VALE of GLAMORGAN
BRO MORGANNWG

Agenda Item: 9

Meeting of:	**Cabinet**
Date of Meeting:	**Monday, 27 February 2023**
Relevant Scrutiny Committee:	Corporate Performance and Resources
Report Title:	People Strategy and Supporting Documents
Purpose of Report:	To advise Cabinet and seek agreement for consultation of a revised People Strategy. To advise of supporting policy documents which align to the People Strategy, as appended to this report, which include: - Strategic Workforce Implementation Plan - Hybrid Working Strategy - Learning and Development Plan - Volunteer Policy. The report seeks approval for further consultation with staff and partners, given the importance of the strategy and supporting documents to the future way of working of the organisation and in line with future cost pressures and to refer the same to Corporate Performance and Resources Scrutiny Committee.
Report Owner:	Executive Leader and Cabinet Member Performance and Resources
Responsible Officer:	Director of Corporate Resources
Elected Member and Officer Consultation:	Strategic Leadership Team, Directorate Management Teams and the Trade Unions have all been involved in the drafting of the Strategy and associated documents. This includes The Change Forum, Insight Board, Employee Engagement Group, Diversity Groups and Joint Consultative Forums
Policy Framework:	This is a matter for Executive decision by the Cabinet

Executive Summary:

The Council's Human Resources Strategy expired in 2020. The new and revised People Strategy has been developed in consultation with key internal stakeholders, including our Strategic Leadership Team, Heads of Service, Directorate Management Teams, Diversity groups (GLAM and Diverse) and Trade Union colleagues. As part of the development process is has been agreed to reframe the strategy as the People Strategy, setting out our overarching strategic themes for the next four years.

The three strategic themes of the people Strategy are: 1. Redesigning for Responsiveness, 2. Driving Employee Experiences, 3. Striving for High Performance.

These themes encompass the more traditional HR elements of recruitment, attraction and retention, succession planning and engagement.

The Strategy takes stock of the significant challenges faced by the Council in recent years and seeks to build upon the successes made, particularly in our digital approach and partnership working, both internally and with external partners.

The Strategy aims to continue to support both the delivery of services to our communities and citizens and to provide a foundation for the Council to continue on its transformation journey, fully cognisant of future financial pressures.

The Strategy aligns strongly with our Corporate Plan, Wellbeing Objectives and Five Ways of Working with the provision of a working environment built upon inclusivity, trust and mutual respect.

The report also draws to the Cabinet's attention the development of key supporting documents. These include the Strategic Workforce Implementation Plan, Hybrid Working Strategy, Learning and Development Plan and Volunteer Policy.

The Strategic Workforce Implementation Plan (the Workforce implementation Plan) is aligned to our People Strategy and provides key dates and outputs which will be delivered and documented in our annual delivery plan and service delivery plans.

The Hybrid Working Strategy sets out the key principles around how the Council has and will continue to transform the way in which it works, with a key principle being the needs and requirements of our citizens, customers and the communities we serve. It makes reference to work being an activity we do and not a place we go and seeks to focus on outcomes for our citizens and communities.

The Learning and Development Plan provides a framework for all learning activity and its delivery.

The Volunteer Policy aims to further our support for charitable and community-based projects and introduces the principle of providing staff with the opportunity to take one volunteer day each year for community-based project support, subject to key criteria, one of which relates to the nature of that volunteering linking in with the Council's Corporate Plan.

Recommendations

1. That Cabinet considers and approves this Report and Appendices as the basis for consultation as described in this report.
2. That Cabinet refers this Report and Appendices to Corporate Performance and Resources) Scrutiny Committee for consideration as part of the six-week consultation process.
3. That any comments from Corporate Performance and Resources Scrutiny Committee be reported back to Cabinet as part of a future report reflecting on the wider consultation with staff and partner organisations.
4. That, in pursuance of Recommendation 1, delegated authority be given to the Head of Human Resources and Organisational Development, in consultation with the Leader and Director of Corporate Resources to agree and deliver a consultation plan.
5. That a further report be brought before Cabinet following the conclusion of the consultation exercise to progress the adoption of the People Strategy and associated documents.

Reasons for Recommendations

1. To allow consideration of the People Strategy and associated documents by Cabinet.
2. To enable Corporate Performance and Resources Scrutiny Committee to consider the report.
3. To inform Cabinet's consideration of a final version of People Strategy and associated documents.
4. To enable a consultation plan to be developed and delivered.
5. To enable Cabinet to consider the responses to consultation in advance of adoption of the People Strategy and associated documentation.

1. Background

1.1 The current HR Strategy expired in 2020, and work developing a new strategy was delayed as the Council and teams responded to the pandemic.

1.2 Whilst this delay was regrettable, the focus of the Council was understandably on the covid-19 pandemic, both in terms of response and subsequent recovery. The unavoidable delay did however provide the organisation with time to pause and

reflect, capturing the learning of the last 2 years and enabled it to consider the future ways of working, and the links with key policies, programmes and initiatives, including, but not limited to the Reshaping Programme, Project Zero and the Public Participation Strategy.

1.3 It has also provided the opportunity to engage with key internal (and external) stakeholders to develop and shape the strategy to provide the foundation for all People activity moving forward. Whilst that engagement has been constructive, timely and detailed, it is recommended (as above) that, given the significance and impact of the People Strategy, a further period of formal consultation with staff and trade unions and our partners follows. It is proposed that the consultation will run for 6 weeks and will commence following Cabinet's consideration of this report.

2. Key Issues for Consideration

2.1 The existing HR Strategy expired in 2020 and this report presents a revised People Strategy, clearly aligned to our Corporate Plan and Wellbeing Objectives to ensure a consistent approach when considering the Council's greatest asset - its people.

2.2 The People Strategy (Appendix A) clearly aligns to our Corporate Plan, Wellbeing Objectives and Five Ways of Working providing a clear direction of travel for future people-based activity.

2.3 The creation of a People Strategy provides a platform for the development of associated policies and procedures which can provide the foundation for transformation, in line with our Reshaping programme and other important policies and initiatives such as Project Zero, our Covid recovery strategy and our approach to public participation.

2.4 The Strategy makes reference to our Strategic Equalities Plan and our workforce implementation plan will work in close alignment with our Equalities team to foster and environment based on inclusivity, mutual respect and trust.

2.5 The People Strategy sets the strategic context behind the activity we will seek to deliver over the coming years.

2.6 The People Strategy sets out three key strategic themes:
i. Redesigning for Responsiveness
ii. Driving Employee Experience
iii. Striving for High Performance

2.7 The three strategic themes have been developed from discussion and consultation with internal and external stakeholders, including the Council's diversity groups and trade union colleagues.

2.8 Redesigning for Responsiveness focuses on our long-term approach and seeks to align our workforce with our wellbeing objectives. This includes the need to improve and refresh recruitment and retention, continue to develop our

approach to staff engagement, develop a hybrid working policy to allow the organisation and our staff to work in a more agile manner and importantly - focus on Strategic Workforce Planning.

2.9 Driving Employee Experience focuses on the benefits of working for the Vale of Glamorgan Council and the rewarding nature of a career in public service. This is particularly important given the demand for staff in key frontline services. Employee wellbeing is at the heart of driving employee experience as is the need to focus on our sustainability and our social responsibility as a public organisation.

2.10 Striving for High Performance focuses on our learning activity, with a consideration on our approach to skills development across all our staff. The importance of the leadership development programme and the Learning Café to ongoing development is reflected in the Strategy as is the need to promote and enhance diversity and inclusion across the organisation.

2.11 The People Strategy will support the progression of our digital advancement and the Strategic Workforce Implementation Plan has now been developed digitally and provides a HR dashboard, which will continue to be developed to including aspects such as our vacancy gap and diversity split along with existing data on employee numbers, gender gap, turnover and absence. The benefit of this dashboard is in allowing line managers and team to access data 'real time' and make informed choices based on what the data is telling them.

2.12 A series of supporting documents to the People Strategy set out how we wish to work and how we will continue to develop and refresh existing policy and practice moving forward in areas such as attraction, recruitment and retention, reward and benefit and talent and succession.

2.13 The Strategic Workforce Plan (Appendix B) documents the key milestones for implementing the People Strategy, clearly documenting the activity that will be undertaken, with key outputs and timescales. Such outputs will be clearly documented, evaluated, and measured so we can glean learnings and track performance.

2.14 The Hybrid Working Strategy (Appendix C) sets out the key principles of how we wish to work moving forward, taking learning from the pandemic and ensuring our priority is always our communities, the services we deliver and our citizens. The Hybrid Working Strategy recognises the diverse nature of the services delivered by the Council and recognises that different services can be delivered in different ways and not necessarily always from a fixed location. Working differently, as many teams and individuals have done during the last two years can bring our work closer to the communities we serve, can make us more responsive and can improve recruitment and retention.

2.15 The OD and Learning Framework (Appendix D) provides a clear and transparent framework for all learning activity across the Council. This includes a framework

for learning for new starters (induction), service specific learning and development, coaching and mentoring and talent and succession. The framework provides a menu of options and seeks to provide a nurturing and accessible foundation for self-directed learning.

2.16 The Volunteering Policy (Appendix E) provides all staff members (with the exception of Chief officer grades, who will be able to participate but will be required to take annual leave) the opportunity to support local community and charitable based projects. The policy sets out the parameters and guidelines, with a key element being that any volunteering work has clear and definite links to the Corporate Plan well-being objectives and also links to work that can benefit the communities of the Vale of Glamorgan.

2.17 Further documents, such as the Attraction, Recruitment and Retention Strategy are being/and will be drafted in line with the Workforce Implementation Plan.

2.18 The Attraction, Recruitment and Retention Strategy will focus on current challenges faced in recruiting staff and how we can continue to increase diversity, be accessible to all and provide equality of opportunity.

2.19 Each supporting document will align to the three themes of the People Strategy and continue to be progressive allowing continuous improvement and measurable outcomes.

2.20 These will provide transparency and a 'lens' on how the Council wishes to operate, engages with its people and the culture its wishes to foster. This will both assist with retention and attracting and recruiting our future workforce.

2.21 It is recommended that Cabinet approve this Report and Appendices and refer the same to Corporate Performance & Resources Scrutiny Committee for consideration as part of a six-week consultation process. Cabinet is also recommended to delegate authority to the Head of Human Resources and Organisational Development (in consultation with the Leader and Director of Corporate Resources) to agree and deliver a consultation plan to enable staff, trade unions and partner organisations the opportunity to be consulted on the People Strategy and associated documents. Cabinet is recommended to receive a further report on the same following conclusion of the consultation process.

3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

3.1 The People Strategy and supporting documents all align strongly to the Corporate Plan and our Wellbeing Objectives, seeking to provide the foundation and direction of travel of all people related activity to provide a nurturing and supportive working environment for our staff to provide the best possible service to our citizens and the communities we serve.

3.2 The Strategy and supporting documents take into consideration Project Zero, the Public Participation Strategy and the Council's focus on the Annual Delivery Plan for 2023/24 and aims to be an enabler for much of this activity.

3.3 The intention is to further consult on the people Strategy and the associated documents to ensure all have an input into its development and adoption. The Strategy sets out the actions to be taken now, with an eye on the medium and longer-term needs of the organisation and the colleagues employed. Many of the actions contained in the Strategy and supporting documentation demonstrate a proactive and preventative approach to issues within the workforce. There is recognition throughout the Strategy on the implications the Strategy may have on different parts of the workforce and provides flexibility to respond to these, demonstrating integration in its development and delivery. The Strategy reflects on a period of significant collaborative working, firmly embedding this within the next steps the organisation will take.

4. Climate Change and Nature Implications

4.1 The People Strategy will support the Council's response to the climate and nature emergencies, contributing to the delivery of Project Zero.

4.2 The hybrid working policy reflects the Council's commitment to supporting colleagues to work in a way that reduces the impact on the environment where it is appropriate to do so. This also contributes to the Council's work as part of the Public Services Board's Healthy Staff Travel Charter.

5. Resources and Legal Considerations

Financial

5.1 There are no additional financial implications to the development and recommendation to adopt the People Strategy. However, it should be noted that certain activity and developments that sit below the strategy, such as the review of our pay and grading structure may have financial implications. These will be brought separately to Cabinet for recommendation and approval as appropriate and will be fully cognisant of future cost pressures.

5.2 The consideration of any additional costs of working in a hybrid way will be developed as part of the Council 'Eich Lle' project.

5.3 The Volunteer Policy provides employees with one day's volunteer leave per year. This will be provided to all staff with the exception of chief officers, who will still be able to participate in the scheme but will be required to take a day's annual leave. All activity undertaken must be of benefit to the community of the Vale of Glamorgan or charitable causes based in the Vale of Glamorgan.

Employment

5.4 The draft People Strategy sets out our overarching strategic approach and the direction of travel in relation to how we recruit, engage and develop our workforce.

5.5 It provides a foundation for the continued development of our employee culture and aims to support the development of an environment based on inclusivity, trust and mutual respect. Allowing employees to flourish by being themselves and providing a nurturing supportive environment for our staff to develop to their full potential, be the best they can be to deliver excellent customer service to our communities and citizens.

5.6 The development of a People Strategy is seen as best practice, providing transparency on the approach to the delivery of People services and providing a 'lens' to our staff and potential staff on the type of organisation we seek to become.

5.7 A clear and transparent People Strategy and operational implementation plan (the Workforce implementation Plan) provides the mechanism to measure and audit activity, to deliver continuous improvement and a transformative culture.

Legal (Including Equalities)

5.8 There are no associated legal implications to the proposals, any legal positions on any associated supporting documents, such as reviewing of pay and grading structure will be brought separately with the legal position clearly documented.

6. Background Papers

None.

Vale of Glamorgan Council People Strategy

2023 - 2025

Content

- Our Corporate Plan
- Our Purpose
- Strategic Context
- Our People Strategy Themes
    - Redesigning for Responsiveness
    - Driving Employee Experiences
    - Striving for High Performance
- Supporting Strategies
- Next Steps

Our Corporate Plan

2020 saw the launch of our new Corporate Plan and with it a move towards a smaller number of more focused objectives. Together, these form a cohesive package of activity to deliver each of our local well-being outcomes, maximising our contribution to delivering the national wellbeing goals in a more integrated way.

Our plan recognises that each wellbeing objective will contribute to multiple goals and although under each objective we have a set number of actions, it is recognised that many of our stated outcomes will deliver a range of outcomes reflecting the links between health, culture, the environment and economic well-being.

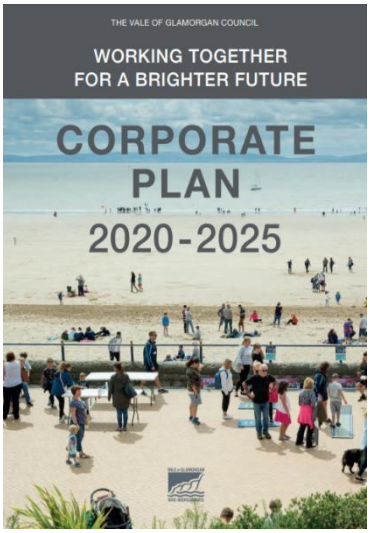
Our four wellbeing objectives are;

1 To work with and for our communities

2 To support learning, employment and sustainable economic growth

3 To support people at home and in their communities

4 To respect, enhance and enjoy the environment



Our Vision – 'Working Together for a Brighter Future'

Our new People Strategy aligns with the Council's Well-being Objectives which provide the framework for the Councils five year Corporate Plan 2020-25.

We aim to build upon our successes of the past, particularly in terms of employee engagement, whilst acknowledging the significant impact of the Coronavirus pandemic on our staff and wider communities.

Our People Strategy aims to support our staff to be the best they can be to support the delivery of our well-being objectives for those within our communities.

Underpinning our plan is our commitment to tackling climate change and our **Project Zero** climate change strategy.

Our Purpose

WELLBEING OF FUTURE

The People Strategy has been developed to support the Council in achieving its Corporate Plan and well-being objectives and sets the strategic direction of the Human Resources and Organisational Development Department for 2023 to 2025.

Aligning with the Wellbeing of Future Generations Act and Five ways of working, it makes a clear statement about how the Council values and treats its staff and the culture it wishes to foster. It also outlines how we will provide everyone with a supportive and nurturing working environment to achieve and support our vision of *'Working Together for a Brighter Future'*.

The Strategy supports the Council's values (Ambitious, Open, Together and Proud) to ensure the Council is an employer of choice with an inclusive culture which fosters a working environment built on trust, understanding, mutual respect and compassion for all that we do. This is whilst providing a stimulating, rewarding and enriching working environment for its staff.

The strategy recognises that the Council has seen perhaps its most challenging period to date, whilst supporting those most vulnerable in our community in the fight against the Coronavirus pandemic. It provides a people-centred framework to support and develop our staff as we continue to face the challenges ahead.

Underpinning the Strategy will be a drive to improve our digital capability and communications with staff across all our directorates on all people matters, engaging in ongoing and meaningful dialogue with our staff, trade unions and partner organisations on how we can work together to achieve the best outcomes for all.

In delivering our People Strategy our team will adopt a model of continuous improvement to ensure a high-quality service is maintained.

Our Strategy will focus on 3 key themes;

1. Redesigning for Responsiveness
2. Driving Employee Experience

3. Striving for High Performance

Each of the above will have a focused implementation plan which will be developed into Actions and Outputs, aligned to our annual delivery plan. This will form our Strategic Workforce Development Plan.

Alongside this work the department will aim to deliver a modern HR and OD service, offering timely support, guidance and learning opportunities across the Council.

Strategic Context

The Council aims to attract, recruit and retain the most diverse and skilled staff across all directorates to support the organisation in delivering the greatest impact whilst nurturing our talent and providing an inclusive working environment built on trust, understanding, mutual respect and compassion for all that we do.

Increasing market competition, with greater local and global opportunities and increasing financial pressures means we must continue to be agile and transformative in our approach. To adapt and strive in innovative, creative ways, with an ever focused eye on financial pressures and our project zero commitments to managing and supporting our workforce to deliver the best possible outcomes for the communities we serve. Since 2013 the Vale of Glamorgan Council has been the top performing Council in Wales and has been testament to the innovative and resourceful approach of our staff and the strong partnerships and collaborations forged.

The onset of the pandemic and the challenges each directorate has faced has highlighted the continued importance of working together in an integrated way, internally and with our partners. The Council recognises the importance of collaboration and that by working in partnership we can achieve more and deliver better services.

The world is changing rapidly, and we must harness the learnings of the last 3 years to adapt for the future, ensuring we equip our workforce with a clear narrative, supportive working environment and enriching learning experiences so that we can be the best we can be.

Our four values describe our professional behaviours and continue to be reflected in the way in which we deliver our services. These values form part of our Staff Charter and newly developed Culture Book and set out the expectations the Council has from its employees and what the Staff can expect from the Council;

Ambitious – transforming how we work

Open – welcoming new ideas and being ready to listen, learn and change

Together – working with our partners and the community to achieve the necessary changes

Proud – taking pride in what we have already achieved and working towards a legacy for the Vale that we can all be proud of

As we continue to embrace the challenges ahead our strategy aims to support the Council, continuing to build on our strong foundations, whilst reshaping for the future ahead.

Our People Strategy Themes

These themes have been developed to focus activity to meet our strategic goals.

We will be proud of our achievements and adaptable to change, each theme highlights key areas of focus which will be developed into actions and outputs as part of a coherent strategic workforce implementation plan.

1. Redesigning for Responsiveness

Focusing on our five ways of working, this theme seeks to address our plans for the long term and the alignment of our workforce requirements to our future wellbeing objectives. Through reviewing the ways in which we work, we will further develop our collaborative approach, simplifying our processes.

We will seek to attract and recruit the best people through a modern, open approach to recruitment. This will include improved recruitment materials and development opportunities. Our selection processes will be improved by the use of statistical information to enable departmental recruitment processes to be flexible and reflect their needs.

This theme will focus on;

- **Strategic Workforce Planning** – Reviewing our workforce model, understanding the people and role requirements for the future, skills, numbers, roles within directorates and develop focused operational plans for the Council to meet its futures needs.

- **Organisation Design** - design the optimal organisation, horizon gazing to be resilient to future demands, agile to change and flexible enough to reduce the need for continual re-organisations.
- **Employee Engagement –** building on our strong foundations we will continue to develop our employee engagement framework, evolving the framework to directorate level and providing increased opportunities for two-way communication and creative thinking. We will progress the notion of the Council as a learning organisation, capitalising on our strongest asset, our people, to develop creative ways of working both internally and with our partner organisations.
- **Hybrid Working** - hybrid working is based on the concept that work is an activity that we do and how we collaborate, rather than a place we go and seeks to embrace and harness the learning of the pandemic, drawing us closer to the communities we serve and always with our citizens at the heart of what we do.
- **Processes and Procedures** – Rationalise our People Policies to encourage freedom, trust and empowerment so that sensible, common-sense decisions can be made underpinned by confidence to do the right thing. Whilst ensuring appropriate governance, line managers will have greater freedom to consider the impact of policies and processes on staff members.
- **Resourcing** – Review our recruitment and attraction strategy to increase diversity of opportunity, ensuring a person-centred approach to recruitment and onboarding.
- **Retention** - consider wider opportunity to redeploy within our partner organisations. Keeping people within the organisation rather than continuing to occur costs whilst enhancing opportunities for exposure to wider business experiences.
- **Systems and Structures** – Investing in the development of our people systems to ensure we align with our digital aspirations.

2. Driving Employee Experience

We wish to support our staff to be creative and transformative and the best they can be by developing supportive and collaborative working environments that allow our staff the freedom to thrive and thus support those most vulnerable within our communities.

We wish to continue to address areas of inequality and embed behaviours and processes that promote a culture of inclusivity and equality of opportunity, taking into account all protected characteristics.

Working together we will build upon the strong collaborative relationships formed through partnership working. We will be agile in our working practices and speed of response, open to new ideas and ready to listen, learn and adapt.

This theme will focus on;

- **Reward, Benefits and Working Environment –** We will explore the sustainability of pay structures and terms and conditions, ensuring our offering is fit for the future and maintains a competitive edge both in terms of recruiting, rewarding and retaining staff. A key consideration being the impact on our environment and sustainability
- **Employee Wellbeing –** Putting Employee wellbeing at the forefront of our agenda, we will provide a healthy, happy and purposeful environment that promotes staff wellbeing and enables them to achieve their personal goals. The physical working environment, management of people and provision of innovative wellbeing initiatives all contribute to a positive, productive and rewarding environment. Fostering a culture where people feel able to talk about their mental health and embrace diversity and the importance of their own wellbeing and that of others.
- **Sustainability, Economic Regeneration and Corporate Social Responsibility –** Our employees will be able to clearly articulate our vision for sustainable working practices and all our future strategies, policies and processes will carefully consider the impact of our green agenda, commitment to Project Zero and economic regeneration.
- **Building a Listening Culture –** Aligned to our Public Participation Strategy we will develop a culture where openness and transparency is encourage, where staff feel comfortable to speak up and were opportunities are offered to broaden horizons through considered Learning opportunities via our Learning Café's.

3. Striving for High Performance

We will ensure the provision of enriching learning opportunities for staff at all levels who wish to develop themselves, balancing role-related skills and organisational need with personal development. We will build and develop a strong cadre of leaders whilst providing wider enriching learning opportunities accessible for all.

Career pathways will be supported by effective role design, succession planning, coaching and mentoring, joining up workforce planning and a sustainable resourcing model.

- **Learning Plan –** we will develop an organisational learning plan aligned to organisational objectives and business need, developing a learning culture built around robust succession planning.
- **Leadership development –** We will create a community of supportive, empathetic leaders and managers, who will strive to develop an inclusive and collegiate environment. Our leaders will epitomise our values and have the capability and

confidence to engage, develop, challenge and empower their teams. Encouraging creativity, collaborative working and the value of partnerships and not competition.

- **Talent and Succession** - maximising performance through the identification of talent, appreciation of risk and identification of training opportunities. Identified talent will have the opportunity to prosper and grow with the development of a learning and skills plan.
- **Performance Review** – Linking individual performance to business contribution we will review best practice in terms of individual staff performance reviews.

  Benchmarking with partner organisations and developing a framework that allows all our staff to flourish, understand their individual contribution to Council objectives and deliver customer service excellence.
- **Diversity and Inclusion –** We will ensure equality of opportunity in the development and offering of all learning opportunities and review our performance through robust metrics and critical challenge.
- **Health and Safety –** Developing a safety culture, where staff feel comfortable to 'call out' unsafe practices and take pride in their working environment

Supporting Strategies

Under the umbrella of our People Strategy, the Strategic Workforce Plan and its Workforce Implementation Plan are designed to ensure the delivery of our three strategic themes through a clearly articulated workforce implementation plan.

Our Equalities Plan compliments our People Strategy ensuring the delivery of fair and accessible workplaces and practices, providing a golden thread running through the development of all associated strategies and plans through robust equality impact assessments.

In addition, we will work to develop the following;

- Recruitment and Attraction Strategy; to ensure we continue to attract the highest calibre of applicants, identify our employment gaps and increase our diversity. Complimented by the opportunity to support our learning and skills directorate and the wider community to increase employment opportunities.
- Hybrid Working Strategy; setting the future context behind a new way of working, capitalising on the opportunities presented during the pandemic of homeworking whilst identifying the needs for people to come together in a collaborative working environment.

- Learning and Development Plan; articulates the aims for staff development and the approach to learning opportunities.
- Engagement Strategy; building on our strong foundations of employee engagement and involvement.
- Reward and Benefit Strategy, to encompass a review of our pay and grading structure and address our approach to remuneration and benefits.
- Wellbeing Plan; supporting the wellbeing of our staff as a key priority and at the heart of everything we do.

Next Steps

In some areas work to achieve the themes will involve reviewing existing policies as well as developing new strategies and plans that focus on key areas, such as Recruitment and Attraction. To get his right will take time and engagement with key stakeholders, such as our diversity groups.

We will also seek to deploy a digital platform which will allow us to develop HR and OD dashboards. This will enable us to better interpret our data and enable greater support of our directorates to make informed decisions based on sound data.

Review and development of underpinning HR management Systems will be key to improving service delivery, the efficiency of the administrative processes and reporting capability. The sharing timely and accurate data with our directorates will become a priority.

In addition, underpinning the strategy will be a drive to improve and continually develop communications with staff and within departments. Ongoing dialogue with our trade unions and directorate teams will be essential to the continued shaping of the workforce implementation plan to achieve credible and measurable outcomes.

In delivering a professional service across the Council the HR and OD team will embrace the principles of continuous improvement to ensure a high-quality service is established and maintained.

Appendix B

Workforce Implementation Plan

2023-2025

Strong Communities with a Bright Future

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This Workforce Implementation Plan sets out aspirations and a vision for our workforce and highlights the wide range of activity already underway and where we have made a commitment to do more. The Strategic workforce plan and implementation plan aligns with our Reshaping programme, Equalities Plan, Project Zero and Public Participation Strategy which reflects both the internal and external focus for our Council work.

The Workforce Implementation Plan is the operational element of our People Strategy and will support delivery of the Corporate Plan 2020-25 and our four Well-being Objectives.

- To work with and for our communities
- To support learning, employment and sustainable economic growth
- To support people at home and in their community
- To respect, enhance and enjoy our environment

The plan is also underpinned by our core values:

- Ambitious
- Open
- Together
- Proud

Three areas of opportunity were identified from the reshaping services programme review in 2020.

i **Opportunities to take action on big community issues.** These include tackling Climate Change (including decarbonisation), tackling poverty, building, and empowering communities through working with and within communities, and maximising the potential of partnerships.

ii **Opportunities to change the way we work.** This includes being innovative in the way we work and deliver services developing further agile/hybrid working, considering how we take decisions and embracing new models of service delivery.

iii **Opportunities to use our resources differently.** This includes using our assets more effectively and efficiently, raising income, making investments and other commercial approaches.

This has led to the refocus of our transformation programme and the renaming to the 'reshaping programme'. The challenges posed within each arena of the Reshaping Programme are:

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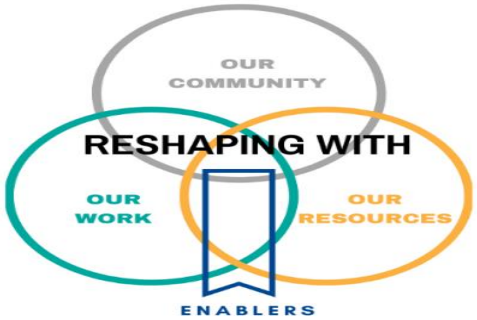
- **Reshaping with Our Community:** To challenge ourselves to work differently with our community, partners and the third sector to take collective action and empower others to meet future challenges.
- **Reshaping with Our Work.** To challenge ourselves to embrace new ways of working and delivering services that are fit for the future.
- **Reshaping with Our Resources.** To challenge ourselves in how we use our people, assets, and financial resources to deliver sustainable services.



Performance will be monitored monthly through the Workforce Strategy Group and operational plans reviewed annually to ensure it meets business need and continues to create and sustain an engaged and high performing workforce agile to respond to the challenges borne out from the Coronavirus pandemic.

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Workforce Planning – Redesigning for Responsiveness						
	What are we going to do?	How will we progress to Success?	RAG	What does success look like?	Target Date	Lead/s Name
1.	Agree and launch a 4-year workforce strategy and implementation plan which aligns with our Corporate Plan and Reshaping programme. Reviewed in line with our quarterly performance review process. Key aims to review. - Assess our current position to establish a baseline and develop projected forward plan - Undertake a gap analysis (SWOT? PESTLE) and actions based on this analysis operational plans that look at the future needs of the organisation - Recruitment - develop a Attraction, Recruitment and Retention Strategy, with focus on key areas such as our social services, children's services team in addition to more local levels such as audit and ICT - Talent Management - Staff Performance Management Process and driving a high-performance culture	- Draft Implementation Plan to be designed with support of key stakeholders, including our trade union colleagues. To be presented to SLT on 12th August 2021 - Draft Plan presented to Reshaping services programme Board January 2022. - Draft plan to be presented to TU's at Change Forum on 25th August 2021 and JCF on 18th October 2021 (All Completed). - Terms of Reference to be developed for the Workforce Strategy Group, to include membership - Communication exercise planned to engage and involve all HoS and Op's managers of the renewed process - Guidance and support offered via HR Business Partners and the OD team		- Workforce Strategy Plan (WSP) Implemented by April 2023. - Workforce Strategy Group oversee Implementation Plan, in line with section 7 and reviews against targets. Ensuring a consistent approach as 'one council' - Operationally reviewed by the HRBP's or OD representative during monthly DMT's, jointly develop solutions to workforce issues - Development of operational targets and measures via an online platform (such as Power BI) to track benefit analysis	Workforce Implementation Plan to be implemented April 2023 All initial operational plans to be submitted Autumn 2023 Operational Cyclical process becomes embedded Winter 2023 as described in section 7 of workforce plan	Head of HR and OD

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Workforce Planning – Redesigning for Responsiveness						
	What are we going to do?	How will we progress to Success?	RAG	What does success look like?	Target Date	Lead/s Name
	- Develop Opportunities to improve youth employment, I.e. Apprenticeship, Kickstarter, and Graduate Recruitment - Responds to skills and capacity shortages both internally and within the wider market - Forecasts future demands – e.g., anticipates what skills will be a shortage in 5 years' time based on statistical analysis - Drives increased performance and agility both in terms of working practices (Hybrid working) and our ability to respond to internal and external competiting pressures - Create a learning culture, providing a platform of opportunities for those wishing to progress			- Capacity sustained via annual talent and succession process - WP documents and reports on mandatory training attended - Learning and development plan developed to address gaps and support Organisation design and progression		
2.	Review our approach to Employee Engagement. Creating an Employee Engagement Strategy that builds on the work of the last five years and further improves our Engagement Index across the Council.	- Developing a Vale Council Culture Book, which captures the 'heart' of working for the Council, regularly evolving with stories from across the Council that model our behaviours and values		- Engagement Index increases, providing quantifiable targets based on growth from previous surveys. This could be measured in terms of the overall	- Culture Book Completed and cascaded September 2021 - New Engagement Strategy embedded this	Operational Manager OD and Learning

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Workforce Planning – Redesigning for Responsiveness						
	What are we going to do?	How will we progress to Success?	RAG	What does success look like?	Target Date	Lead/s Name
	Increases the engagement with traditionally harder to reach groups, such as waste, care homes and education.	- Review the forward engagement programme and work of the Engagement Champions - Work with Directorates to create an Employee Engagement approach that works for them – establishing engagement champions and meetings locally - All Directorates to have an Employee Engagement Action Plan - All employees within a directorate have the opportunity to contribute their feedback through a suitable mechanism. - Developing an Employee Relations Framework, reviewing all current trade union meetings and the ToR to ensure they continue to build upon strong trade union relationships - Further developing and growing our Employee Recognition Awards		engagement index and the increase in participation rates - Number of Staff Survey Results increase year on year - Staff Survey results indicate staff feel supported, involved and their wellbeing cared for - Improved take up of training opportunities via our iDev system - Increased awareness and take up of external learning, for example Academy Wales and New Local	will be following Wellbeing Survey undertaken Summer 2022 (Completed) - Big Conversation in line with our Building a Listening Culture theme and aligned to our Public Participation Strategy to take place Spring/Summer 2023 - Roll out of new engagement framework April 2023 - Employee Relations Framework agreed September 2023	Senior HRBP

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Workforce Planning – Redesigning for Responsiveness						
	What are we going to do?	How will we progress to Success?	RAG	What does success look like?	Target Date	Lead/s Name
3.	Reviewing our current approach to Workforce Planning and ensuring it is embedded across the organisation. Consider the launch of a simplified Workforce Planning Tool	- Operational Plans to be developed for each Directorate and discussed supported by HRBP/OD Rep during regular DMT's. These would be incorporated in the performance planning process and integral to the development of service and teams plans - Workforce Planning Guidance to be rolled out via iDev to emphasise sustainable development principles and five ways of working. - Development of a workforce planning training module, which is delivered to all line managers within 6 months of appointment. - Operational Plans to be reviewed as part of the Workforce Strategy Planning Group - Headline reports to be presented shared with SLT on a six-monthly basis		- Supporting the development of a modern, fit for purpose workforce - Reduces the identified skills gaps in teams such as social services, children's services, audit, planning, and ICT - Becomes an integral part of the business and financial planning process - Supports the growth of talent within the organisation - Offers greater accessibility to those in minority groups	Workforce Planning Training to commence September 2021 for HR/OD Teams (Completed) March/April 2023 SLT and Chief officers Wider workforce training to be considered and rolled out; - SLT April 2032 as part of the Management Development Sessions - HoS and OM to commence Spring/Summer 2023 - Cyclical training for all new line managers to	Head of HR and OD

DRAFT

Workforce Planning – Redesigning for Responsiveness						
	What are we going to do?	How will we progress to Success?	RAG	What does success look like?	Target Date	Lead/s Name
					commence by Spring 2023 Potential to pilot a workforce planning tool Sept 2023, dependant on cost Review and where necessary embed process from April 2024 onwards	
5.	Review our Digital Strategy to generate efficiencies and a LEAN approach	- Aligning our service delivery and planning with wider digital transformation - Establishment of new digital first principles to underpin decision making		The Council is proactive and innovative in the use of technologies in planning for and delivering services Digital principles are considered as part of decision making, similar to success with embedding 'The 5 Ways of Working' with democratic decision making	Work currently underway with Council-wide Digital Maturity Assessment, (Completed in November 2021). Wider strategic review Spring 2023 Establishment of new Strategy and principles in place by December 2023	Head of Digital and Innovation

DRAFT

Workforce Planning – Redesigning for Responsiveness						
	What are we going to do?	How will we progress to Success?	RAG	What does success look like?	Target Date	Lead/s Name
		- Create capacity for innovation within ICT Services - Exploiting new technologies to facilitate agile and flexible working		Ability to lead regionally and nationally on programmes and services dependent on technical or digital interventions Mobile, remote and flexible working options across all Council sites (and beyond), with workflows able to adapt to individual needs.	Succession planning and staff development forming part of wider workforce development aims and objectives in Autumn 2022. Reviewed annually commencing April 2023. Ongoing, with new Bring Your Own Device strategy now agreed and deployed, new space booking system for 2021/22 and phase 2 of the Microsoft 365 rollout including new tools for staff being delivered early 2023.	
6.	Develop systems and practices which support the recruitment and career development opportunities for a more diverse workforce	- Map our current workforce and local demographic to highlight opportunities for positive action		- The Council can have confidence in its ability to be able to participate in both self and external audit	Recruitment dashboard to be available to all line managers by March 2022 (Completed)	Head of HR and OD

DRAFT

Workforce Planning – Redesigning for Responsiveness						
	What are we going to do?	How will we progress to Success?	RAG	What does success look like?	Target Date	Lead/s Name
	Develop an online tool (such as Power BI) to assess above, using statistical analysis to track trends, gaps and the impact of any action taken Consider the opportunity to produce wider pay analysis	- Conduct a wider employee 'mini census' to ensure the data we hold is accurate - Ensure strong links with our diversity networks, encouraging the development of an Accessibility network - Review data gathering forms to ensure inclusive language used		- There is greater transparency of our data - Accreditation is achieved of respected external influencing groups to show wider commitment - Data trends indicating increased diversity and greater information on our baseline position	Recruitment and Attraction Strategy rolled out by December 2023 Employee 'mini census' completed Spring 2023 to provide baseline data, following implementation of Oracle Fusion Data to be reviewed annually Workforce Mapping exercise completed Summer 2023, aligned to results of census	
7.	Create a HR and OD digital dashboard to track performance and achievements. Data would inform future activity and development of additional initiatives. This to include.	- Discussion at an operational level is delivered by HRBPs at regular DMT meetings - Trends are analysed and more informed decisions made		- Dashboard used at all operational DMT discussion to inform decisions - Dashboard identifies gaps and analysis	Commencement of the dashboard roll out with a few key metrics September 2022, for	Employee services Operation Manager

DRAFT

Workforce Planning – Redesigning for Responsiveness						
	What are we going to do?	How will we progress to Success?	RAG	What does success look like?	Target Date	Lead/s Name
	- Sickness absence - Recruitment data - Engagement data, including survey results via directorate - Equality data - WFP's	Designing effective interventions based on data trends		trends to enhance performance across directorates	example recruitment (Completed) Wider roll out as data is cleansed and system developed Summer 2023. Phased increase in reporting measures across 2023/2024 Operational discussions embedded as part of the DMT process during 2023	
8.	- Review our HR policies to ensure they are fit for purpose, support the Council's wider objectives, and consider 'the person at the end of every decision made'	- Compilation of a tracker of HR policies and procedures to be reviewed in collaboration with our trade union colleagues - Ensuring all our policies are sustainable and meet our wellbeing objectives and climate change agenda - Embrace the digital transformation, ensuring our processes are streamlined and automated to		- Streamline all policies and process, where possible. Consider there is a person at the end of every process - Remove office jargon -	Tracker to be produced May 2023 All policies to be reviewed and updated in collaboration with our trade union colleagues by 2025 Policies to be internally audited on an agreed cyclical basis within is	Senior HRBP

DRAFT

Workforce Planning – Redesigning for Responsiveness						
	What are we going to do?	How will we progress to Success?	RAG	What does success look like?	Target Date	Lead/s Name
		reduce resource implications on people			documented and communicated	
8.	Review existing practices, liaise with staff to produce a flexible working framework (Hybrid Working), which considers the needs of all directorates	- Design a new framework which is flexible, fit for purposes and address the changes in working environment such the 2020 coronavirus pandemic - Taking into account feedback from the 2020, 2021 and 2022 employee surveys - Consider different approaches for services areas and directorates		- A revised set of Flexible working principles - Improved Employee Engagements scores Potential reduction in Carbon Emissions	Revised Hybrid Principles communicated March 2022 and Consulted (Completed). New ways of working adopted Spring 2023 Hybrid Working adopted May – Sept 2023 (Provided WG guidelines allow)	Head of HR and OD Health, Safety and Wellbeing Manager

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Engagement – Driving Employee Experiences						
	What are we going to do?	How will we Progress to success?	RAG	What does success look like?	Target Date	Lead/s Name
1.	Supported by our diversity groups to develop an internal equality development framework which develops organisation awareness of bias Ensure all our policies and practices align to our Equalities Plan and our diversity teams help shape further policies and working practices	- iDev continues to provide guidance and awareness on the equality agenda - A Council wide Leadership and Staff development programme is developed and cascaded - All Staff feel safe to call out inappropriate behaviours, report regularly on progress at SLT and DMTs and are included in wider policy development - Develop diversity role models programme across the Council		- Improved working relationships - More open and transparent tracking of data - Improved Employee Index Scores - Reduction in grievances - Workforce involved in staff network activities - Role models throughout the organisation - Increased diversity through recruitment - Increased use of pronouns	Race Awareness Programme commences Sept-Nov 2022 with SLT. Staff roll out commences across directorates through 2023 and 2024. Reviewed Winter 2024. Move to forming part of all new starter induction during this process. All employees to receive training by Summer 2023 Wider training on other elements to follow in 2023.	Head of HR and OD
2.	Development of a Council wide Wellbeing Strategy which is devised and led by our wellbeing champions	- The development of a clear and progressive wellbeing strategy which aims to		- All staff are afforded equality of opportunity in terms	Overarching Wellbeing Strategy launch Summer 2023	H&S and Wellbeing Manager/

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Engagement – Driving Employee Experiences						
	What are we going to do?	How will we Progress to success?	RAG	What does success look like?	Target Date	Lead/s Name
		support and nurture employees to achieve their full potential - Consideration of specific training targeted to staff to support the experiences borne out of the 2020 Coronavirus pandemic - Consideration of discussion groups to share experiences		of accessing wellbeing support - Staff understand the importance of wellbeing and how to access support for their physical, emotional, and financial wellbeing - Staff survey results highlight the importance and value of the wellbeing offering - Potential reduction in sickness absence in comparative terms and reduction in grievances - Breaking down stigmas in taboo areas such as menopause - Achievement of external accreditations agreed with	*Eich Iechyd* embedded, reviewed and continuing developed June 2022 (Completed) Launch and development of Learning Café sessions to discuss areas such as Menopause, Mental Health and Wellbeing – Summer 2022 (Completed)	Occupational Health Manager

DRAFT

Engagement – Driving Employee Experiences						
	What are we going to do?	How will we Progress to success?	RAG	What does success look like?	Target Date	Lead/s Name
				Diversity Groups, Engagement and Wellbeing Champions		
4.	Review our benefits strategy to ensure it is fit for purpose	- Map current benefits offering - Compare offering to other Councils and wider industry - Propose a model fit for a sustainable business moving forward which considers the diversity of the population and encourage recruitment and retention - Ensure it meets principles of Project Zero		- Greater employee understanding of the benefits offering - Improved recruitment and retention - Improvement in staff survey results - Improvement in employee working environment	Review to be completed April 2023 Roll out of any new offering by April 2023	Operational Manager, Employee Services
5.	Further development of the 'Employer Brand'	- Ensure collaborative working relationships with our communications team to ensure breadth and scope of reach - Branding to be used in line with wider communications strategy		- Improved recruitment analysis that can be tracked via online 'hits'	Aligned to the Attraction Strategy highlighted in section 1	Operational manager, Employee Services

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Leadership and Performance Management– Striving for High Performance						
	What are we going to do?	How will we progress to Success?	RAG	What does success look like	Target Date	Lead Name
1.	Undertake a strategic review of our Performance Management Processes to ensure alignment and a holistic approach to performance management across the \council - itsaboutme - Chief Officer Appraisal - Coaching. Consider wider industry best practice and divergent approaches	- Develop, review, and consult on a new performance review process to include itsaboutme, chief officer appraisal, PIP and Coaching - Implementation plan, guidance and support rolled out via iDev		- Further growth in the completion of meaningful 1:1 discussion - Improved Employee Engagement Scores - Direct Employee Feedback	Review undertaken by Autumn 2022 (Completed) Presented to scrutiny/cabinet February 2023. Piloted Spring 2023 Embedded Spring 2024 and reviewed	Head of HR and OD Operational Manager OD and Learning
2.	Review our ICT/Digital performance systems and processes	- Adoption of a 'Cloud First' approach to digital services - Greater integration of Microsoft365 services, including reporting functions such as PowerBI and Power Automate to support automated triggering and workflows.		- Embedded changes as part of the business and project support model across the council, and a new approach for procurement giving additional weighting to digital diversity and integration	From 2022 onwards	Head of Digital and Innovation

DRAFT

Leadership and Performance Management– Striving for High Performance						
	What are we going to do?	How will we progress to Success?	RAG	What does success look like	Target Date	Lead Name
3.	Develop an annual OD and learning plan based on data derived from the workforce planning process and Workforce Strategy Group Ensure the plan offers flexibility and sustainability and is focused on both the immediate needs and future focus based around operational plans	- Develop a transparent process for SLT to support, develop, shape, and endorse the forthcoming OD and learning plan - Ensure opportunity for all to access high quality learning and guidance, creating a learning and self-development culture - Consider how we support, advocate, and facilitate different forms of learning, for example coaching, mentoring, peer led learning		- Dashboard adopted which is reported operationally and centrally via six monthly reporting at SLT, tracking learning offered, attended and outcomes - Staff survey results show that staff understand how opportunities can be accesses, they feel valued and can contribute	First all-encompassing plan draft and presented to SLT April 2022 (Completed) Trial run 2023 Refined and embedded 2024/2025	Operational Manager OD and Learning
4.	Develop a Safety Culture, where learning opportunities are aligned to statutory requirements and emerging issues. Staff feel empowered to speak openly about workforce risks and inappropriate behaviours	- Revise and communicate a new Health Safety and Well-being policy - Develop a tracker for the revision and update of all Corporate HSW procedures in collaboration with H&S		- Increased awareness of workforce risk and employee accidents, tracked via a newly developed dashboard - Improved workplace audits	Revised HSW Policy communicated End Sept 2021 (Completed) Timeline of policy and Procedure review completed Summer	Health, Safety and Wellbeing Manager

DRAFT

Leadership and Performance Management– Striving for High Performance						
	What are we going to do?	How will we progress to Success?	RAG	What does success look like	Target Date	Lead Name
		reps and our trade union colleagues - Develop a leadership and staff development programme which covers workplace risk and diversity and inclusion - Undertake a promotional campaign in collaboration with our trade unions colleagues to support workplace safety		- SLT and wider staff roll module positive behaviours - Staff are aware of the importance of workforce safety and embracing a diverse workforce - Our contractors are aware of our diversity and modern slavery statements and adopt these in all their working practices	2022 (Completed and tracking) All policies to be reviewed and revised, where necessary 2023/24	
5.	Improve leadership and management capability	- Consideration of the development of a leadership management programme - Improved performance management processes, potential to include coaching, mentoring and peer networks		- Skilled leaders with the tools to equip them to ensure optimum performance. - Improved organisation performance - Greater creativity and innovation	April 2023	Operational Manager OD and Learning

DRAFT

Leadership and Performance Management– Striving for High Performance						
	What are we going to do?	How will we progress to Success?	RAG	What does success look like	Target Date	Lead Name
				- A culture based on trust and mutual respect - A focus on employee wellbeing, individual and collective achievements for the greater good.		

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Vale of Glamorgan Council

Hybrid Working Strategy

Collaboration | Culture | Community

Contents

Overview

Our Vision – Hybrid Working

Scope

The Benefits of Hybrid Working

Our Hybrid Principles

The Hybrid Working Model

Technology, systems, policy, and process

People and Culture

Appendices

Appendix 1 Management Guidance

Appendix 2 ICT and Digital Guidance for Hybrid Working

DRAFT

Overview

Whilst working through the Covid-19 pandemic was challenging, this has provided us with the opportunity to review the way in which we work and build upon the progress and success of our flexible working policy, which was already in situ prior to the pandemic. As a result of the pandemic many more employees are working in different ways and in different spaces, and utilising technology and digital practices more effectively to support their work and the services they deliver.

As a Council will have committed to using the positive learning experiences from the pandemic and feedback from employees to provide a springboard for new ways of working in the future. This has led to the development of the '*Eich Lle, Your Space'* project and the proposal to move towards defining a new Hybrid working model for the Vale of Glamorgan Council.

To ensure we keep abreast of market developments from a workforce perspective, the ability of the Council to succeed is underpinned by a well-supported workforce which is fit for the future, employed in an organisation which is digitally mature, creative, and innovative in its approach.

The Council's workforce is diverse, operating a range of working styles, in different job roles, delivering a wide range of services to local people. The scope for and nature of hybrid working will depend on roles, the nature of the service, team, and individual circumstances. It is recognised that Hybrid working will not be possible across a range of our service areas, however more flexible approaches to work can be adopted and we will use this as an opportunity to maximise the benefits such diversity brings.

Our workforce is the Council's greatest asset, and it is vital to continue to engage with our employees about the future of work.

Feedback from employees in the most recent staff survey in the summers of 2021/22 was very positive with the majority of employees feeling satisfied with their health, safety, and wellbeing at work and with the support, supervision, and guidance they receive from their line managers.

Over three quarters of those surveyed felt that they are a valued member of the team and want to have the opportunity to spend time working with their team in future.

Of those respondents who were currently working from home, the majority see themselves working a blend of home and office working in future.

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The responses and underlying themes emerging from the survey are being used to shape the next iteration of the *Eich Lle, Your Space* project and how our future workspaces will be designed and built.

Engagement sessions with our Heads of Service, Engagement Champions and Diversity groups have also garnered valuable insight.

This valuable intelligence has also informed the development of the Hybrid Working Strategy.

Our Vision – Hybrid Working

Over the past two years, the Council's response to the Covid-19 pandemic has demonstrated the importance of collaboration, flexibility, and adaptability in how we support and deliver the best possible outcomes for the communities we serve.

As we begin the transition to a new normal, we must reflect and build on best practice, ensuring we facilitate sustainability with effective new ways of working. We believe this will improve performance, knowledge exchange, autonomy, and well-being, leading to a betterment in terms of both staff and citizens. This strategy therefore aims to establish what Hybrid Working means for the Vale of Glamorgan Council, its staff, citizens, and communities.

Hybrid working is changing the way we all think about how we work and surrounding environment.

While technology and digital tools and approaches will play a key part in achieving this transformation, enabling us to meet changes in demand, support agile working and facilitate better communication, equally important is our culture: ***hybrid working is based on the concept that work is an activity that we do and how we collaborate, rather than a place we go.***

Our hybrid model is based on the fundamental principles of trust and autonomy, and establishing enablers through our people, technology, and estates, and underpinned by an organisation culture based on our core values, Ambitious, Open, Together and Proud.

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Scope

It is recognised that some services may not be able to adopt hybrid working practices. However, flexibility within work and the approach to work can be undertaken and our organisation diversity can be celebrated.

The Hybrid Working Policy applies to all Council employees working at any level within the organisation. The application of hybrid working principles need to reflect the variation in the services we supply, and the differentiation in our services, and balancing on our ability to meet service demand, employee welfare, and the diverse needs of our citizens.

Decisions relating to the nature and extent of hybrid working will be taken by the strategic directors to ensure that all arrangements start from the perspective of ensuring that the Council provides the best possible service to the communities that we serve in line with our Corporate Plan. The aim has been to develop a set of core principles that we share as an organisation, with flexibility in the scale and application of the principles reflecting the nature and needs of our services across directorates.

The Benefits of Hybrid Working

Working more flexibly in a hybrid model allows individuals to establish their own workflows, can mean less travel, save time and money, and reduce our carbon footprint. It aligns with our aims under Project Zero and the Reshaping agenda, and supports our commitment to supporting staff in balancing their professional and personal lives.

More modern, agile ways of working, which support a better work-life balance, will improve the recruitment and retention of employees with the skills and experience we need to deliver critical services. Research has shown these kinds of workplaces are more able to support and attract a diverse workforce and can move us closer to our communities, operating from a range of different facilities and office environments to increase our visibility and reach.

Hybrid working can allow us to better engage and be closer to our citizens, working alongside them to co-construct services that are accessible and designed and delivered to meet the needs of local people and widening access to digital technologies and services, aligning us to existing ways of working similar to our VCRS teams for example who work with our residential communities.

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Our Hybrid Working Principles

Building on the concept that work is an activity we do, as opposed to a place that we go, working more flexibly in a hybrid model will increase our efficiency and effectiveness and improve the productivity of employees. It will mean, for many less travel, saving time and money.

It is also recognised the essential services of our front-line teams, such as housing, environment and social care and we will work with these teams to adopt flexible practices where possible.

Working differently can improve the offering to our citizens, maximising the use of digital technology.

It must be noted however that there is no expectation for staff to work at home and managers cannot force any member of their team to do so. Outside of the needs of our citizens and the services we provide, it has been recognised that personal circumstances or personal preference may influence an employee's decision with regard to from working.

There will be no additional payments made by the Council for those working at home and provisions will need to be made for heating and insurance costs although it is widely agreed that the savings in commuting costs will offset this. The Council will continue to communicate any initiatives offered by the HMRC in respect of home working should employees wish to make their own applications.

OUR HYBRID WORKING PRINCIPLES

1) Our citizens and communities come first
2) Work where it works for you
3) Work within the communities we're supporting
4) Support staff with the tools and training to be agile
5) Develop tools to support collaboration and agile working
6) Create more spaces across the Vale for collaboration, ideation, and debate
7) Manage expectations, boundaries, and support mechanisms

The Health Safety and Wellbeing of our employees will be a key consideration and guidance for hybrid working will be produced and consulted with our trade union groups. We will ensure our employees have the necessary tools, equipment, training, and ongoing support for employees to fulfil their roles wherever they are working including opportunity to feedback what tools and training should be used for their services.

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We will ensure our new working practices and working environments are inclusive of all and reflect diverse employee groups and individual needs.

Managers will be supported to create clear expectations about how and when people should work.

We will prioritise and ensure employees are trained on information governance and confidentiality, particularly when working remotely in respect of personal and sensitive information.

Our principles will continue to provide for the flexible working practices that came before and our Flexible working agreement will be updated to support this, which will include guidance on hours of work and any recording of time.

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The Hybrid Working Model

The Hybrid Working Model primarily focusses on people, places, and technology. It is about creating an ecosystem across our staff, estates, and tools to deliver a new operating model that supports flexibility, choice, and service delivery. It aims to add value to what we do, how we do it and who we do it for.

The success of these working arrangements relies on ensuring that we have confident and skilled people, supported by technology, systems, and processes, who are willing and able to work in an agile and flexible way to meet service needs and improve outcomes for local people.

The diagram opposite illustrates how the key elements of the Hybrid Working Model; People, Buildings and Technology work together underpinned by our core values, Ambitious, Open, Together and Proud it encourages managers to exercise discretion in determining how work is best organised and delivered.

Workspaces will be inclusive and accessible and designed to promote user wellbeing including considering ergonomics, acoustics, and the green environment. Office space will be team focussed promoting a creative and collaborative culture with appropriate spaces made available for quiet time away from distraction and for individual focus, meetings with colleagues and local people.

We recognise the challenges of home working in terms of space, noise and privacy and will be providing a spectrum of options for staff to choose how they work, in terms of physical space, distraction and collaboration.

Within our office spaces, we will work to an average seat ratio where this meets service needs and the needs of our citizens.

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Work is underway, as part of developing our *Eich Lle, Your Space* model to review safety and building management arrangements and standards to ensure continued safety of people using and working in our buildings in a more flexible way.

Changes to the way we use our buildings and the roll out of hybrid workplaces will be on a phased basis across the Council. Services will determine the priority areas and managers and employees will be involved as part of the redesign and reoccupation of our buildings to ensure the needs of employees, citizens and other users of the building are considered from an early stage.

User Experiences

Hybrid working technology and approaches will provide the ability for many employees to work effectively using modern working practices and tools in a wide range of places and not be physically limited to particular workplaces.

Physical and virtual office spaces will be merged with the tools in place to make workspaces accessible and inclusive by enabling workspaces to be used flexibly and collaboratively to meet a range of needs amongst different users with a balance of office space, quiet space, private and confidential space and bookable desks and meeting rooms.

Flexible meeting spaces and supporting technology will enable meetings to be productive whatever the location of the participants and ensure all parties are able to take part and contribute effectively. The technology used will be accessible to all and enable effective participation and collaboration for all users.

Enhanced use of technology will enable us to improve information sharing, efficiency, productivity and sustain effective working relationships. Increased digitisation of records and processes will improve management of data, reduce storage requirements, improve the use of our accommodation, and enable greater security of information. Leveraging the investment in our digital infrastructure and in Office365 in a more formal and accelerated way.

Existing policies and processes will be reviewed and redesigned to realign with hybrid working practices. Employees, trades union colleagues and staff support groups will be involved in this to ensure a range of different needs are reflected in our approach.

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People and Culture

Our organisational culture needs to tangibly reflect our values and beliefs of being open, working together, being ambitious and being proud of what we do – sometimes shouting it from the rooftops.

For the purposes of this strategy, our workforce can be defined into three main categories:

Front-line/Fixed location worker

These are workers who are based or operate from a set location. They would normally remain at a workstation or work setting for most of the day or undertake a work activity within a set location. Examples of Front Line/Fixed Location workers could be residential care staff, waste services, benefits teams.

Hybrid Worker

This role is not tied down to one location, workers can successfully and regularly carry out their working activities from a mixture of appropriate facilities on an agile basis, which could be their home, council buildings or office accommodation, or other locations closer to our customers/residents.

Home Worker

Workers who can carry out all of their work at home. As a Council, these workers will be few and far between as we still require attendance at council work locations as required to ensure the best possible outcomes for the communities we serve. This would include meetings, supervisions, collaborative working, peer to peer support and interaction.

The hybrid working model will give people more control in defining their work-life balance their work and home lives whilst ensuring that service priorities are met. Teams will need to ensure they work collaboratively with other teams within the Council to ensure interdependency of service is taken into account.

Employees who will be classified as Hybrid workers will remain accountable for their work outcomes but have greater freedom on how, where and when their work is delivered, ensuring it meets the needs of our citizens.

Clearly there will be some areas of work where this level of flexibility is not achievable but there is still a drive to explore how flexibility can be built into working across the Council, with the priority always being the needs of our citizens.

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Appendix One – Management Guidance

Hybrid working must not affect the provision of services and therefore managers must ensure that they and their teams have systems in place to maintain suitable service presence as required, and to monitor the level of available front-line staff on duty at any one time.

Expected work outputs for the teams and the individual staff and the arrangements for communication, support and housekeeping rules need to be in place to support successful hybrid working in each service.

Clear and realistic objectives should be agreed between the line manager and the employee to enable performance to be managed by agreed outcomes rather than presence.

Arrangements should be reviewed regularly through service performance data at team meetings and regular one to one discussions.

Methods of communication should also be agreed to ensure both parties are fully informed, using a combination of virtual, electronic, face to face conversations, emails, telephone, and team meetings/briefing etc.

Employees may also be required to attend work on particular days at the request of your line manager or head of service for things such as in-person training and for meetings or customer appointments that the line manager or head of service has determined are best conducted in person, this can include team meetings.

Similarly, there may be circumstances in which employees are asked to work remotely, or to work from such other place as may reasonably be required, when employees would otherwise expect to attend the workplace, for instance:

- for operational needs, for example if we have too many employees attending the workplace on specific days; or
- for health and safety reasons, for example in the event of a lockdown or government guidance that employees should work from home if they can.

It is therefore important that each directorate and service takes a service led approach. To ensure an element of consistency across the directorates this has been documented below;

Taking a service led approach

Every service team will have different circumstances. How you, as line managers, bring in hybrid working should reflect this.

For example, some teams might need more staff in the office at busy times to take calls from customers. Staff could then work from home at quiet times or for more focussed work.

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Please follow the steps below to make sure we're all working in a consistent way.

1. Using your service delivery plans and service objectives, agree your service parameters and customer service requirements

Think about where and how your staff need to work. Speak to local trade union representatives about this as soon as possible.

Base your decisions on whether your service needs:

- all the team in the office, all of the time
- all the team in the office, some of the time
- some of the team in the office, some of the time

Your team members have different needs, including staff who:

- work with clients or customers across the Vale and need a workplace to return to
- those who may want to work from home most of the time (this must be dependant on service requirements and the needs of our citizens)
- those who may need or want to work from the office most of the time

2. Confirm your service needs

Tell your team and local trade union representatives what your agreed service parameters and customer service requirements are.

3. Agree hybrid working arrangements with your team

Agree your hybrid working arrangements with your team in line with our Hybrid working principles, while taking into account your confirmed service needs.

While working remotely, it will be assumed that employees will work their normal working hours. If this is not the case, employees should agree with their line manager what their working arrangements will be and the team should be aware of when an employee is available and working.

It is important to make use of tools such as shared calendars and out-of-office messaging, utilising Teams status to help colleagues be aware of who is working and when.

The Council's flexible working hours' scheme will remain in place and employees should record their working time in the usual way or agree with their line manager how they will ensure an appropriate work life balance.

Staff should ensure they are not overworking: - "downtime" from work is essential. To help maintain overall wellbeing, employees should take adequate rest breaks, ensuring a period of at least 20minutes for each 6 hours worked. Even when busy, it is essential to find the time to take a break and to ensure the time period between stopping work one day and beginning the next is not less than 11 hours.

It is important to move from the workstation at regular intervals to walk around and keep moving.

Normal sickness absence reporting practices will apply when working remotely and staff should not work if they are unwell. If a staff member is sick and unable to work, the Council's sickness absence reporting procedure applies as it would if staff were attending the workplace

4. Have 1 to 1 meetings with your staff

Arrange 1 to 1 meetings with all your staff. Talk about their individual working arrangements while considering the service parameters and team agreements.

When you hold your 1 to 1s:

- listen to your team members' concerns and give them your full attention - this is important when talking about any anxiety about returning to the workplace
- be sympathetic and understanding about their concerns and if they've experienced difficulties while working remotely - this could include not having a proper environment or equipment for home working or difficulty separating work from home life
- make it clear to your team that this way of working may change over time – this could be based on business and individual needs like circumstances changing or roles changing in the team

5. Reviewing your agreed arrangements

Service hybrid working parameters and team agreements should be regularly reviewed by service and team managers. This provides the chance for adaptations and improvements to be made when they are identified, such as changes to service plans or team agreements.

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Appendix 2 – ICT and Digital Guidance for Hybrid Working

Data protection and Information Security

Staff members who are working remotely are responsible for keeping information associated with the Council secure at all times. The greatest risk to our remote workers' devices and information are:

- loss or theft of device and information
- loss of credentials
- tampering

Specifically, remote workers are under a duty to:

- practise good ICT security, including using a unique password for your work laptop and any other devices you use for work;
- keep all hard copies of work-related documentation secure, including keeping documents locked away at all times except when in use
- ensure that work-related information is safeguarded when working in public spaces, for example by positioning your laptop so that others cannot see the screen; not leaving your laptop unattended; and not having confidential/business-sensitive conversations in public spaces.

In addition, the laptop and other equipment provided by the Council must be used for workrelated purposes only and must not be used by any other member of your household or third party at any time or for any purpose.

Further information on the Council's Information Security responsibilities can be accessed using the below links.

Employees_Information_Security_Responsibilities_May 2018 (valeofglamorgan.gov.uk)

Data Protection Principles:

Staff members should ensure they know their responsibilities under the Data Protection Act and the Council's Security policies. This includes;

- Not sending work related emails or sensitive data to the employee's or Members' home email addresses
- Do not store work related files on a personal computer
- Ensure that any loss of equipment or information is reported immediately to the employee's line manager and ICT.

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- Never leave a computer with personal confidential information on screen or leave a computer 'logged on' when unattended
- Other individuals (including family members) should not have any access to personal data either on paper or as electronic records
- All printed or other paper records must be safely locked away when not in use
- Confidential waste should be disposed of in the Council confidential waste and brought into the office at an appropriate time for secure and safe disposal.

Any potential data breach or loss of Council data should be reported immediately to

dpo@valeofglamorgan.gov.uk

Further information for staff member on our Data Protection Policy and Procedures can be found using the below links

Data Protection Policy (valeofglamorgan.gov.uk)

Data Protection Procedures (valeofglamorgan.gov.uk)

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Vale of Glamorgan OD and Learning Framework

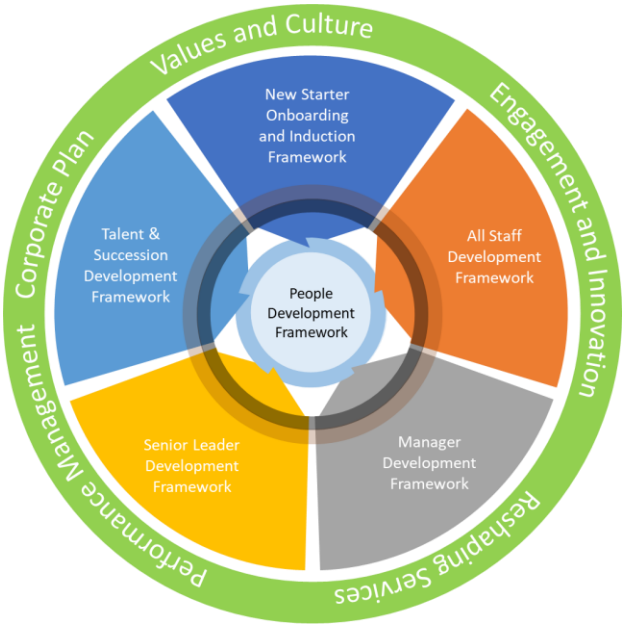
Background:

We currently have several learning and development initiatives running both internally and externally across the organisations; and several other opportunities that could enhance and support our Workforce Plan.

Whilst having several initiatives available is an excellent opportunity for the Council and our people; to ensure that we can make the most of the opportunities available it is essential to have a mechanism that creates links to ensure that the "right people are accessing the right opportunities at the right time" and that we are effectively utilising the opportunities available to us.

OD and Learning Framework

OD and Learning Team have been working to bring all of the initiatives and opportunities together under the OD and Learning Framework.



The People Development framework focuses on five key areas.

1. New Starter Onboarding and Induction
2. All Staff Development
3. Manager Development
4. Senior Leader Development
5. Talent and Succession Development

The five areas are driven by, aligned to and support:

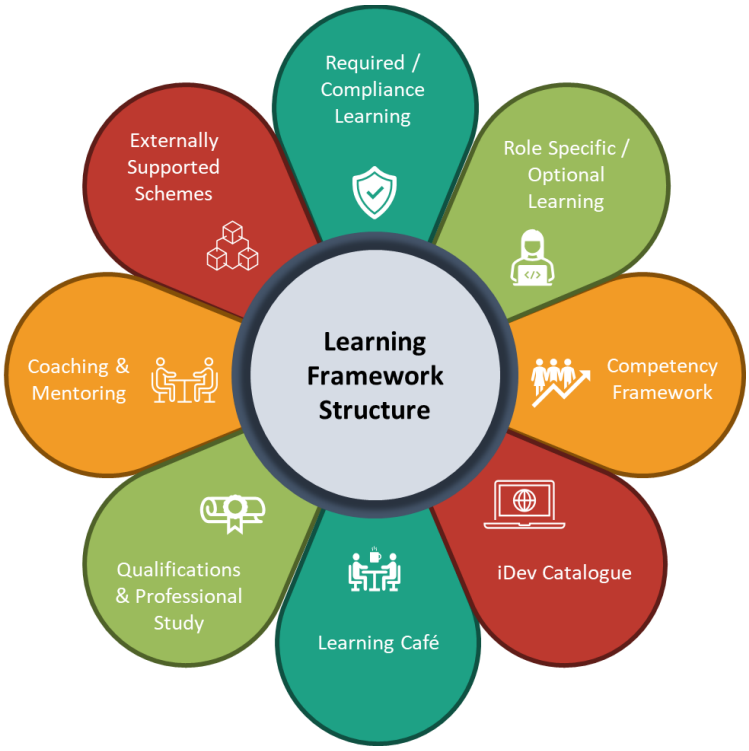
- Corporate Plan
- Values and Culture
- Engagement and Innovation
- The Reshaping agenda
- Performance Management

New Starter Onboarding and Induction:

- The New Starter Onboarding & Induction Framework applies all new starters, including any temporary, agency or placements. The elements should be completed within 3 months of being appointed within their role.
    - The programme is delivered through iDev with a mixture of online, face to face and social learning content.
    - Welcome to the Vale – is our face to face induction elements, that provides an opportunity for new starters to meet colleagues, the Leader and senior leaders from across the council, learning more about our culture and values.
    - One Stop Compliance – provides one place in iDev where new starters will see all of their mandatory learning and policy acceptance elements.
- Whilst there are several established elements already available as part of our Onboard and Induction programme, we will continue to evolve and add to the programme, with the inclusion of Oracle Fusion and Project Zero learning in the coming months.

Staff Learning Framework

Structure of the Learning and Development Frameworks for all staff, Manager and Senior Leaders for each level has a consistent approach aligned to eight elements:



Type of Learning	All Staff Learning available to all staff at all grades.	Managers Learning available to all people managers at all grades	Senior Leaders Learning available to all Chief Officers
Required Learning *Learning that has been deemed essential to meet legal, regulatory or compliance requirements.* *This often requires regularly reviewing and completing the learning to remain competent and within compliance requirements.*	• Data Protection • VAWDASV Group 1 • Safeguarding Group 1 • Armed Forces Covenant	• Discipline and Grievance • Recruitment and Selection, incl. Safer Recruitment • Absence Management • Stress Management	• VAWDASV Group 6
	In development: • Health and Safety Scheme (inc. Fire, etc) • Fraud Awareness • Whistleblowing • Modern Slavery	**In development:** • Harassment and Bullying • Being a Vale Manager • Managing for High-Performance • Leading Change	In development • Developing and maintaining a high-performance culture • Driving Transformation and Change
Role Dependant / Optional Learning *Learning that has either been identified as mandatory for certain roles or that is optional but will enhance role performance.*	• Welcome to the Vale • iProcurement • VAWDASV Group 2+ • Social Care Workforce Development Catalogue	• Challenging Conversations • Effective Feedback • Manager as Coach • Agreeing Effective Objectives	• Coaching for Senior Leaders
	In development: • Safeguarding Group 2+ • RIPA • Equality and Diversity	**In development:** • Mentoring	**In development:** • Crucial Conversations • Mentoring

	• Environmental / Climate Change		
Competency Framework Learning *Learning linked the relevant competency framework.*	• Blended learning available through iDev for all levels of the Core Competency Framework	• Bi-annual Management Development Sessions • Blended learning available through iDev for all aspects of the Management Competency Framework	• Bi-annual Chief Officer Leadership Development Sessions
			In development: • Blended learning available through iDev for all aspects of the Senior Leaders Competency Framework
iDev Catalogue *iDev includes blended learning against the following subjects*	• Vale Specific Catalogue • Health and Wellbeing Catalogue • Skills Development Catalogue • Management and Leadership Catalogue • Social Care Catalogue		
Learning Café	**In Development:** We will be looking at how we can develop the Learning Café further in line with some of the elements covered here, future engagement plans and corporate priorities.		
Qualifications and Professional Study	• Fully funded qualifications through the apprenticeship framework from Level 2 - level 7 (degree level). • Qualifications fully and Part Funded • Qualifications or professional study supported by the department under the Further Study Policy		
Coaching and Mentoring	**Opportunity:** • Line Manager Coaching and Mentoring • Academi Wales – Coaching Scheme • As part of externally supported programmes	**Opportunity:** • Academi Wales – Coaching Scheme • As part of externally supported programmes	
Externally Supported Programmes	Academi Wales: • Open Programme	Academi Wales: • Summer School (costs)	Academi Wales: • Winter School (costs)
	Infuse Programme • 6-month development programme		Infuse: • Reverse mentoring

	New Local:
	• No Going Back
		New Local:
		• Innovation Exchanges
		• No Going Back
		• Research Events
			New Local:
			• Next Generation Academy
			  ○ Particpant (at OM level)
			  ○ Mentor
			• Innovation Exchanges
			• No Going Back
			• Community Power Practice Network
			• Research Events

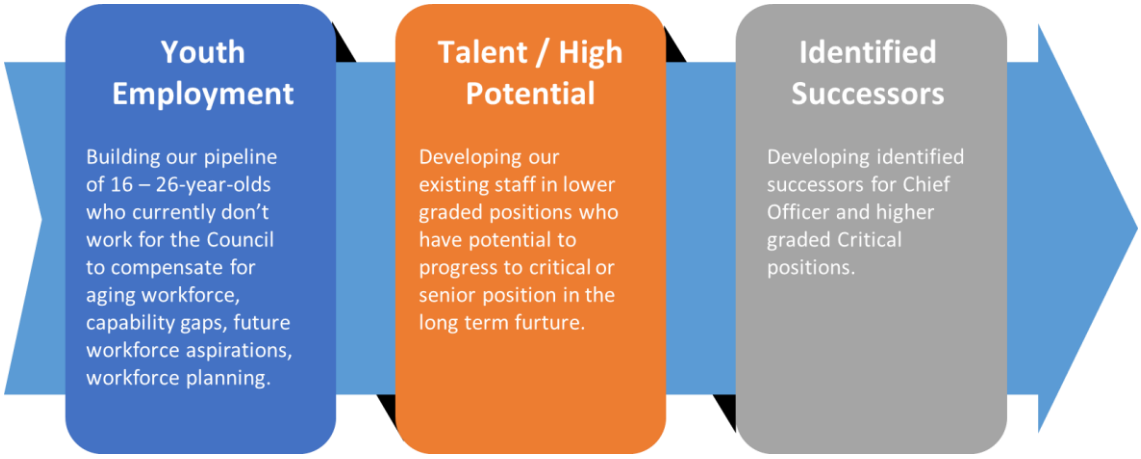
	Circular Economy Innovation Communities • 10-month Programme

There is still a lot of work to be done to support the Learning Frameworks. There is a significant amount of work in development for all employees and managers. We have significant gaps and therefore opportunities at a Senior Leader level.

Talent and Succession Development

As part of our Workforce Plan focusing on talent and succession planning activity has been highlighted as a priority. A key part of any talent management or succession planning activity is the link structured development.

There are three key areas where we should consider development in relation to talent and succession.



Youth Employment

We have had a focus on improving our youth employment numbers for some time. This has focused on improving our use of the Apprenticeship schemes available and more recently the Kickstart Scheme.

However, our numbers of young people employed within the council are disappointingly low, only **4.14**% of our total headcount is under 24 years of age as of 5th October 2021.

We are dipping our toe in the water of structured Youth Employment framework but have significant opportunity to do more in this area.

	What we are doing	What opportunities exist
Employment Route	• Kickstart Scheme – 6 month fully funded placement • Apprenticeships - *minimal numbers*	• More Apprenticeships – using the full breadth of levels • Graduate Roles • Traineeships/Internships
Development Route	• Placement (short term, costs incurred) – e.g. Uni sandwich placements – *minimal numbers*	• Work Experience (short term, unpaid) – e.g. JobCentre, Schools, Colleges. • Placements (short term, fully funded) - e.g. DWP, Graduate Support Programme • Placement (short term, costs incurred) – e.g. Uni sandwich placements • Paid Project Work – e.g. Grad, Post Grad project work

Combined Employment and Development Route		• Apprenticeship Programme – Entry level development programme • Structured Graduate Programme – Degree level development programme
Attraction Mechanism	*Although we participate in some of the attraction methods identified, without an increase in the number of youth opportunities it is difficult to engage with potential candidates at the current time.*	• School, Colleges, University relationships • Careers Wales, Job Centre, Youth Service, Youth Cabinet • Communities

Talent Management

"People are our biggest asset" and we will have several people who are talent – developing them now for projects, opportunities and roles is key to having a pipeline of talent ready for as and when roles become available and where possible limit our reliance on timely and costly external recruitment.

There are three key aspects to consider in the development of our talent pool:

1. How do we identify talent?
2. How do we develop those identified?
3. How do we provide them with opportunities that allow us to retain them?

1. Identifying Talent:
    a. Within Directorates as part of the recent Succession Planning and Talent Management activity carried out with HR Business Partners, we have people identified as "talent" although some are also identified as successors for positions. This information will need to be reviewed as:
        i. There are a considerable number of people currently identified, some of which have not been identified using the 9 box grid criteria.
        ii. There isn't a great level of depth across all grades within the organisation, there may be a question around inclusivity.
    b. Open Access High Potential Programme with an open application process – individual would go through an application and selection process to be part of formal High Potential Programme?
2. Development Options:
    a. Technical Development – Toolkit provided to give clear and consistent guidance on how to develop the individual within a technical/role specific capacity
    b. Behavioural and skills Development:
        i. Qualification routes – e.g. apprentices, fully or part funded, paid
        ii. Project work – Internally / Externally
        iii. Externally supported programme – Infuse, CEIC, New Local, Academi Wales
        iv. Existing Development Opportunities at the next level up from individual
3. Employment Opportunities:
    a. Secondments – Internal & External
    b. Placements – rotated around directorate / service areas on short term basis to build knowledge
    c. Shadowing / Work Experience

Succession Planning for Senior Posts and Critical Positions

We have several positions that if they were vacant would pose a considerable risk to the council. Key positions to prioritise within a succession planning process are Senior Positions and Business Critical Position.

There are three key aspects to consider in the development of our successors:

1. How do we prioritise our successors?
2. How do we develop those identified as successors, so they are ready for the position?
3. How do we provide them with opportunities that allows us to retain them?

1. Identifying Successors:
    a. As part of the Succession Planning and Talent Information gathering recently carried out with the HR Business Partners we have a significant number of roles that have been identified as requiring attention around succession planning.
    b. There are a mix of senior and business critical position; and mix of position with identified successors and those without.
    c. Need to consider the priority for these roles and where we focus our resource and budget.
2. Development Options:
    a. Technical Development – Toolkit provided to give clear and consistent guidance on how to develop the individual within a technical/role specific capacity
    b. Behavioural and skills Development:
        i. Specific Senior Leader Development Programme linked to Senior Leaders Competency Framework
        ii. Qualification routes – e.g. apprentices, fully or part funded, paid
        iii. Project work – Internally / Externally
        iv. Externally supported programme – Infuse, CEIC, New Local, Academi Wales
3. Employment Opportunities:
    a. Secondments – Internal & External
    b. Placements – rotated around directorate / service areas on short term basis to build knowledge
    c. Shadowing / Work Experience

Vale of Glamorgan Council Corporate Employee Volunteer Policy

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Human Resources Division
Directorate of Resources

Employee Volunteering Policy

Purpose

Volunteering is about giving your time and skills, for the benefit of others and the local community.

This policy will allow you to volunteer during working hours with the opportunity to get to know some of our partner organisations as well as committing time for charitable causes. Through volunteering, you will be able to develop your professional skills in challenging environments and gain new experiences.

This policy aligns with our Corporate vision, Working Together for a Brighter Future, and Wellbeing objectives, adding value and strengthening relationships with the local community.

- To work with and for our communities
- To support learning, employment and sustainable economic growth
- To support people at home and in their community
- To respect, enhance and enjoy our environment

By giving your time, you're helping the charity or organisation and building a stronger connection between the Council and the wider community, thus contributing to social change.

Benefits

Volunteering has huge benefits both for you and for the community. Volunteering can:

- Help you be part of the community
- Help you learn new skills and experience
- Help you gain confidence and provides an opportunity to try something new
- Have a real and valuable impact on people, communities and society
- Help you meet different types of people
- Improve your morale, physical health and work-life balance
- Be fun!

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Who can get involved

Employees who have a permanent or temporary post can apply for 1 day of volunteer leave per calendar year to volunteer which must be agreed with their line manager prior to their attendance. Volunteer leave should be booked in the normal way through the current annual leave/absence booking process.

Managers can also consider contract duration for temporary contracts before accepting the application – usually 12 months or longer would be required to obtain the full day, although managers can be flexible depending on the circumstances.

What projects can I support?

The scheme gives employees one paid day off each annual leave year to volunteer for their chosen charity or local community project, which support communities within the Vale of Glamorgan.

You can support any charity or Vale of Glamorgan Council service that operates within the Vale of Glamorgan Council area. For example, care homes, day centres, education establishments or any other locally focused activity.

Alternatively, you can volunteer for a charity of your choice with links to the local community upon agreement of your line manager and provided it aligns to our Corporate Plan and Wellbeing objectives.

The Organisational Development Team may also assist you in identifying volunteering opportunities across the Vale.

Any activities which cannot be shown to be of benefit to the local community, such as organisations who look to make profit, volunteering to support a friend or family member, will not qualify under this scheme.

In addition to the above, every year the Vale of Glamorgan Council commits to supporting the following dates as part of its committed to Project Zero and Corporate Plan; further supporting our local communities. These projects would be run as group volunteering days and co-ordinated by our Organisational Development Team in collaboration with our Neighbourhood services team.

If an employee chose to opt for the group volunteering day this it would be classed their 1 day and not an additional day.

A team of cross functional employees derived from nominated volunteers will be coordinated by our Organisational Development Team and Neighbourhood Services team and a team leader will be appointed to co-ordinate the group. Agreed dates to support will include.

- World Earth Day

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- World Oceans Day
- World Environmental Day
- Global Recycling Day

You should not participate in any activities that could be in conflict to your Vale of Glamorgan Council role or one which may impact on your health and wellbeing.

Expenses/Equipment

As we are accountable for public funds we will not pay any expenses you may have through the volunteering activity. We will not provide or pay for any equipment required for your chosen volunteering role. You should discuss this with the organisation that you are volunteering with as they may offer to pay reasonable expenses.

Health and Safety

It is your responsibility to ensure you are meeting all health and safety standards, no matter the type of volunteering arrangement you choose to do. You should ensure that the organisation that you are volunteering with has enough insurance cover for the role that you undertake and that there are appropriate risk assessments in place. Our Health and Safety team can advise and support with this if necessary.

Time Off

With the exception of Chief Officer grades, all employees will be granted paid time off to attend all types of volunteering events up to a maximum of 1 day (pro-rata for part time staff) per annual year i.e., April to March.

Chief Officers will still be able to participate in these opportunities but should take a day's annual leave.

Employee Requests

Employee requests to undertake volunteering

If you wish to take part in the volunteering, you should speak to your line manager about your request and then request the leave via the normal leave booking system.

Approval of time off will be subject to the needs of the Service. The Vale of Glamorgan Council will support as many requests as possible however there may be times that this cannot be accommodated for the following reasons:

- Has a negative impact on the organisation and service needs;
- Work within the service cannot be re-arranged to accommodate the employee's varied hours;
- The cost of cover would be too great.

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Only 2 applications per year should be submitted for up to the maximum of 1 day per year for a full-time employee (pro-rata for part time).

Approved volunteering

The decision of your application will be confirmed with your line manager and can be booked via the normal annual leave process.

Refused volunteering

Where a request is declined, your manager will provide some justification for the refusal.

Receiving a refusal does not prevent you from requesting time off to volunteer in the future.

Human Resources and OD

November 2022

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