



Comisiwn Staff
Gwasanaethau
Cyhoeddus

Public Services
Staff Commission

Final Report

March 2018



The Public Services Staff Commission

The Public Services Staff Commission is an independent non-statutory organisation that advises the Welsh Ministers and public service organisations in Wales on the workforce issues which will need action and resolution arising from public service reforms.

We work in social partnership with trade unions and public service employers to address shared challenges and opportunities for our public services and the public service workforce in Wales.

We work across organisational and sectoral boundaries to support the development and dissemination of good practice workforce arrangements across our public services.

The Public Services Staff Commission is made up of six Commissioners including the Chair, and is supported by a Chief Executive and staff team and more details are on our website.

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Accessible formats

All publications are available to download from our website and if you would like this publication in an alternative format and/or language, please contact us.

Mae'r ddogfen yma hefyd ar gael yn Gymraeg.

This document is also available in Welsh.

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1. Overview

1.1 The primary purpose of this report is to provide an update on the delivery of our work from April 2017 to March 2018.

1.2 The Public Services Staff Commission will end on 31 March 2018 and so the secondary purpose of this report is to provide a record of the advice and guidance we have produced since November 2015 along with ongoing actions required of our social partners.

1.3 Our remit letter¹ from Welsh Ministers and 2017-18 Operational Plan² are available to download from our website.

1.4 As a non-statutory organisation, the delivery of our Operational Plan is made possible through the remit issued by Welsh Ministers in January 2016 under s60 of the Government of Wales Act (2006)³.

2. Key achievements 2017-18

Key achievements for 2017 to 2018 include:

- Publishing advice and guidance to support joint workforce planning in public services in Wales in July 2017.
- Providing advice to the Workforce Partnership Council on the workforce issues around delivering a joint organisation or joint managed team.
- Publishing eight good practice employment policies in February 2018.
- Following up on the recommendations set out in our advice and guidance on transparency in senior pay arrangements published in December 2016.
- Providing advice to the Workforce Partnership Council on the issues around pay harmonisation in Local Government.

¹ Remit Letter www.gov.wales/docs/pssc/publications/170519-remit-letter-en.pdf

² Operational Plan 2017-18 www.gov.wales/docs/pssc/publications/170703-operational-plan-2017-2018-en.pdf

³ www.legislation.gov.uk/ukpga/2006/32/contents

3. Our role and purpose

3.1 Our general purpose is to advise the Welsh Ministers and public service organisations in Wales on the workforce issues arising from public service reforms, which would need action and resolution.

3.2 We work across organisational and sectoral boundaries, adopting a 'One Public Service' approach to support the development and dissemination of good practice workforce arrangements across our public services.

3.3 Those bodies covered by our remit letter are listed in Appendix A. As with all our work, where good practice advice and guidance is made available then there is nothing to prevent other bodies from adopting it.

3.4 Our remit letter is issued by Welsh Ministers, with the Workforce Partnership Council (the WPC) providing the strategic direction on the workforce issues which need action and resolution. We deliver our remit working in social partnership with members of the WPC and relevant subgroups and sector specific groups in the development of our advice and guidance.

Governance arrangements

3.5 Information about the Chair, Chief Executive, and other Commissioners is available on our website. There were no changes to membership during the year. We also make available on our website copies of our meeting agendas, minutes and other activities attended⁴.

3.6 We are funded by the Welsh Government and during 2017-18 approximately £290k was spent; mainly on the running costs of the Staff Commission including Commissioners' costs, staff and translation expenditure.

3.7 During 2017-18, we have met regularly with the relevant Cabinet Secretaries and Ministers of the Welsh

Government to discuss the delivery of our work and consider the future direction of the Staff Commission.

3.8 The Welsh Government operates in a 'sponsor' type role, which is primarily to ensure that the principal aims and objectives as set out in the remit letter from the Welsh Ministers are met. The Welsh Government is not involved in the day-to-day decision-making; this responsibility sits with the Chief Executive and Commissioners.

3.9 The Welsh Government has also continued to 'host' us, which in practice means that practical support is provided for the day-to-day running of an office such as facilities, ICT, finance, and HR systems.

⁴ www.publicservicesstaffcommission.gov.wales/about-us/?lang=en



Engagement and Communications

3.10 We committed at the outset to a consistent and effective approach to engagement. This accessible and proactive way of working with others was welcomed by all social partners.

3.11 We have continued to meet with the Welsh Government, trade unions and employers throughout 2017-2018 in order to:

- understand the nature, the urgency and scale of the issues relevant to our work;

- understand the likely impact on staff and the public service that must be delivered;
- provide the opportunity for feedback, discussion and debate before we finalise our advice; and
- develop sustainable, creative but practical advice on the issues.

3.12 We have used our website to publish our advice and guidance to Ministers and organisations as well as information about the organisation including our Operational Plan, Annual Reports, engagement activities and the agendas and minutes of our meetings.

4. Delivery of our plan

Workforce planning

Principles and Guidance to support joint workforce planning in public services in Wales.

4.1 In accordance with our remit, we worked with the members of the Workforce Planning and Mobility subgroup of the WPC to produce advice and guidance on workforce planning⁵. The advice and guidance will be used to support opportunities for the public service workforce to gain new skills and to transfer knowledge and people between organisations and sectors.



4.2 We gathered information from a range of public bodies about their current approaches to workforce planning. We considered the data and information collation practices that could enable employers to more effectively plan for their future workforce requirements. We engaged with the National Centre for Learning Welsh, Coleg Cymraeg Cenedlaethol and the Welsh Language Commissioner to include guidance to support the use of Welsh Language in the workplace and the delivery of Welsh Language public services.

4.3 We also gathered information on the broad range of initiatives, schemes and agencies offering support to develop the core and essential skills of the workforce, including those already endorsed by the Welsh Government.

⁵ www.gov.wales/docs/pssc/publications/170728-joint-workforce-planning-guidance-en.pdf

Principles to support joint workforce planning in public services in Wales

1. In accordance with the Welsh way of social partnership organisations will include their recognised trade unions in the planning of their current and future workforces. Even where no changes are planned, organisations will regularly review the effectiveness and continued appropriateness of their workforce plans with their trade unions.
2. Organisations will adopt an integrated planning approach that brings together workforce plans with service delivery and financial plans. Integrated plans will be modelled over a medium-term period of at least three years and take into account changes needed for future service delivery.
3. Organisations will share information beyond their organisation boundaries and work collaboratively with other public service partners to address common workforce planning and workforce development matters.
4. Public service staff will have access to appropriate induction and continued access to necessary training and development support to enable them to undertake their roles effectively and response to changes in service delivery.

4.4 These broad principles are then underpinned with suggested guidance.

4.5 The aim of the guidance is to achieve greater consistency in the outcomes of the workforce planning undertaken by individual organisations. In our view, this should in turn also improve co-ordination and greater consistency in workforce planning arrangements in public services in Wales, and allow for the sharing of workforce training development and delivery costs.

4.6 As an offer of practical assistance, we have included in the guidance suggested key workforce planning factors to be included in integrated planning and reporting. Also included is information on existing public sector workforce datasets; Welsh Government statisticians have offered to advise others on how to access and use these.

4.7 We believe adopting the principles in the document will:

- target and make best use of existing planning systems and resources to shape joint workforce planning arrangements;
- strengthen arrangements for joint workforce planning whether on a regional or a collaborative basis across public services;
- support change management processes;
- aid mobility; and
- enable greater consistency and improved co-ordination in workforce planning arrangements in public services in Wales.



**Alison Ward and Mike Payne,
Employer and Trade Union Secretaries
of the Workforce Partnership
Council stated:**

“We welcome the publication of the advice and guidance published by the Public Services Staff Commission, which was endorsed by the Workforce Partnership Council on 13 July 2017. We look forward to continuing to work together, building on the unique Welsh way of working in social partnership in order to make progress on issues of mutual interest to employers and trade unions.”

4.8 The Workforce Partnership Council has agreed it will put in place arrangements to review the implementation of these principles and guidance within the first twelve months.

Local Government Reform

4.9 In our 2016-17 remit we had been expected to take forward preparatory work on proposals to issue guidance for Transition Committees that were to have been established through the proposals in the then Draft Local Government (Wales) Bill. That preparatory work had begun in autumn 2015 and we had engaged extensively with employers and trade unions working through the WPC and its sector groups to gather information.

4.10 The subsequent revision to the Welsh Government Local Government reform proposals has had an impact on the way in which we have taken forward work in this area. Following the announcements made by the then

Cabinet Secretary for Finance and Local Government in autumn 2016, setting out the likely direction of revised reform proposals, we began to gather information to consider the possible implications for the workforce.

4.11 We have worked closely with those currently working in the Local Government sector; predominantly the members of the Local Government sector group of the WPC, members of the Local Government Human Resources Director network, members of SOLACE, and of course the Welsh Local Government Association.

Workforce issues around delivering a joint organisation or jointly managed team

4.12 Our remit required us to provide the WPC with a briefing that considered issues around delivering a joint organisation or jointly managed team such as recruitment, retention, workforce planning, performance management, values, leadership behaviours and development.

4.13 We gathered further detailed information this year on current collaborative, joint and regional working arrangements which have been adopted by local authorities in Wales. We similarly undertook research based on experiences in other sectors where public services have adopted different approaches, including change arrangements within the NHS in Wales and the creation of new public bodies in Wales e.g. Qualification Wales.

4.14 We also met with the Association of Public Service Excellence (APSE) to ensure we were aware of the relevant work they have undertaken with social partners in Wales and to learn from their experience and research across the UK.

4.15 Wales has a proud record of adopting a 'Welsh Way' of working which encompasses a 'One Public Service' vision – a positive approach to the public sector and the Welsh public sector workforce, recognising the value and its important role in the Welsh economy. This includes full commitment to partnership working between employers and trade unions in Wales when considering and implementing organisational change. This does not mean that employers and trade unions can always agree but it does mean that they have committed to jointly own the problems and seek to develop joint solutions and reach agreement whenever they can.

4.16 We presented our briefing to the WPC in July 2017 highlighting that change can feel like an uncertain and unsettling period for any employee and the purpose and potential benefits of change may need to be effectively 'sold' to the workforce and to the citizens who use and access services. The successful management of change should look to safeguard the quality and sustainability of the service offered to citizens but also to safeguard the interests of the workforce.

4.17 We focused on the key procedural matters that are likely to need to be considered and addressed when implementing changes such as a joint organisation or jointly managed team. The need to invest in managing the softer cultural aspects of change should not however be underestimated such as the breakup of well-established teams and work-based friendships, increases in travel to work distances, changes to work place environment such as open plan offices, as well as changes to custom and practice in delivering services.

4.18 Also, often underestimated is the importance of continuing to monitor the impact of the change, as felt by the workforce, post the effective 'Day 1' of the implementation of any joint organisation or jointly managed team.

4.19 Whether procedural or softer cultural matters there are three key factors to successful management of change:



Key factors to successful management of change

1. **Early engagement and discussion between the employers and trade unions** on the options to be considered should facilitate early identification of potential advantages and disadvantages of the potential models to be considered. This in turn enables the workforce to influence and buy-in to the change process. It should also facilitate formal consultation processes that follow later.

The early engagement also needs to include where practicable those charged with the final decision making e.g. elected members and Board members including non-executives.

2. **Strong and visible leadership** is required to set out and explain the case for change and provide any necessary assurances. Senior officers and political leaders or Board members must spend time with staff affected by the proposed change. This helps to demonstrate ownership and leadership of the changes.

3. The implementation of joint organisations and jointly managed teams may require some staff to transition effectively to a new or re-designed role. Organisations will need to promote and deliver a commitment to **provide appropriate, timely, and effective training** where it is necessary to do so to aid redeployment and to support a smooth transition to new ways of working.

4.20 In addition, our suggested advice and guidance set out a number of points for members of the WPC to consider taking forward as part of its future programme of work including:

- To support organisations to ensure they fully consider and understand the various implications of the different models of service delivery, the WLGA's Legal Guidance for Collaboration will need to be updated to reflect the revised legislative and regulatory issues covered above.
- Various Welsh Government Codes of practice and regulations need to be updated and aligned to reflect the latest pensions Fair Deal position.
- Social partners should engage early on the options for new service delivery models based on mutual trust and in accordance with the Partnership and Managing Change agreement⁶.
- Social partners will need to develop joint communication strategies and agree joint communications to support effective change
- Social partners should consider a wide range of communication methods to engage staff that reflects their role, working pattern and access to ICT and social media, alongside more traditional methods such as notice boards and staff meetings.

⁶ www.gov.wales/docs/pssc/publications/170519-partnership-managing-change-en.pdf

- Guidance on the necessary terms and conditions information, data, and employee related liability information required to support effective change.

4.21 The briefing also highlighted the importance of, a good practice organisational change policy, consistency in employment policies and the need to work through the issues arising from differences in pay terms and conditions. These matters were already included within our remit letter and the work we have completed in this area is set out below.

Good practice employment policies

4.22 In accordance with our remit letter, we have worked with members of the WPC, HR leads and trade union representatives to develop good practice guidance on all Wales employment policies.

4.23 We would advise that organisations delivering public services in Wales make use of the eight employment policy documents⁷ that we have published and where practicable give serious consideration to adopting and implementing them. They include:

- Organisational change
- Employee code of conduct
- Redeployment, retraining and redundancy
- Dignity at work
- Grievance



- Discipline
- Capability
- Raising concerns and whistleblowing.

4.24 In carrying out this work we have drawn on existing good practice and policies from across the public sector in Wales and elsewhere. The documents pull together a principle-based approach of good practice and fair treatment. We have not crossed into collective bargaining matters; such points remain for local negotiation and agreement.

4.25 Some of the documents by their very nature include elements of procedure but we have tried not to be overly prescriptive at a policy level to allow reasonable flexibility for organisations to develop their own local underpinning procedures.

4.26 The content of the bilingual policies complies with current law and good practice. We have also adopted a plain English and Cymraeg Clir approach to writing the documents to make them easily accessible to the public service workforce in Wales.

4.27 We have highlighted to the members of the WPC, HR leads and trade union representatives, that continuing with a joint development approach to more employment policies in the future will:

- sustain joint working and collaboration; developing policies together as a Local Government sector and in social partnership;
- offer more good practice and fair treatment of our workforces;

⁷ www.publicservicesstaffcommission.gov.wales/guidance-and-reports/employment-policies?lang=en



- support efficient working at a time of diminishing corporate resources; and
- facilitate the wider aims of working towards a One Public Service approach, to workforce matters by sharing information and aligning the timing of employment policy reviews with the NHS and central government bodies.

Pay harmonisation

4.28 In our remit letter, we were asked to develop advice and guidance for local authorities in Wales to work towards the harmonisation of pay and conditions of service for staff.

4.29 In November 2017, we discussed the issues and opportunities surrounding harmonisation at a roundtable with colleagues from the sector including the WLGA, HR Directors network, Society of Welsh Treasurers, trade unions and Welsh Government. We then presented a proposed approach for an initial information gathering exercise to the members of the WPC at its November 2017 meeting.

4.30 To understand better the issues to be addressed and to inform further discussion on what actions will be needed in the future, we issued a written request for information from individual organisations in December 2017. This initial phase focused solely on information gathering to enable an accurate and independent analysis of the issues to be carried out.

4.31 We analysed the information received from local authorities in the context of the national pay offer (issued in December 2017 and not yet agreed), the consistency of current arrangements for National Joint Council (NJC), Chief and senior officer staff across the local authorities in Wales, the impact of the mandatory National Living Wage (NLW) and the voluntary Foundation Living Wages (FLW).

4.32 We found that different arrangements apply locally, which is not surprising as the 22 individual local authorities have full autonomy to decide their own arrangements.

4.33 In our work on the briefing on workforce issues arising from local government reform, we noted that differences in terms and conditions of employment and particularly pay were common themes. Employers and trade unions have said that to enable more collaboration and joint working in the future these issues would need to be considered and addressed.

4.34 The key message in the report we prepared for the WPC to consider in March 2018 is that a number of matters in relation to pay and grading will need to be considered and addressed by local authorities in Wales over the coming months, irrespective of whether there is a big or small reform programme taken forward.

4.35 Whilst recognising that the local authorities are 22 individual sovereign employers and have autonomy to deal with the matters, we have advised that there is an opportunity to take a different more collaborative approach at this time.

4.36 It is our view that coordinated work across the local government sector will ensure more effective use of the limited capacity and capability to deal with what are common issues across the sector. We recognise that the extent and impact will vary across individual authorities but working together will enable better longer-term and sustainable solutions to be developed and will demonstrate a willingness to work jointly and collaboratively on matters that will affect the local government workforce who are at the heart of delivering our public services.

Follow up and further action required from others

Transparency of senior pay arrangements

4.37 In December 2016, we published advice and an accompanying report 'Transparency of Senior Pay in the Devolved Welsh Public Sector – observations and proposed way forward'⁸.



4.38 We worked with members of the WPC to respond to Welsh Ministers' request to develop advice and guidance on the Welsh Government Framework on 'Transparency of Senior Remuneration in the Devolved Welsh Public Sector'.

4.39 In developing our advice, we considered the senior pay disclosures of 48 bodies in Wales, which includes the Welsh Government as an employer, the NHS, Local Government and Welsh Government Sponsored Bodies.

4.40 During the first year of adoption, we concluded that progress had been made in implementing the requirements of the Welsh Government framework, but reported that there remained some key areas where we would advise more could be done to explain how senior pay is determined, by sharing information about pay, publishing pay policies and providing explanations for decisions.

4.41 Only in November 2017 did we receive an update from the Welsh Government setting out intended further action. We have highlighted to the Welsh Government our concerns that the improvement noted in 2016-17 has since stalled and there appears to have been no further progress since the publication of our report. In particular, the Welsh Government had not published its 2017-18 pay policy statement and no NHS body had published a pay policy statement for 2016-17 or 2017-18. We would expect all the 2018-19 pay policy statements to be published before April 2018.

⁸ Advice and guidance on the Welsh Government Framework on 'Transparency of Senior Pay arrangements' www.publicservicesstaffcommission.gov.wales/guidance-and-reports/transparency-of-senior-remuneration-devolved-welsh-public-sector?lang=en



4.42 Our view remains that the preparation of a pay policy statement is complementary to existing disclosure and reporting requirements, clear and not onerous on public bodies to produce. Done well, more transparency and effective communication on senior pay in the public sector in Wales should limit the need for direct intervention by the Welsh Government and others.

4.43 We have therefore advised the Welsh Government that, given the continued high level of public interest in senior pay arrangements, that a detailed timescale for completion of the further work it has identified should be put in place together with a named lead official to ensure that this remaining working is completed quickly. We have shared this view with the Wales Audit Office in our discussions with them as part of their ongoing work for the Public Accounts Committee.

Non-guaranteed hours guidance

4.44 In September 2016, we published our first guidance on the appropriate use of non-guaranteed hours arrangements⁹. In developing this work we considered wider arrangements, rather than just zero-hours contracts, which allow organisations to flexibly deploy their workforces to meet fluctuating demand for services or to cover the absence of the permanent workforce. We defined these broadly as non-guaranteed hours arrangements.

⁹ www.publicservicesstaffcommission.gov.wales/news/principles-and-guidance-use-of-non-guaranteed-hours-arrangements?lang=en

Principles to support appropriate use non-guaranteed hours arrangements

- 1. Where organisations need to introduce new non-guaranteed hours arrangements or consider changes to their current arrangements they will engage at the earliest opportunity with their recognised trade unions.**

In accordance with the 'Welsh Way' of social partnership, organisations will include their recognised trade unions in the planning of and implementation of any changes to the mechanisms for flexing their workforces. Even where no changes are planned, organisations will regularly review the appropriateness of their non-guaranteed hours arrangements with their trade unions, particularly as part of their joint working on workforce planning.

- 2. Organisations will make clear which non-guaranteed hours arrangements they use and for what purposes.**

Where organisations use non-guaranteed hours arrangements they will explain the purpose for their use and define the scope for when such arrangements will be used. It will not be appropriate for organisations to seek to deliver their core services solely through these types of arrangements. The organisations will have a clear understanding of the services that they are required to deliver and a broadly predictable workforce requirement. Good workforce planning can ensure that the balance between the use of the permanent and the use of the casual workforce is appropriate and reviewed regularly.

- 3. Staff engaged through non-guaranteed hours arrangements will have access to appropriate induction, training and development support to enable them to undertake their roles effectively.**

Staff engaged in delivering public services require appropriate training and development to enable them to carry out their work effectively. This applies equally to staff engaged on non-guaranteed hours arrangements. Organisations will consider what induction and training arrangements are required for staff engaged on non-guaranteed hours arrangements. Appropriate induction and training will be provided as soon as the staff are engaged, and reviewed and updated as and when required. Staff will be paid for undertaking any required induction and training relevant to the role being undertaken.

4. Organisations will ensure that they comply with employment law and collective bargaining agreements and provide their staff with the required rights, terms and benefits.

Organisations have a duty to comply with legislation and collective bargaining agreements covering their staff. All staff engaged on non-guaranteed hours arrangements will have clear and accessible contracts, which set out the terms for their engagement and what the relationship is between the organisation and its staff. Staff with a contract of employment (including non-guaranteed hours contracts) must be explicitly part of the collective bargaining arrangements. All staff will be encouraged to join the appropriate trade union in accordance with Workforce Partnership Council agreement – ‘Partnership and Managing Change’¹⁰.



4.45 The principles and guidance will enable public service organisations and their recognised trade unions to work together to actively review and consider the arrangements they have in place now and those that will need to be developed for the future. This will support greater consistency and cohesion in the way flexible workforce arrangements are developed and considered within our public services.

4.46 The guidance was also provided as advice to the Welsh Government through the Cabinet Secretary for Finance and Local Government. We advised that the devolved organisations who are included within our remit should adopt the principles and guidance. We also advised that those organisations not included within our remit should be encouraged to adopt the principles and guidance.

4.47 On 6 December 2016 the then Cabinet Secretary for Finance and Local Government issued the guidance to all devolved public sector employers, stressing the importance and priority the Welsh Government accords the fair and equitable treatment of the public sector workforce and the relationship between this and the delivery of excellent public services¹¹.

¹⁰ www.gov.wales/docs/pssc/publications/170519-partnership-managing-change-en.pdf

¹¹ Cabinet statement on the appropriate use of Non-Guaranteed Hour Arrangements www.gov.wales/about/cabinet/cabinetstatements/2016-new/nonguaranteedhours/?lang=en

5. What happens next?

5.1 The Welsh Government set out in November 2016, that the Staff Commission will no longer be made a statutory body as previously intended and would be brought to a close in March 2018.

5.2 The WPC will continue to provide the strategic direction going forward and the programme of work completed by us will be taken forward by the WPC under new arrangements, which are currently being agreed by social partners working together. A summary of further action arising from our work is set out in Appendix B.

5.3 The Commissioners and staff team would therefore like to record their thanks to employers and trade unions for working with us, providing information and supporting us in carrying out our work.



Appendix A: Public Service Bodies within scope

The public service bodies to be covered by the remit of the non-statutory Commission currently include:

- A county borough council or county council in Wales
- A town or community council
- Fire and Rescue Authorities
- National Park Authorities
- The Local Democracy and Boundary Commission for Wales
- Local Health Boards and NHS Trusts
- Social Care Wales
- The governing body of a maintained school or federation
- The Higher Education Funding Council for Wales
- The Arts Council of Wales
- The National Library for Wales
- The National Museum of Wales
- The Royal Commission on the Ancient and Historical Monuments of Wales
- The Sports Council for Wales
- The Natural Resources Body for Wales

Subject to the requirements of Constitutional Reform and Governance Act 2010 the Welsh Government (as an employer), voluntarily regards itself as being within the remit and will take notice of and apply its guidance on the same basis as other bodies.

Appendix B: Further action

Deliverable	Further action
<p>1. Principles and guidance on non-guaranteed hours arrangements</p> <p>Published on 22 September 2016</p>	<p>A review is currently underway led by the WPC of the implementation of the principles and guidance.</p>
<p>2. Advice and proposed way forward on the Transparency of Senior Pay arrangements</p> <p>Published on 21 December 2016</p>	<p>Further action is planned by the Welsh Government on promoting greater consistency and transparency of senior pay arrangements.</p> <p>We have written to seek confirmation of a named official and target completion date for this further action.</p>
<p>3. Principles and guidance on joint workforce planning</p> <p>Published on 28 July 2017</p>	<p>The WPC agreed to review the implementation of the principles and guidance within twelve months of publication.</p>
<p>4. Briefing on the workforce issues around and options for delivering a joint organisation or jointly managed team</p> <p>WPC paper July 2017</p>	<p>The briefing set out a number of suggested areas where the WPC may wish to consider further advice and guidance to assist organisations.</p>
<p>5. Employment policies</p> <p>Published on February 2017</p>	<p>The WPC will need to promote the use and adoption of these policy documents. The documents will need to be reviewed and updated to take account of future changes in the law and emerging good practice.</p> <p>Our advice also set out a number of other areas where the WPC may wish to consider further work.</p>



Deliverable	Further action
6. An approach to sustain joint development of model employment policies in social partnership WPC paper November 2017	We have previously recommended to the WPC joint development of employment policies as a way forward and shared a suggested approach with the WPC setting out how this could work in practice.
7. Advice and guidance on pay harmonisation WPC paper March 2018	The report sets out a number of suggested areas where the WPC may wish to consider further work.