

# PEOPLE PLAN 2023 - 2028

## Newport City Council



**Mae'r ddogfen hefyd ar gael yn Gymraeg.  
This document will also be available in Welsh.**

## **Foreword**

I am extremely pleased to introduce to you the Council's new People Plan. As we navigate the ever-evolving landscape of the workplace, it is imperative that we not only keep pace with change but also proactively shape our future.

Our Corporate Plan agreed in 2022, sets out our commitments as a Council over the next few years. Our new People Plan is integral to the delivery of the Corporate Plan, as our people are at the heart of our success as an organisation. The new People Plan will support us in fostering a workplace that not only adapts to the challenges of today but thrives in the opportunities of tomorrow.

In the dynamic environment we currently find ourselves in, attracting, retaining, and developing exceptional talent is essential. This Plan represents our commitment to cultivating a workplace that is not just a space where individuals come to work, but an opportunity where you can grow, contribute, and find fulfilment. Our new Employee Values & Behaviours, designed by our workforce following extensive engagement, will guide our culture and approach as an organisation.

We recognise that one of the Council's key strengths is our people. Alongside our values and behaviours, the plan also sets out a number of key priorities to support staff over the coming years, reflecting our commitment to creating an inclusive and equitable environment where everyone can thrive: Employee Experience; Engagement; Wellbeing; and Transformation and Representation.

As we progress the new People Plan, it is important to remember that its success depends on all of us and our individual commitment to transformation and innovation, and to creating a culture where all services work collaboratively and effectively to deliver the best services possible for the people of Newport.

I invite each of you to explore and engage with the new People Plan and our employee-led values and provide any ideas and feedback you may have on the collective journey we are embarking upon. I am confident that, with the new People Plan as our guide, we will unlock the full potential of the Council and its people.

Thank you for your continued commitment to our shared success.

Beverly Owen

Chief Executive  
Newport City Council

## Our Workforce

Our Corporate Plan sets out our main priorities organisationally, our strategic principles and aims to deliver 'An Ambitious, fairer and greener Newport for everyone'. To deliver on our Corporate Plan, our workforce must be representative, supported, motivated and engaged. Our commitment as a workforce will shape the delivery of our Corporate Plan in an evolving and transforming environment. We have a valued and committed workforce, often going far over and above for our residents, without exception this commitment and drive will continue into the new People Plan as staff demonstrate and embed our aspirations.

Our People Plan sets out the Council's immediate focus to supporting our workforce to achieve success and deliver our Corporate Plan. Within our People Plan we have set out our employee led and developed Values and Behaviours. The four strategic themes of our People Plan and the four themes of our Values and Behaviours will embed our workforce approach and support our culture.

As services transform into the future, and delivery methods and models evolve, our success will rely on all our staff, partners and social partnership arrangements to engage and model Council aspirations with our Corporate Plan and People Plan.

## Strategic Themes of our People Plan 2023-2028

- **Representation & Transformation**

We will ensure our workforce is more representative of the city we serve, whilst enabling a forward thinking, collaborative and transformational workforce. A workforce that is prepared will help the Council achieve positive progress in its **Transformation** work and improve **Representation**.

- **Employee Wellbeing**

We will promote and support the Wellbeing of our workforce. **Employee Wellbeing** is a core element of employee engagement and organisational performance. The Wellbeing of our staff is critical in creating a positive working environment for our staff to thrive.

- **Employee Engagement**

We will improve Engagement activity across the Council. **Employee Engagement** helps support commitment and performance, our values and behaviours and a willingness to deliver for our citizens.

- **Employee Experience**

We will review and develop our employer of choice and value proposition by reviewing our **Employee Experiences**, supporting recruitment and retention.

## Representation & Transformation

We will ensure our workforce is more representative of the city we serve, whilst enabling a forward thinking, collaborative and transformational workforce. A workforce that is prepared will help the Council achieve positive progress in its transformation work and improve representation.



### How will we do this?

- ✓ Develop employee networks, building belonging in the workplace.
- ✓ Addressing under-representation of groups in the workforce by:
  - Increase diversity, offering various opportunities to work for Newport City Council including at an entry level with schemes for apprenticeships, traineeships, graduates and volunteering, but also fostering a role modelling approach for our internal talent.
  - Become an inclusive organisation that represents the citizens of Newport, providing equitable opportunity for people to succeed and places the citizen at the centre.
- ✓ Ensure inclusivity by raising awareness of different beliefs and cultures focusing on respecting and understanding differences between individuals.
- ✓ Promoting the use of the Welsh language by increasing the number of Welsh speakers
- ✓ Supporting the organisations readiness for Transformation.

### Type of actions we will consider

Review of the current data available on representation and ensuring its robust and complete by using employee details in ESS	Review recruitment and selection practices to ensure there are no missed opportunities and ensure processes are transformed where required.
Support recruitment events in the city to attract a variety of groups of staff to the Council.	Raising awareness of different beliefs and cultures Develop the use of videos or other materials use of key Welsh phrases.
Clarify the purpose of the networks and agree terms of reference.	Create a sense of belonging in the workplace.
Determine whether any new networks are needed.	Create the access points for employees to join networks, including onboarding.
Review recruitment and selection practices for Welsh language standards	Consider voluntary and mandatory training availability in Welsh and assess the need.
Undertake a skills audit of senior officers to accurately assess capacity and capability for driving transformation.	Consider our workforce ability to respond to the digital/automation era, by undertaking a skills audit.
Consider our Learning & Development offering to align to the transformation plan and agenda and the digital/automation era and staff wellbeing.	Ensure HR policies, systems and documents are up to date and available in Welsh.

DRAFT

## Employee Wellbeing

We will promote and support the Wellbeing of our workforce. Employee Wellbeing is a core element of employee engagement and organisational performance. The Wellbeing of our staff is critical in creating a positive working environments for our staff to thrive.



### How will we do this?

- ✓ To create an organisation where the Health and Wellbeing of our workforce, physically and mentally, is supported and promoted.
- ✓ Continue to support a variety of working practices to support our workforce whilst at work, ensuring wellbeing is at the heart of our approach.
- ✓ Provide support for employees with cost-of-living concerns.
- ✓ Review our employee recognition arrangements.
- ✓ Promote kindness and support resilience.
- ✓ Embed and link the Councils climate change principles within employee policies and practices whilst supporting employee development in these areas.
- ✓ Become a Carer Friendly Accredited employer.

### Type of actions we will consider

Undertake engagement sessions to establish employee opinion from a wellbeing perspective.	Check-in with our staff by holding a Health, Safety & Wellbeing event.
Develop the use of online/virtual wellbeing sessions such as – exercise and mindfulness.	Consider the requirements of the carer friendly scheme.
Consider our senior teams engagement cycle, building inclusion and prevent employees feeling isolated from the organisation and colleagues.	Hold engagement sessions to establish what employees working from home want from a wellbeing perspective.
Link with partners more to consider Wellbeing support.	Consider the creation of social groups – asking for skilled staff internally to run these.
Develop the workforce’s emotional resilience.	Consider working practices such as how employees can be given ‘me-time’ at work or similar.
Develop our employee support for meetings – expectation, timings, breaks etc	Consider options such as a day where there is no expectation to read or respond to emails or attend meetings.
Promote our support networks – Employee Assistance Programmes, Credit Unions, Financial Assistance etc.	Support the Living Wage City approach with our workforce.
Consider paid leave for volunteering and improve the advertising of volunteering opportunities internally.	Continue to support the Council’s approach to net zero with implementing carbon literacy training.
Develop an understanding of what makes employees feel valued for the work they do/how do employees want to be recognised for their contribution to the organisation, determine how employees will be meaningfully rewarded for good performance and long service.	Supporting initiatives such as transport alternatives and facilities
Encourage employees to review their own impact on the environment at home through training and literature.	

## Employee Engagement

We will improve Engagement activity across the Council. Employee Engagement helps support commitment and performance, our values and behaviours and a willingness to deliver for our citizens.

### How will we do this?

- ✓ Develop our employee voice further.
- ✓ Ensure visible leadership.
- ✓ Embed our Employee Values
- ✓ Increase communication channels.
- ✓ Consider engagement for new employees.



### Type of actions we will consider

Staff Engagement activity, including launch from senior leaders, promotion materials – physical and virtual.	Develop our policies and practices to include our values.
Hold engagement sessions on 'what can be done differently'	Improve access to policies and procedures, capturing the employee audience who doesn't have access to technology.
Implement practices around the 'You Said, We Did' principles.	Introduce employee voice representatives in each service area and create a network to include Trade Union colleagues.
Training for managers and staff, including manager networks, briefings and learning exchanges.	Undertake annual employee engagement surveys.
Consider a return to face to face staff sessions and the balance of the hybrid arrangements.	Undertake a benchmarking exercise of current visibility and communication channels across service areas.
Consider at what level leadership visibility is important and ensure it is aligned.	Develop our new recognition schemes alongside our values.
Review the use of staff newsletters.	Review the use of communication channels available such as ESS, Apps and other technology.
Create and share a calendar of events across the organisation.	Improve consistency in staff messaging and level of messaging.
Ensure engagement consistency across service areas for new employees.	Review induction/onboarding practices, so they are more modern, targeted and applicable to all roles.

## Employee Experience

We will review and develop our employer of choice and value proposition by reviewing our **Employee Experiences** supporting recruitment and retention.

### How will we do this?

- ✓ Further consider and develop our employer brand.
- ✓ Review our employee lifecycle:
  - reviewing our recruitment processes.
  - developing our entry points offering.
  - support career pathways, succession planning and development.
  - review our talent framework.
  - undertake workforce planning review.
  - review our agency usage in workforce planning.
- ✓ Review our onboarding and induction processes.
- ✓ Review our leaving processes.
- ✓ Consider the performance and feedback cycle and continuous improvement and development.
- ✓ Adopt an inclusive and listening culture.



### Type of actions we will consider

Consider and develop recruitment practices and processes ensuring they meet the needs of our service and communities.	Develop an understanding of why certain areas are hard to recruit and implement solutions to these challenges.
Develop practices to ensure a review of roles and structures takes place before recruitment, including job design and language used.	Review induction/onboarding practices, so they are modern, targeted, and applicable to all roles.
Ensure induction consistency across service areas for new employees.	Review the usage of agency staff and understand the demand versus employment.
Develop community and partner linkage for candidate attraction.	Develop apprenticeship opportunities for entry level roles and develop future employees.
Create a handbook of helpful new starter information – contacts, IT and other support.	Ensure our Talent Framework, supports our under represented groups and is still relevant and provides opportunities for employees to retrain, learn new skills and find long-term work
Celebrating organisational and individual success and publicising this – not just the big things.	Promoting all opportunities within the Council and utilise our staff networks support
Review the employee benefits package.	Respond to negative feedback and taking action.
Increase the take up of exit interviews. Review information and use this to determine future actions across staff all staff groups.	Review the mandatory development programme for managers - consider implementing ILM qualifications for all managers and emerging.
Undertake a skills audit exercise across the organisation.	Develop our emotional intelligence to understand what motivates people and makes them feel valued, for example career development or job satisfaction.



Ensure the Check-in facility is regularly used by managers and staff and an appropriate framework is in place and used.	Support the Digital Strategy – enable digital skills through access, training and development.
Consider how individual needs are supported within the Wellness at Work approach	Ensure staff feedback facilities are available.
Build awareness of the Council Whistleblowing Policy.	In conflict – consider the use of specialist mediators

## Measuring Success

The Head of People, Policy and Transformation, through support of our staff groups, staff networks and social partnership arrangements with our Trade Unions will be responsible for monitoring the plans success and this will also be reported through our service planning process. Each of our four Strategic Themes has a number of planned activities in supporting the planned objectives over the lifecycle of the 2023-2028 People Plan. The activities aligned to the Strategic Themes will be continually reviewed over the next 4 years to ensure they are relevant, up to date and support emerging priorities.

Each measure of success will be reported on annually and progress will be monitored through the Council’s performance and service delivery cycles.

## Employee Values and Behaviours

*For information only, and developed with employee groups - separate document being developed and will be linked here.*

