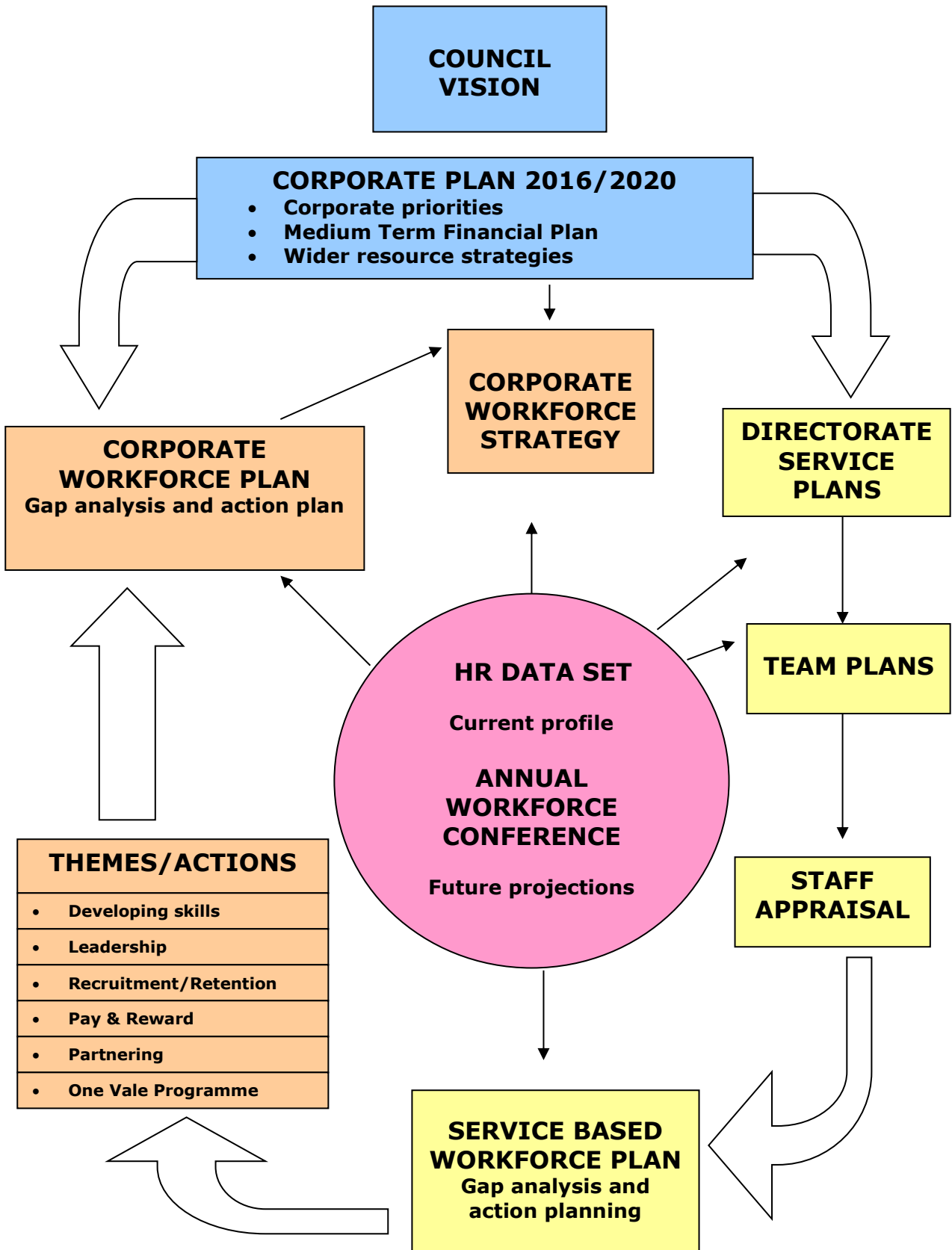
7. UPDATING OUR WORKFORCE PLAN

- 7.1. The workforce planning process is fundamental to the success of the Council in achieving its vision and priorities. It is important in anticipating future workforce needs and in shaping clear strategies to help meet those needs.
- 7.2. Although this is a four-year plan it is important that it is refreshed on an bi-annual basis and informed by revisions to the Corporate Plan, Medium Term Financial Plan, outcomes from the wider service planning process and information gained from individual performance development reviews.
- 7.3. In addition it is important that the plan is informed by good quality employment data, intelligence about trends in the local and national labour market and contextual social, legal, technological and demographic information.
- 7.4. The map as set out in Figure 5 below sets out the annual process for workforce planning. The process will ensure a clear flow of intelligence, which informs workforce planning at the corporate and directorate level and which is connected with the wider resource and service planning process.
- 7.5. The process will be based on:

1	The consideration of workforce issues as part of the service planning process	October-December each year
2	The framing of local service based workforce plans	October-December each year
3	The review of strategic themes to inform the corporate workforce planning process	December each year
4	The updating of the workforce planning actions to capture the strategic themes and develop responding strategies	January - February each year
5	Updating HR and training strategies to deliver workforce planning objectives	March each year

- 7.6. The process will be supported by the following measures:
- A facilitated workforce ‘visioning’ workshop for individual DMTs in October each year (immediately prior to the service planning workshop).
 - The provision of an agreed ‘core data’ set to inform the process and provided to DMTs on a quarterly basis.
 - The organising of an annual workforce planning conference to review the overall corporate workforce plan and consider best practice in workforce development from other public and private organisations.

FIGURE 5



THE COUNCIL'S CURRENT WORKFORCE PROFILE

NOTE:

The information contained within this appendix is based on information collected from the Council's HR/Payroll system, Oracle.

Unless otherwise stated, the information:

- is based on both headcount and full-time equivalent (FTE) figures
- is based on information collected as at 31st March 2015.
- excludes casual, relief, supply and agency employees.

A. Number of employees – Headcount and FTE



	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Corporate	2966	2832	2818	2670	2639	2428
Schools	2466	2542	2663	2710	2818	2886
Total Headcount	5432	5374	5481	5380	5457	5314
Corporate FTE	2258	2169	2133	2009	2012	1878
School FTE	1759	1819	1901	1910	1970	1885
Total FTE	4017	3988	4032	3919	3982	3763

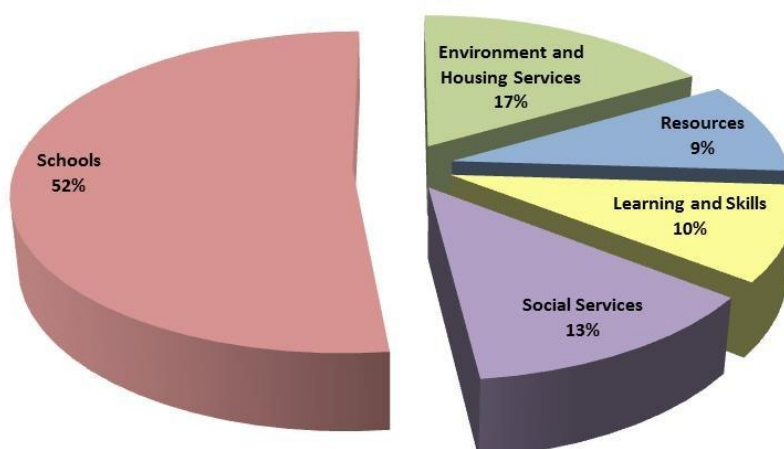
The Council's overall staffing levels have remained constant over the last six years, with the headcount reducing marginally (2.2%) since 2010. There has been a greater reduction in FTE (6.7%) over the same period with the increased promotion of flexible working to combat budget constraints.

There has been a consistent reduction in both headcount and FTE in the corporate workforce over the last six years. The corporate headcount has reduced by over 22% since 2010. There has however been a 17% increase in the number of people employed in our schools.

There have been several transfers in and out of the council which have had an impact on our staffing levels. Leisure Centre staff transferred to Parkwood Leisure Ltd in August 2012, a cleaning team transferred to an external contractor in August 2014 and one school transferred payroll services in March 2015. The Shared Regulatory Services was established in May 2015, with the transfer in of employees from Bridgend County Borough Council and Cardiff Council, and the Regional Adoption Service was created in June 2015 with employees transferring in from Cardiff Council and Rhondda Cynon Taff County Borough Council.

B. Number of employees – Directorate

Percentage of employees (headcount) in each Directorate



Directorate	Headcount	%	FTE	%
Environment and Housing Services	868	17%	702.0	19%
Resources	486	9%	442.9	12%
Learning and Skills	496	10%	293.1	8%
Social Services	659	13%	541.1	15%
Schools	2703	52%	1721.3	47%

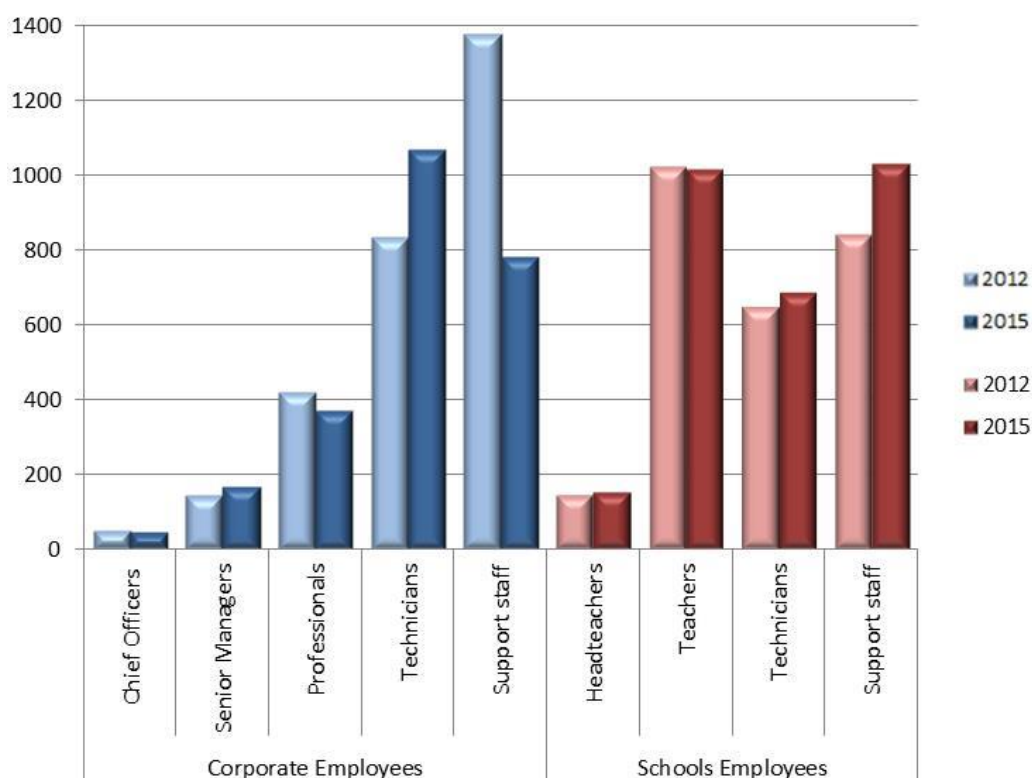
The percentage breakdown of employees in each Directorate is shown as at 31st December 2015. This is to include the major restructure of the Senior Management Team in September 2015, which resulted in sections/divisions from the former Directorate of Development Services transferring to the newly created Directorate of Environment and Housing Services and the Resources Directorate.

It is also to include the Shared Regulatory Services collaboration with Bridgend County Borough Council and Cardiff Council from 1st May 2015, and the Regional Adoption Service collaboration with Cardiff Council, Rhondda Cynon Taff County Borough Council and Merthyr Tydfil County Borough Council from 1st June 2015.

It is therefore not possible to compare a breakdown of staffing levels within Directorates in any previous periods.

Schools continue to employ approximately half the workforce of the council (49% in 2012 and 52% in 2015).

C. Number of employees – Employment Groups



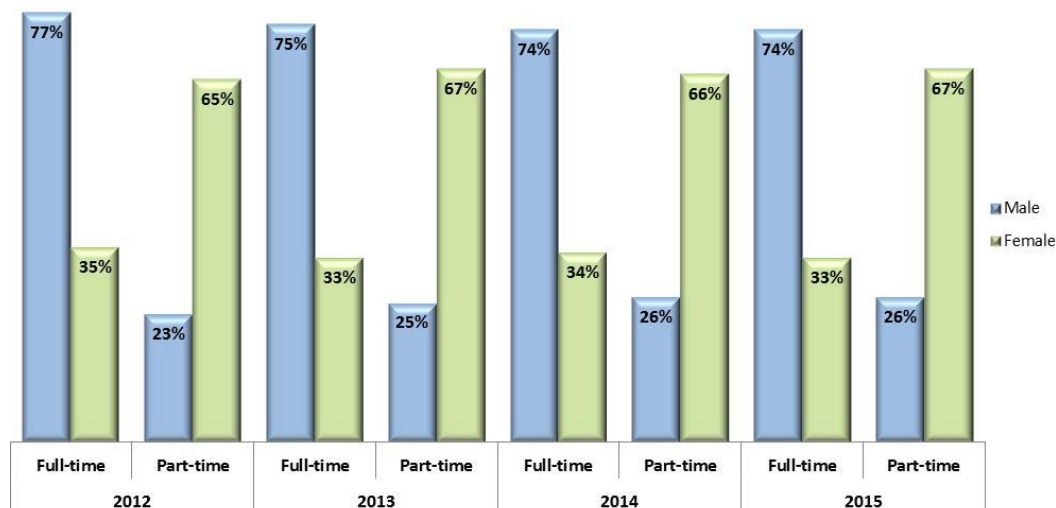
Occupational Group			31-Mar-12	31-Mar-15
Corporate	Chief Officers	Chief Officer JNC terms	49	43
	Senior Managers	Single Status J/K or over	141	167
	Professionals	Single Status H/I*	420	368
	Technicians	Single Status E/F/G*	833	1068
	Support staff	Single Status A/B/C/D*	1375	782
			2818	2428
Schools	Headteachers	Headteacher terms	148	155
	Teachers	Teacher terms	1022	1014
	Technicians	Single Status E/F/G*	651	688
	Support staff	Single Status A/B/C/D*	842	1029
* or equivalent			2663	2886

There has been a reduction in the number of Chief Officers and an increase in the number of Senior Managers since 2012. This will have changed further with the Senior Management restructure in September 2015, leading to changing responsibilities for other managers down the structure of the Directorates.

The decrease in the corporate support staff and increase in Schools support staff is partially due to the transfer of centrally employed Pupil Support staff to be employed directly by the schools.

D. Gender and work patterns

Comparison between gender and working pattern



	2012			
	Male	%	Female	%
Full-time	1010	77%	1458	35%
Part-time	308	23%	2705	65%
Total	1318	100%	4163	100%

	2015			
	Male	%	Female	%
Full-time	902	74%	1371	33%
Part-time	311	26%	2730	67%
Total	1213	100%	4101	100%

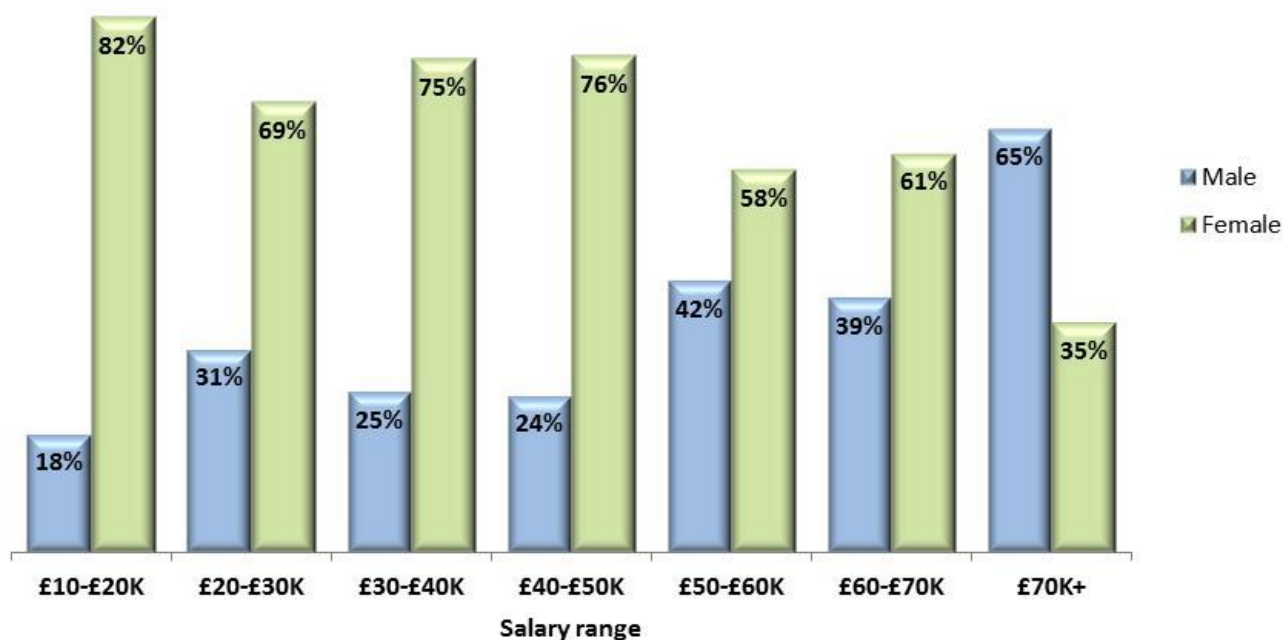
More than three quarters of our workforce are women (77% are female and 23% are male). This is typical of the gender balance found in local authorities, with more women employed than men, and has remained broadly consistent for the last four years.

The percentage of men and women working part-time has marginally increased over the previous four years, with the corresponding percentage of people working full-time reducing.

There are a range of family-friendly policies in the council and all employees are encouraged to achieve a reasonable work/life balance. The opportunity for employees to apply for flexible working to suit their individual circumstances are considered and supported wherever possible. A voluntary reduction in working hours scheme was introduced in May 2015 and an annual leave purchase scheme has been run for the 2015/16 and 2016/17 annual leave years.

E. Gender and salary profile

Comparison between gender and salary banding



Salary	2012	
	Male	Female
10-20K	21%	79%
20-30K	32%	68%
30-40K	23%	77%
40-50K	39%	61%
50-60K	38%	62%
60-70K	60%	40%
70K+	79%	21%

	2015	
	Male	Female
10-20K	18%	82%
20-30K	31%	69%
30-40K	25%	75%
40-50K	24%	76%
50-60K	42%	58%
60-70K	39%	61%
70K+	65%	35%

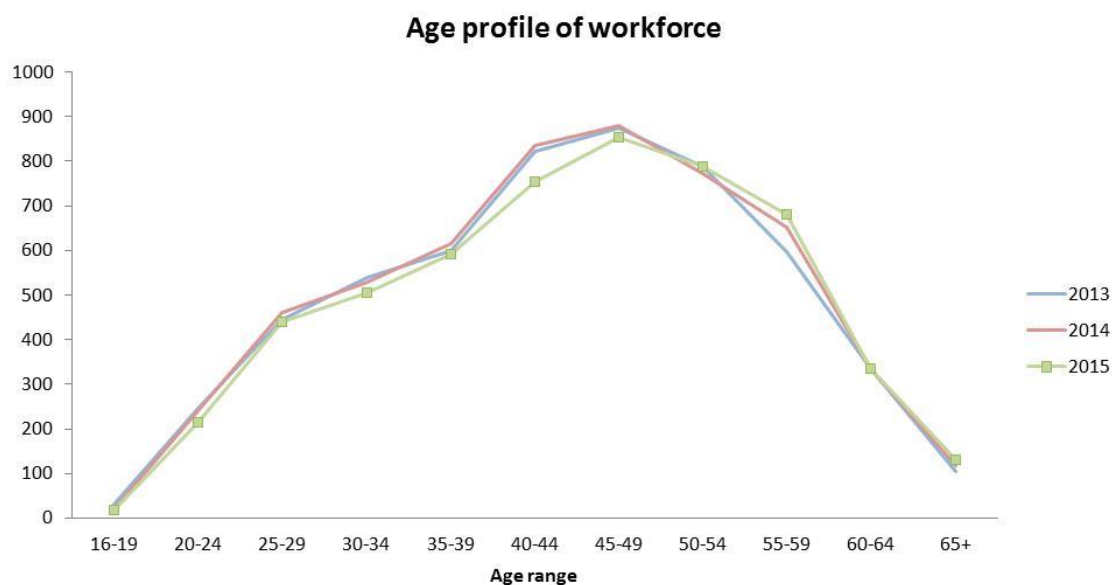
(Based on full-time equivalent salaries)

The ratio of women to men in each salary range up to £50k broadly reflects the gender balance in the council (77% are female and 23% are male).

The proportion of women to men paid £50,000 per annum and above decreases and there are more men than women who earn more than £70,000 per annum.

There are however, a higher percentage of women earning £60,000 per annum and above than there were in 2012.

F. Age profile

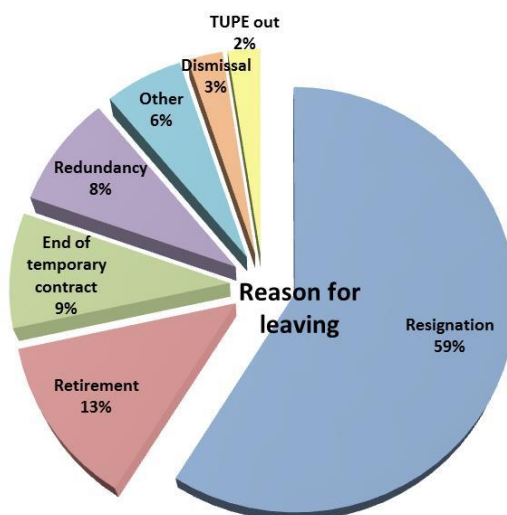
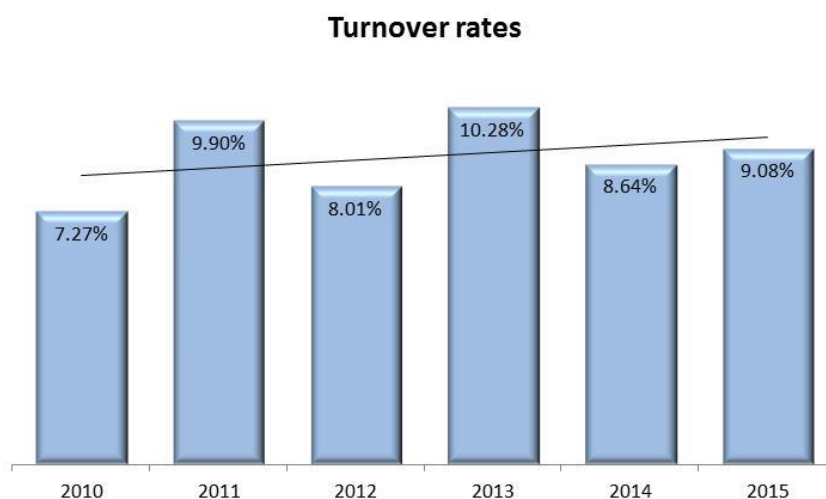


Age	2013	2014	2015
16-19	30	20	18
20-24	247	241	215
25-29	446	461	439
30-34	538	528	504
35-39	599	614	592
40-44	822	834	754
45-49	875	880	854
50-54	787	773	789
55-59	598	652	682
60-64	334	336	336
65+	104	118	131

The age ranges of people who work for the Council is similar to the previous two years. The majority (58%) of our employees are aged between 40 and 59 years. The number of people aged between 40 – 44 years has decreased and the number of people aged between 55 – 59 years has increased marginally, supporting the external demographic trend of an aging population.

Only 0.3% of our employees are aged 19 years or under. This has reduced by 67% in the last two years and is not representative of the wider population in the Vale of Glamorgan. We are currently looking at ways of encouraging more young people to work for the Council through initiatives such as apprenticeship schemes.

G. Turnover rates and reasons for leaving



The trend for turnover rates has been slowly increasing over the last six years. Corporate turnover has increased from 9.30% to 9.87%, and Schools turnover has also increased from 8.00% to 8.38% over the last two years (year ending 2014 to 2015).

The loss of specialised skills, key stakeholder knowledge and relationships, expensive recruitment or when it takes time to recruit the right person, turnover can be problematic. In contrast, where recruiting to a vacancy can be done effectively and efficiently, appropriate training provided or evaluating how a service is delivered and possibly reconfigured, a higher turnover rate may be seen as beneficial.

Resignations are the predominant reason for leaving. These have increased marginally over the last two years which has helped to facilitate restructuring where necessary and mitigate the need for redundancies.

H. Equalities profile

Equality profile	2012	2015
Black Minority Ethnic (BME)	1.56%	2.12%
Disability	1.38%	3.55%
Religious belief declared	-	30.68%

Each year, we produce a detailed report on the protected characteristics of people employed in the council, the differences in their salary, people who have applied for jobs, employees who have attended training, employees involved in grievance and disciplinary procedures, and employees who left our employment. This is to comply with the Public Sector Equality Duty.

We surveyed our staff in June 2013, with updated questions on each of the protected characteristics and now collect this information as people start work with the council. This information is about permanent, temporary and relief staff, and does not include staff employed in any schools (as schools are responsible for the production of their own reports).

The majority of people we employ (over 85%) are white. This is similar to the findings of the 2011 census, where 96% of the population in Wales were white.¹¹ The number of employees from other ethnic groups has increased slightly from 1.56% to 2.12%.

3.55% of employees have told us that they have a disability, which is a greater proportion than reported in 2012. It is still lower than the proportion of people of working age in the Vale of Glamorgan with a disability (22.8%¹²).

We only began recording and reporting on religious belief in 2014 and only 30.68% of employees have declared a religious belief. Most employees have said they are Christian (29.27%), while 23.75% said they have no religion. In the Vale of Glamorgan, 58.1% residents said they were Christian and 32.9% said they had no religion.¹³ The number of employees who told us they were Muslim, Buddhist, Hindu and Jewish were all too few to disclose.

Just over a fifth of our employees have said they have a basic understanding of Welsh. There has been an improvement in the number of employees who say they are good or fluent in understanding, speaking, reading or writing in the medium of Welsh over the last year (2014 to 2015). This is important as the Council looks to comply with the Welsh Language Standards in the coming year.

¹¹ ONS – Census 2011

¹² People of working age with disabilities by area and disability type 2013

¹³ Welsh residents by religion and local authority 2011

THE LOCAL AND NATIONAL LABOUR MARKET

NOTE:

The information contained within this appendix is based on information collected from the Office for National Statistics, NOMIS – Official labour market statistics and StatsWales – Detailed official data on Wales.

The current and future local and national labour market will inevitably have an effect on the Council's approach and ability to meet future employment needs.

The overall labour market in the Vale of Glamorgan is characterised by high skills and level of qualifications, higher than average levels of earnings and relatively low unemployment levels. The number of areas in the most deprived 20% of Wales has fallen and there appears to be a positive net inbound migration into Wales and the Vale of Glamorgan from other parts of Wales and the UK.

The national and local picture presents both a challenge and an opportunity for us in our workforce planning. The challenge, as a result of the increasing age of the population and a reduction in the number of 16 to 29 year old employees, lies in the fact that we will need to be better at succession planning, retaining and engaging our staff and improving our attempts to market the organisation to those beginning their careers.

The opportunity as a large employer lies in the potential we have to develop those 'untapped resources' in the local labour market; an approach which will not only help us meet our workforce needs, but as a local authority meet our social and leadership obligations across the local community. The development of our approach to employing trainees and apprentices will be helpful in this context.

A. Resident population

Resident population

	Vale of Glamorgan	Wales	UK
Males	62,100	1,521,300	31,793,600
Females	65,600	1,570,700	31,793,600
All people	127,700	3,092,000	64,596,800

Population aged 16-64

	Vale of Glamorgan (numbers)	Vale of Glamorgan (%)	Wales (level)	Wales (%)	United Kingdom (level)	United Kingdom (%)
Males	38,700	62.3%	957,200	62.9%	20,430,900	64.3%
Females	39,800	60.7%	965,300	61.5%	20,605,700	62.8%
All people	78,500	61.5%	1,922,400	62.2%	41,036,500	63.5%

61.5% of people living in the Vale of Glamorgan are aged between 16 and 64 years. This is marginally fewer than the rest of Wales and the UK. It corresponds that there is a smaller percentage of both males and females aged between 16 and 64 years in the Vale of Glamorgan, than in comparison to the rest of Wales and the UK. This population includes all those who are usually resident in the area, regardless of nationality¹⁴.

The population in the Vale of Glamorgan is projected to increase to 131,331 by 2022 and 133,556 by 2032. The population in Wales is projected to increase to 3,211,195 by 2022 and 3,307,490 by 2032.¹⁵

B. Patterns of work by gender

	Vale of Glamorgan		Wales	
	Full-time	Part-time	Full-time	Part-time
Males	77%	23%	83%	17%
Females	35%	65%	50%	50%
Total	45%	55%	66%	34%

There are a greater proportion of employees working part-time for the council (57%), than there are working part-time on average in the Vale of Glamorgan (55%) or across Wales (34%).¹⁶

There are more men in part-time employment with the council (26%), than across the Vale of Glamorgan (23%) and significantly more than the average across the rest of Wales (17%). There are fewer women employed on a full-time basis with the council (33%) than on average in the Vale of Glamorgan (35%) or Wales (50%).

¹⁴ NOMIS – Labour Market Profile – Wales 2014

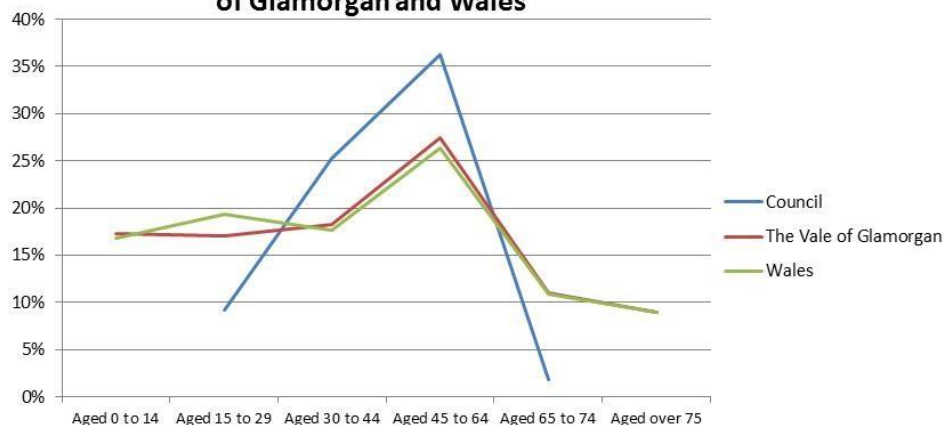
¹⁵ Population projections by local authority and year 2011

¹⁶ ONS – Census 2011

C. Age profile

			Vale of Glamorgan	Wales
Aged 0 to 14	Total		17.3%	16.8%
		Male	18.2%	17.5%
		Female	16.5%	16.1%
Aged 15 to 29	Total		17.1%	19.3%
		Male	18.2%	20.2%
		Female	16.0%	18.6%
Aged 30 to 44	Total		18.3%	17.7%
		Male	18.4%	17.8%
		Female	18.1%	17.6%
Aged 45 to 64	Total		27.4%	26.3%
		Male	27.0%	26.2%
		Female	27.8%	26.4%
Aged 65 to 74	Total		11.0%	10.9%
		Male	10.7%	10.8%
		Female	11.3%	11.1%
Aged over 75	Total		9.0%	8.9%
		Male	7.5%	7.6%
		Female	10.4%	10.3%

Comparison of the age profile within the Council, the Vale of Glamorgan and Wales



The age profile of the Vale of Glamorgan local area is broadly similar to the rest of Wales. This is with the exception of the 15 to 29 years age bracket, which is lower in the Vale (17.1%) than the Wales average (19.3%)¹⁷.

The distribution of age is similar to those employed by the council, when taking into consideration the 0 to 14 years and over 75 years age brackets, who would not be in employment. There are however, a smaller proportion of those in the lower age brackets (15 to 29 years) working for the Vale. This is something that is being address through the considerations in this workforce plan.

¹⁷ Age distribution of population by gender and local authority 2015

D. Employment and unemployment figures

	Vale of Glamorgan			Wales total			GB total		
	Employment rate	Unemployment rate	Job Seekers Allowance Total claimant	Employment rate	Unemployment rate	Job Seekers Allowance Total claimant	Employment rate	Unemployment rate	Job Seekers Allowance Total claimant
Male	77.6%	6.2%	2.7%	73.9%	6.7%	3.5%	78.4%	5.6%	2.6%
Female	69.4%	5.1%	1.4%	66.7%	4.4%	2.2%	68.4%	5.3%	1.7%
All	73.4%	5.6%	2.0%	70.3%	5.8%	2.9%	73.4%	5.4%	2.2%

There are a greater percentage of people in the Vale of Glamorgan who are in employment (73.4%), than there are on average across Wales (70.3%) and the same as in the rest of Great Britain (73.4%). Those in employment include anyone who undertook paid work during a specific reference week, this could have been both as an employee or self-employed¹⁸.

The unemployment figures are marginally lower in the Vale of Glamorgan (5.6%) than in Wales (5.8%) but higher than the rest of Great Britain (5.4%), but there are fewer people claiming Job Seekers Allowance (2.0%) than both Wales (2.9%) and the UK (2.2%).

E. Economic and Social Diversity

	Total number of areas	Areas in the most deprived 10% in Wales		Areas in the most deprived 20% in Wales		Areas in the most deprived 30% in Wales		Areas in the most deprived 50% in Wales	
		Number	%	Number	%	Number	%	Number	%
VOG	79	5	6%	15	19%	19	24%	37	46%
Wales	1909	201	11%	411	22%	637	33%	1091	57%

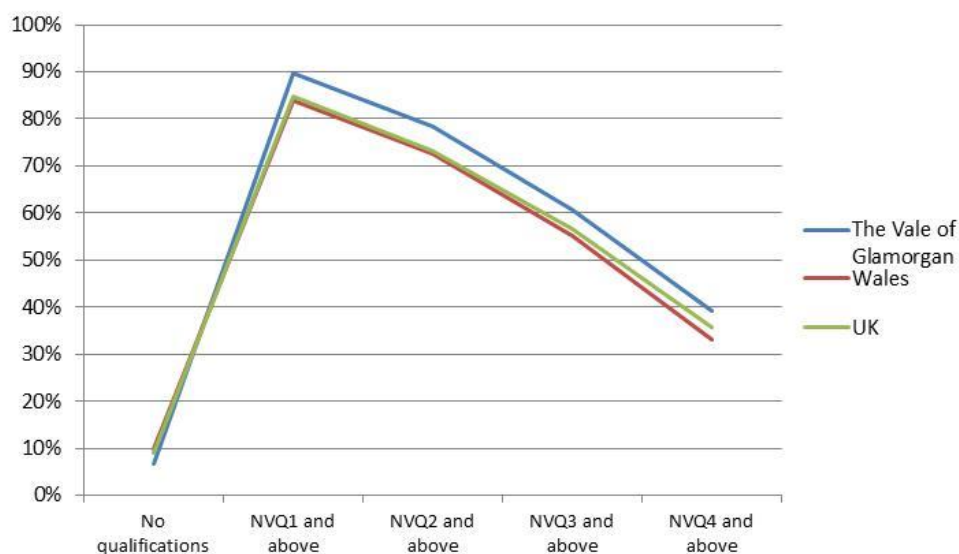
The economic and social diversity of the Vale of Glamorgan remains diverse.

The number of areas of deprivation in the Vale of Glamorgan has increased (from 78 to 79 areas) since 2011 and the number of areas in the most deprived 20% in Wales has increased from 5 to 15. No areas in the Vale of Glamorgan appear in the ten most deprived areas in Wales¹⁹.

¹⁸ NOMIS – Labour Market Profile – The Vale of Glamorgan September 2015

¹⁹ Welsh Index of Multiple Deprivation 2014

F. Qualifications profile



	Vale of Glamorgan (level)	Vale of Glamorgan	Wales (level)	Wales	United Kingdom (level)	United Kingdom
NVQ4 and above	29,800	39.3%	633,800	33.2%	14,513,000	35.8%
NVQ3 and above	46,200	60.8%	1,052,000	55.1%	22,901,700	56.5%
NVQ2 and above	59,600	78.5%	1,383,300	72.5%	29,624,700	73.1%
NVQ1 and above	68,100	89.7%	1,604,200	84.0%	34,360,000	84.8%
No qualifications	5,200	6.8%	190,200	10.0%	3,643,000	9.0%

% is a proportion of resident population of area aged 16-64

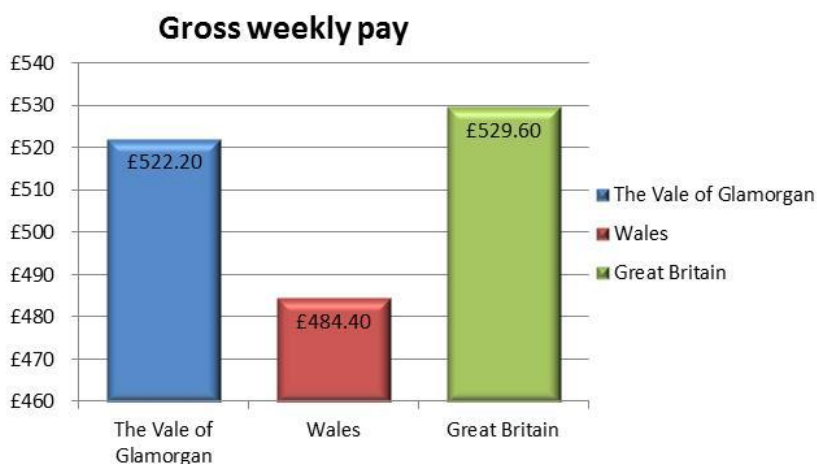
The local labour market shows higher levels of qualification across all levels of measurement, in comparison to the national labour market, as there is a greater proportion of the population of the Vale of Glamorgan who are qualified at each particular level, than the rest of Wales or the UK²⁰.

NVQ level 1 is the equivalent of fewer than 5 GCSEs at grades A-C, foundation GNVQ, NVQ 1, intermediate 1 national qualification (Scotland) or equivalent. NVQ level 4 is the equivalent of an HND, Degree and Higher Degree level or equivalent.

There are also a smaller proportion of people in the Vale of Glamorgan who have no qualifications, in comparison to the rest of Wales or the UK.

²⁰NOMIS – Labour Market Profile – The Vale of Glamorgan December 2014

G. Average earnings



	Gross weekly pay			Hourly pay - excluding overtime		
	Vale of Glamorgan	Wales	Great Britain	Vale of Glamorgan	Wales	Great Britain
Male full-time workers	£528.4	£517.4	£570.4	£12.50	£12.66	£13.93
Female full-time workers	£508.3	£431.1	£471.6	£13.78	£11.51	£12.57
Full-time workers	£522.2	£484.4	£529.6	£13.08	£12.26	£13.33

The gross weekly and hourly pay of residents in the Vale of Glamorgan shows a higher than average level of earning than the Wales average, but marginally lower than the UK average.²¹

H. Local and National labour market disability profile

	Working age, not disabled	Working age total disabled	% total disabled
Vale of Glamorgan	56,600	16,700	22.8%
Wales	1,402,700	409,900	22.5%

The Vale of Glamorgan has an equivalent percentage of people of working age who have disclosed a disability as the Wales average. This has increased since the 2011 Census from 16.2% to 22.8%²². The proportion of employees with a disability is significantly lower in the council (excluding schools) with 3.55% of employees disclosing a disability.

²¹ NOMIS – Labour Market Profile – The Vale of Glamorgan 2015

²² People of working age with disabilities by area and disability type 2013

I. Local and National labour market ethnicity profile

	White	Mixed	Asian or Asian British	Black or Black British	Other Ethnic group
Vale of Glamorgan	95.2%	1.4%	1.8%	0.6%	1.0%
Wales	95.9%	1.0%	1.8%	0.6%	0.8%

The labour market within the Vale of Glamorgan reflects a similar proportion of those from BME's to the Wales national labour market²³.

The number of employees in the council (excluding schools) from BME groups has increased slightly from 1.56% to 2.12%. This remains lower than the wider population within the Vale of Glamorgan (4.8%).

J. Local and National labour market religious profile

	No Religion	Christian	Buddhist	Hindu	Jewish	Muslim	Sikh	Other religion	Religion not stated
Vale of Glamorgan	32.9%	58.1%	0.3%	0.2%	0.1%	0.6%	0.1%	0.4%	7.4%
Wales	32.1%	57.6%	0.3%	0.3%	0.1%	1.5%	0.1%	0.4%	7.6%

The labour market within the Vale of Glamorgan reflects a similar proportion of those from different religions to the Wales national labour market. There are a larger proportion of those recorded as Muslim on average across Wales, than recorded in the Vale of Glamorgan²⁴.

Religious beliefs were only recorded and reported on employees in the council (excluding schools) from 2014. A similar proportion to the local and national distribution said they were Christian (29.27%). The number of employees who told us they were Muslim, Buddhist, Hindu and Jewish were all too few to disclose and compare.

²³ ONS – Census 2011

²⁴ Welsh residents by religion and local authority 2011

K. Migration

		Inward migration	Outward migration	Net migration
Vale of Glamorgan	2013 to 2014	4,930	- 4,580	360
Wales	2012 to 2013	21,000	- 6,000	14,000
UK - International Immigrants	2013 to 2014	583,000	- 323,000	260,000

The information shown for the Vale of Glamorgan is for the migrant flow into and out of the local authority to and from other parts of the UK. This shows a marginal net inward migration of people coming into the Vale of Glamorgan from other parts of Wales and the UK²⁵.

The Wales data shows the migration flow of people between Wales and the rest of the world (non-UK) and the UK and the rest of the world is increasing with a positive net inbound migration²⁶.

Work and study visas grants continued to rise in the year ending September 2014, by 6% (+9,500) and 3% (+6,100) respectively. These trends reflected higher levels of both skilled work visas granted and university sponsored applications²⁷.

²⁵ Migration between Wales and the rest of the UK by local authority, flow, gender and age 2013-2014

²⁶ Migrations flows of people between Wales and the rest of the World (non-UK) 2012-2013

²⁷ Migration Statistics Quarterly Report: November 2014

CORPORATE WORKFORCE PLANNING – ACTION PLAN

WORKFORCE PLANNING – CORPORATE ACTION PLAN: 2016 - 20							
No.	Action	Success Criteria & Outcomes	Milestones	Finish Date	Officer responsible	Resource Required	Corporate Plan Ref
RESHAPING SERVICES AND A CHANGING WORKFORCE PROFILE							
1	Develop a strategic approach to manage the changes in staffing numbers to meet budget targets	Outline staffing plans and projections in all service areas to meet savings targets	Initial plans set following finalising of 2016/17 budget	Oct 2017	Directors Head of HR	Officer time	IP2
2	Provision of training for managers to help support change and the exploration of alternative models of service delivery	Effective managing change outcomes in accordance Reshaping Services Programme	Annual training and support interventions	Mar 2017 Mar 2018 Mar 2019 Mar 2020	OM (HR) OM (P&BI)	Officer time in provision of training	IP1
3	Strengthen the Council's approach to redeployment, outplacement and staff mobility	Effective procedures to help reduce the consequences of redundancy	Revised procedures to be considered by Cabinet	Dec 2016	Head of HR	TBD following review	IP2
4	Seek to influence the debate and preparation for public sector reform in conjunction with relevant stakeholders	The best interests of the Vale's residents and staff are represented in any change process	Timely responses to outcomes from the WG Staff Commission	Mar 2017	Head of HR	Officer time	IP2
LEADERSHIP AND SUCCESSION PLANNING							
5	Review the Council's Management Competency Framework (MCF) to reflect challenges of the next 5 years	The development of a clear leadership template to support recruitment, training and appraisal	MCF endorsed by CMT	Mar 2017	Corporate OD/Training Manager	Officer time	IP2

6	Refine the training/development 'offer' to support the MCF	Targeted and relevant development support for managers/leaders	Revised training 'menu' to be in place for 2017/18	Mar 2018	Corporate OD/Training Manager	TBD following review	IP2
7	Strengthen and promote the Council's Leadership Café	Increase in leadership skills and capacity across the Council	Annual 'menu' of events and the development of evaluation process	Mar 2017	Head of HR	Officer time	IP2
8	Implement succession planning arrangements across the Council.	Mitigation of recruitment and retention challenges	Plans in place to help recruitment to 100 critical posts across services	Dec 2017	Directors Head of HR	Officer time	IP2
AN INCREASING EMPHASIS ON STAFF ENGAGEMENT							
9	Launch the new Vale Staff Charter following consultation and refinement	Establishment of a clear framework for the measurable staff engagement	Receipt by all employees and discussions within teams	Jul 2016	Head of HR	Limited postage costs	IP1
10	Ensure the continuation and embedding of the staff engagement strategy	Measurable improvements in staff engagement across service areas	Actions within the Staff Charter met (see Appendix D)	As per Appendix D	Head of HR	As per Appendix D	IP1
11	Monitor and evaluate staff engagement levels on a yearly basis	Measurable improvements in staff engagement across service areas	Evaluation criteria and methodology approved by CMT	Sep 2016	Head of HR	Officer time and limited admin resources	IP1
12	Develop an employee relations framework agreement with the recognised trade unions	Clear ER framework to reflect strengths over the last 3 years and which will help respond to challenges over the life of this plan	Partnership training commenced	Jun 2016	OM (HR)	Support from WLGA	IP1
			Framework agreed	Dec 2016	OM (HR)		
CAPACITY, CAPABILITY AND PERFORMANCE							
13	Review and relaunch the staff appraisal process as part of the wider performance management framework	Strengthening the 'golden thread' link between the work of an employee and the priorities of the Council	Approval of new process by CMT	Jun 2016	Corporate OD/Training Manager	TBD following review	IP8

14	Develop approaches to support greater mobility of staff between services and a broader approach to job design	Increased opportunities for movement between roles and increased workforce capacity	Project plan to be formulated and approved by CMT	Mar 2018	Head of HR	Officer time	IP1
15	Review key employment policies to help deal more effectively with issues of grievance, under-performance and capability	More effective use of time and resources on staffing issues with better/earlier outcomes	Attendance Policy Disciplinary Policy Grievance Policy Capability Policy	Jun 2016 Dec 2016 Jun 2017 Dec 2017	Head of HR	Officer time	IP2
16	Launch and evaluate a new Employee Assistance Programme (Care First)	Higher levels of staff engagement and reduction of absence levels	Launch of new provision in June 2016	Jun 2016	Corporate Health and Well-being Manager	Care First contract fees	IP2
17	Implement measures to help support the reduction of staff absence levels across service areas.	Reduction in absence levels by 0.5 days per FTE each year within the life of this plan	Review report to CMT	Sep 2016	Directors Head of HR	TBD	IP8
DEVELOPING THE SKILLS AND ABILITIES OF OUR WORKFORCE							
18	Develop and implement a new Training & Development Strategy (TDS)	A strategic road-map to meet training and development needs set out in this plan	Approved by CMT/Cabinet	Oct 2016	Corporate OD/Training Manager	TBD following drafting of TDS	IP2
19	Develop a new 'Passport to Training' Scheme to support the TDS	The increase of ownership of the TNA process and relevance to service priorities	Approved by CMT/Cabinet	Mar 2017	Corporate OD/Training Manager	TBD following design of Scheme	IP2
20	Develop a skill audit across all service areas	Increase of capacity across the Council through the identification of skills and abilities	Approach approved by CMT	Dec 2017	Corporate OD/Training Manager	TBD following design of Scheme	IP2

21	Support the workforce development needs associated with the Social Services & Well-being Act	Successful implementation of all stages of the Act across the Council	Training of all relevant staff in accordance with Act requirements	As per SSWB project plan	HOS (SS) TDO (SS)	As per SSWB project plan	IP2
22	Support the development needs associated with the Council's Digital First Strategy	Development of the 'digital workforce' requirements of the Strategy	Baseline skills audit completed Plan established	Jul 2017 Dec 2017	HOS (ICT) Corporate T&OD Manager	TBD	IP2
A WORKFORCE REFLECTING WIDER COMMUNITY							
23	Develop, analyse and publish an equalities data set (EDS) as part of the requirements of the Specific Duties for Public Authorities in Wales	Clear and analytical basis for the development and refinement of equalities employment policies	Publication of data within timescales	Apr 2016 and then annually	OM (HR)	Officer time	ACV 1
24	Develop a strategy to respond to the issue of occupational segregation	Reduction in gender pay gap by 10% within the life of this plan	Action plan developed Gender pay gap reduction	Sep 2017 Mar 2020	OM (HR) OM (HR)	TBD TBD	ACV 1
25	Implement a strategy to improve the numbers of employees aged 16-24	Increase of 16-24 year old employees proportionate to the wider workforce and Vale population	Increase of 5% in each year of this plan	Mar 2017 Mar 2018 Mar 2019 Mar 2020	Corporate OD&T Manager	0.5 FTE for 2016/17	ERP2
26	Support the implementation of the Welsh Language Standards	Year on year improvement of the Welsh language skills of our workforce	Development of base-line 5% increase in skills in each year if this plan	Sep 2016 Mar 2017 Mar 2018 Mar 2019 Mar 2020	Equalities Officer	Provision of training and T/O facilities	ACV3



Supporting
Strong
Communities
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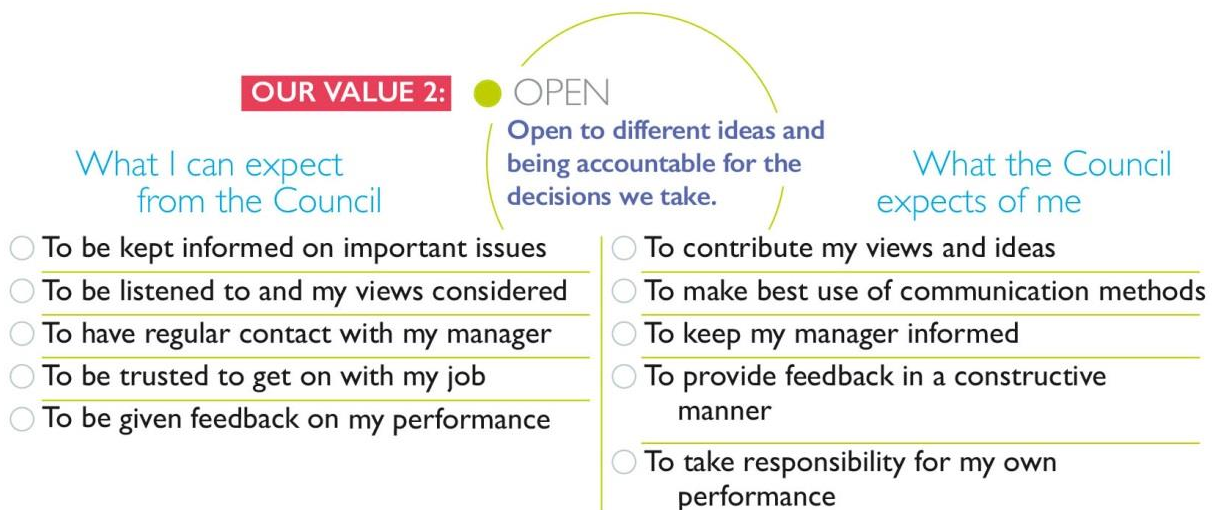
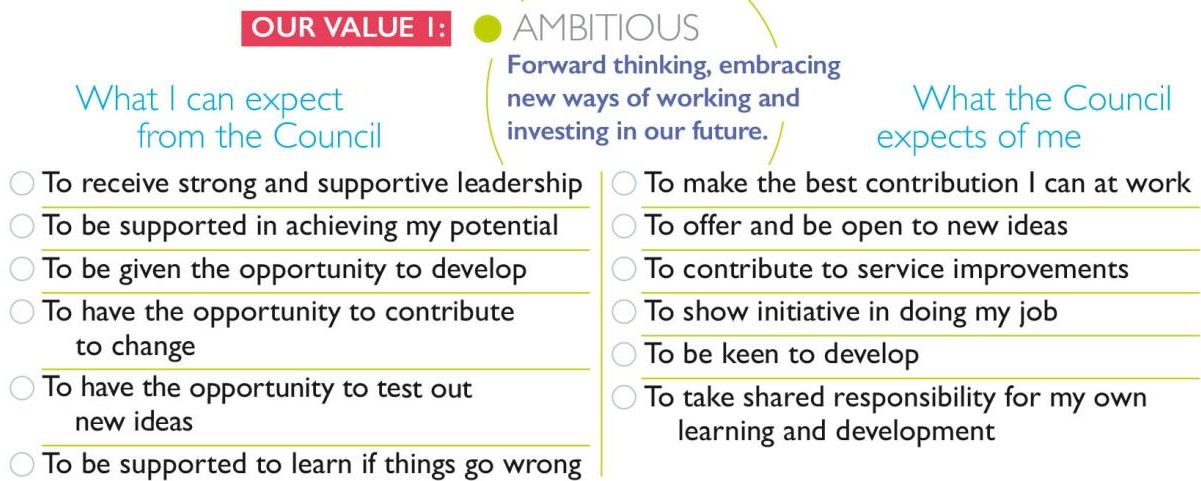


VALE of GLAMORGAN COUNCIL
STAFF CHARTER

2016-2020

This Charter sets out the things that our employees can reasonably expect from the Council and those qualities that are expected in return. They have been framed in partnership with our employees and trade unions and will:

- Help us achieve the Council's vision and values as set out below
- Inform the way we shape and evaluate future employment policies
- Help managers and staff to review their own performance at work
- Be a point of discussion as part of the employee appraisal process
- Be tested as part of a regular staff survey and reviewed accordingly



'Supporting strong communities with a bright future'

OUR VALUE 3:

TOGETHER

Working together as a team that engages with our customers and partners, respects diversity and is committed to quality services.

What I can expect from the Council

What the Council can expect of me

- To be treated with fairness and respect
- To be treated with honesty and integrity
- To be supported in doing my job
- To be managed in a consistent way
- To be clear about what is expected of me
- To work in a safe and supportive environment
- To be helped through difficulties whilst at work

- To value and respect the work of others
- To work with honesty and integrity
- To support team members where I can
- To be a reliable member of the team
- To be flexible and adaptable whilst at work
- To contribute to a positive workplace
- To consider the health and wellbeing of others

OUR VALUE 4:

PROUD

Proud of the Vale of Glamorgan: proud to serve our communities and to be part of the Vale of Glamorgan Council.

What I can expect from the Council

What the Council expects of me

- To be appreciated and recognised for my work
- To be supported to do the best job I can
- To be informed about the wider work of the Council
- To be helped to understand my contribution to the wider Council

- To take pride in my work
- To do my job to the best of my ability
- To promote the work of the Council and our services
- To be supportive of colleagues across the Council and the work they do

‘Supporting strong communities with a bright future’

○ SUPPORTING ACTIONS and COMMITMENTS

The Council is a large organisation and it is recognised that some managers and employees will occasionally need support to meet the expectations set out in this Charter. The following 15 actions will be pursued in order to help underpin the expectations in the Charter.

- ① The Charter and underpinning values will be sent to all employees of the Council
- ② A management development programme to be designed to support the Charter
- ③ A succession planning and talent management programme will be piloted
- ④ The Council will continue to develop and promote the Leadership Café
- ⑤ The purpose of the council's staff appraisal process will be clarified and the process reviewed and relaunched
- ⑥ The effectiveness of all communication methods will be reviewed and improved
- ⑦ A staff editorial team will be recruited to help shape the Core Brief Process
- ⑧ A staff engagement group will be formed with clear terms of reference to maintain regular dialogue with the Corporate Management Team
- ⑨ Standards for team meetings/contact will be developed across all service areas
- ⑩ HR Policies will be reviewed with trade union colleagues on a regular basis to reflect the expectations set out in this Charter
- ⑪ Ideas in relation to regular employee recognition events will be explored
- ⑫ A skills audit will be undertaken and a "passport to training" scheme designed
- ⑬ Ideas for a suggestion or ideas scheme will be sought and a scheme launched
- ⑭ The Council will launch a new Employee Assistance Programme
- ⑮ The expectations within the Charter will be reviewed/evaluated on a regular basis



'Supporting strong communities with a bright future'