

## Council Response Form

### Council action planned in response to the recommendations issued by Audit Wales

**Council:** Ceredigion County Council

**Report title:** Springing Forward – Review of Strategic Workforce Management

**Issue date:** June 2022

**Document reference:** 2971A2022

Ref	Recommendation	Council action planned in response to recommendation issued by Audit Wales	Target date for completion of actions	Responsible officer
R1	<p><b>Workforce vision and planning</b> The Council's workforce vision, planning and monitoring could be strengthened by:</p> <ul style="list-style-type: none"> <li>refreshing its corporate workforce vision;</li> <li>having a clearer integration with its tier one annual Business Planning process;</li> <li>an annual review of its strategic workforce plans;</li> </ul>	<p>Development of five-year Strategic Workforce Plan 2022 – 2027 in progress coinciding with new administration and Corporate Strategy.</p> <p>The process will also include the following:</p> <ul style="list-style-type: none"> <li>Review of annual reporting mechanism of strategic workforce plans and integration with business planning process</li> <li>Review of Hybrid Working Strategy including the introduction of targets and timescales</li> </ul>	<p>September/October 2022 - Services to complete Strategic Workforce Planning Toolkit</p> <p><b>Completed October 2022</b></p> <p>December 2022 – Implement Hybrid Working Strategy targets and timescales</p> <p><b>Hybrid working review completed July 2023. Cabinet</b></p>	Geraint Edwards

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	<ul style="list-style-type: none"> <li>developing a more comprehensive picture of workforce skills and competencies;</li> <li>more clearly demonstrating how it consistently uses the sustainable development principle to support the delivery of its workforce planning; and</li> <li>developing specific targets and timescales for its Hybrid Working Strategy success measures.</li> </ul>	<ul style="list-style-type: none"> <li>Research skills competency framework and development workforce assessment process</li> </ul>	<p>consideration in Sept 2023. Revised target date March 24. Agreed by NWoW Programme Board. Strategy due for review in 2025. <b>Completed March 2024</b></p> <p>March 2023 – drafting and approval of Strategic Workforce Plan 2022 – 2027  <b>Workforce Plan 2023 -2028 completed July 2023. Plan approved by Cabinet in Sept 2023. Completed September 2023.</b></p> <p>March 2023 – Skills competency framework development and assessment</p>	

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			<p>Included in Strategic Workforce Plan.  Revised target date March 2024. Skills competency framework included in succession planning process.  <b>Completed February 2024</b></p>	
R2	<p><b>Benchmarking</b>  The Council should undertake more routine workforce benchmarking to strengthen its business planning and self-assessment arrangements</p>	<ul style="list-style-type: none"> <li>The Council will review its current benchmarking measures and use of data to inform the preparation of plans and provide a framework for improving future self-assessment arrangements.</li> </ul>	<p>March 2023  Working with regional LAs to identify sector-wide benchmarking. Following WLGA work programme, set of benchmarking measures identified which will be adopted for 2024/25  <b>Completed February 2024.</b></p>	Geraint Edwards