



PERSONNEL COMMITTEE

2.00 PM - MONDAY, 11 MARCH 2024

MULTI LOCATION MICROSOFT TEAMS/COUNCIL CHAMBER

Webcasting/Hybrid Meetings:

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1. Chairs Announcements
2. Declarations of Interest
3. Minutes of the previous meeting (*Pages 3 - 8*)

For Decision

4. NPT Staff and Member Car parking Scheme (*Pages 9 - 28*)
5. Strategic Workforce Plan: The Future of Work Strategy 2022 - 2027 - Review of Year 1 Delivery Plan and confirmation of Year 2 Delivery Plan (*Pages 29 - 98*)
6. Carers Policy (*Pages 99 - 120*)
7. Social Media Policy (*Pages 121 - 142*)

For Information

8. Pay Policy Statement 2024/2025 (*Pages 143 - 198*)
9. Workforce Information Report Quarter 3 (*Pages 199 - 218*)

10. Urgent Items

Any urgent items at the discretion of the Chairperson pursuant to Section 100BA(6)(b) of the Local Government Act 1972 (as amended).

K.Jones
Chief Executive

Civic Centre
Port Talbot

Tuesday, 5 March 2024

Committee Membership:

Chairperson: Councillor S.A.Knoyle

**Vice
Chairperson: Councillor A.J.Richards**

Members: Councillors T.Bowen, C.Clement-Williams,
S.Grimshaw, J.Hale, J.Henton, J.Jones,
D.Keogh, C.Lewis, S.Purseley and P.D.Richards

PERSONNEL COMMITTEE

(Multi Location Microsoft Teams/Council Chamber)

Members Present:

11 December 2023

Chairperson: Councillor S.A.Knoyle

Vice Chairperson: Councillor A. J. Richards

Councillors: T.Bowen, C.Clement-Williams, S.Grimshaw,
J.Hale, J.Henton, S.K.Hunt, J.Jones, S.Jones,
D.Keogh and S.Pursey

Non Voting Members: Councillors J. Hurley, N. Jenkins, W.F.Griffiths

Officers in Attendance: S. Rees, A.Hutchings and L.Margetson, A. James and N. Jones.

1. **Chairs Announcements**

Councillor S. Knoyle welcomed everyone to the meeting.

2. **Declarations of Interest**

No declarations of interest were received.

3. **Minutes of the previous meeting**

That the previous minutes held on the 25th September 2023 be approved as a true and accurate record.

4. **Forward Work Programme 2023**

The forward work programme for 2023 2024 was noted.

5. **Revised Employee Code of Conduct**

The HR Manager provided a summary to the circulated report.

Members raised a suggestion on the layout to specific contents within the report for ease of reading and clarification. The comments were noted.

A typo was noted on page 41, line 4 of the report.

Members queried communication between officers and councillors, which would be noted.

Decision:

That Members approved the revised Employee Code of Conduct.

6. **Revised Honoraria and Acting Up Schemes**

The HR Manager provided a summary to the circulated report.

Decision:

That Members approved the revised Honoraria and Acting up Schemes.

7. **Annual Equalities in Employment Report**

Questions were received from Members in terms of the workforce predominately being female, and as a result what actions were in place to encourage or support female employees into higher paid roles.

The Head of People and Organisational Development responded by informing Members that a Talent Management Team was in the process of being established. The team would then be looking into areas such as career coaching and career development. The plan going forward would be to review the talent within the Council and find ways in retaining talented employees.

Members were then given an update to the newly formed mentoring scheme, developed in conjunction with Chwarae Teg. Members were told the scheme had been specifically designed to assist low paid female employees of the workforce, but also one that is inclusive to all employees.

The percentage of declared disabilities was discussed, with Members raising concerns to the low number. Officers responded by stating it

was primarily the employee's responsibility to declare if they wished to disclose any information regarding personal disabilities. Officers went on to state a new self-serve database had been rolled out, again where employees have the opportunity to disclose personal information. Members were further informed of the disability passport scheme. A forum is also to be established specifically for employees with disabilities.

Members raised questions surrounding training courses and whether the data set 'new applications' included mandatory courses. Officers stated, mandatory training was not included under 'new applications' these courses are mandatory for all staff. Members went on to raise concerns to the numbers stated within the report, as they were misleading. Officers would note this information.

A recommendation was put forward in terms of working parties for specific characteristics, inclusive of differing levels of officers from across the Council. Officers went on to provide an update to the formed ethnic minority employee network and the positives and outcomes seen from the formed group. The same process would like to be mirrored in the future with a disability group. In the first instance the suggestion from Members would be referred to the equalities and cohesion group for matters relating to the protected characteristics as discussed. Members went on further to highlight the positives of individual working groups and opposed to one overarching group, which may see a lack of interest due to specific areas of interest. Members were informed the group was currently under review.

Decision:

That the enclosed equalities employment information was approved by Members.

8. Gender Equalities Action Plan Update 2023

The Head of People and Organisational Development went on to provide the committee with an overview to the circulated report.

Members were informed that since 2019 the Council had been working alongside Chwarae Teg and the Fair Play Employers scheme. As of this year Chwarae Teg had closed, therefore the agenda item has been renamed the Gender Equalities Action Plan. Officers stated the scheme was initially used to support the reduction in the council's gender pay gap. The Council along with Chwarae Teg

worked together to implement a Gender Equalities Survey as well as audit employment policies and processes, which in turn assisted the creation of the action plan.

During the last twelve months Chwarae Teg has assisted the Council in the development of the Meant2BeNPT Mentoring Scheme. Members were told the Council had recently been in receipt of the Woman spire Fairplay Employer Award 2023 as a result of this work.

The Committee were informed that despite Chwarae Teg no longer being in existence, the work carried out between them and Council since 2019 would continue forward. Members were keen to express their gratitude and thanks to Officers.

Decision:

That the report be noted for information.

9. **Annual Employee Engagement Survey**

Members were informed the Annual Employee Engagement Survey would be launched in the Spring of 2024. Officers explained the survey would form the basis for the development of an Engagement Strategy. Officers went on to highlight the importance of survey and the benefits in carrying out the survey to assist the strategy.

Decision:

That the report be noted for information.

10. **Time to Change Wales Action Plan - update report**

Officers provided members with a summary to the plan, stating the Council has signed up to the Time to Change Wales Action Plan and Employers Pledge in 2019. Members were told feedback had been received from Time to Change Wales, and they have identified the Authority as being an active employer.

The Head of People and Organisational Development went on to inform the Committee that there were a number of employees across the Council actively engaging as Employee Champions, discussing areas such as mental health and menopause. The purpose of the work is to reduce the stigma around mental health and signpost employees to sources of help and guidance.

Decision:

That the report be noted for information.

11. **Workforce Information Report Quarter 2**

Members were informed the full details of the report could be found within appendix 1 of the circulated report.

Decision:

That the report be noted for information.

12. **Urgent Items**

There were no urgent items.

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PERSONNEL COMMITTEE

10TH MARCH 2024

REPORT OF CABINET MEMBER FOR FINANCE, PERFORMANCE AND SOCIAL JUSTICE

Revised Staff and Member Car Parking Scheme

Matter: For Decision

Purpose of Report

To propose revised arrangements in relation to the Staff and Member Car Parking Scheme.

Background

The Staff and Member Car Parking Scheme was first implemented in 2011, as part of several measures agreed under the Workforce Strategy Collective Agreement, and with the aim of avoiding compulsory redundancies. The terms of the Scheme have been updated since 2011
The Scheme states:

“The income generated through the operation of this Scheme will continue to contribute to the safeguarding of the employment of all Neath Port Talbot employees to the maximum extent possible, as part of the Council’s Forward Financial Plan”.

The Scheme sets out a framework for charging council staff and elected members who park in pay and display car parks or Civic Office car parks, either via a purchased parking permit, or using pay and display parking at the appropriate tariff.

The current fees are:

Tariff A - All Designated Car Parks (except Port Talbot Civic Centre)

Contractual Hours of Work	Annual Charge	Monthly Equivalent
23 hours pw, or more	£180 pa	£15
Less than 23 hours per week	£90 pa	£7.50

Tariff B - Barrier Car Park at Port Talbot Civic Centre

Contractual Hours of Work	Annual Charge	Monthly Equivalent
23 hours pw, or more	£234 pa	£19.50
Less than 23 hours per week	£117pa	£9.75

The scheme contains specific arrangements for Blue Badge holders and employees with short term mobility difficulties.

Income generation

The current scheme was budgeted to generate income of £208K per annum from staff and Members

Suspension of payments

On 23rd March 2020, the Welsh Government introduced a series of measures designed to curb the spread of the Covid 19 virus pandemic and protect the nation. This became known as 'lockdown'. For a period,

many businesses and workplaces were closed, and only key workers could attend their place of work. In June 2020, the instruction changed to 'those who can work at home must work at home'.

In accordance with the guidance from Welsh Government, the majority of the council's office-based workforce, approximately 2,000 employees, became home workers in March 2020 and the decision was taken to suspend the payments associated with the car parking scheme. This decision was taken via an Urgency Action dated 1st May 2020, to suspend off-street charging and on-street enforcement and the payments have not yet been re-instated. It is important to note that whilst payments have been suspended, carpark permits have continued to be issued, now as a virtual permit via the Mi Permit Application – employees must have a valid virtual permit to park without payment in e.g. Neath or Port Talbot multi-storey carparks.

Hybrid Working

The introduction of Hybrid working which enables employees and elected members to work in a much more flexible and mobile way, working where the particular work activity can best be carried out. It is evidenced that the majority of employees in our Civic Centres, spend the majority of their working week outside of the workplace, whether it is working at home or out in the community.

Proposal

As a result of the changes in the workplace, it is proposed to withdraw the Staff and Member Car parking Scheme, and replace with a permit scheme that will enable employees and elected members to park without payment in a restricted number of carparks associated with their place of work, e.g.,

Port Talbot and Neath multi-storey car parks and The Quays. The draft proposed scheme is attached at appendix 1.

Financial Impacts:

This proposal will have no impact on the parking budget as this has previously been corrected to reflect the fact that no income has been payable since March 2020.

Integrated impact assessment:

A first stage impact assessment has been undertaken to assist the Council in discharging its legislative duties (under the Equality Act, the Welsh Language Standards (No.1) Regulations 2015, the Well-being of Future Generations (Wales) Act 2015 and the Environment (Wales) Act 2016. The first stage assessment, attached at appendix 2 has indicated that a more in-depth assessment is not required. A summary is included below:

“A full impact is not required as there is no impact on any protected group. It also has no negative impact on bio-diversity or the Welsh Language”.

Valleys Communities Impacts:

No Impacts.

Workforce Impacts:

There will no longer be a requirement for employees to pay for car parking in designated council car parks. Employees will be required to hold a valid car parking permit to park in designated car parks set out in the revised scheme.

Legal Impacts:

No impact.

Risk Management Impacts:

No impact.

Crime and Disorder Impacts

No impact.

Counter Terrorism Impacts

No impact

Consultation:

There is no requirement under the Constitution for external consultation on this item. The proposed revisions to this policy have been fully endorsed by the Trade Unions.

Recommendations:

It is **RECOMMENDED** that Members **APPROVE** the revised Staff and Member Car Parking Scheme.

Appendices:

Appendix 1 – Revised Staff and Member Car Parking Scheme

Appendix 2 - IIA

List of background papers:

None.

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Cyngor Castell-nedd Port Talbot
Neath Port Talbot Council

Staff and Member Car Parking Scheme

Os hoffech dderbyn gohebiaeth mewn perthynas â'ch cyflogaeth yn Gymraeg, cysylltwch â'ch Swyddog AD dynodedig.

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1. Introduction

This Scheme sets out how the Council's (revised) Staff and Member Car Parking Scheme will operate at all designated locations with effect from 01st April 2024.

2. Scope

All staff and Members who wish to park in one of the Council's pay and display or civic office car parks will have the option of:

- **Applying for a virtual car parking permit**, for use within designated car parks (see **Appendix A** for further details)

OR

- **Using "Pay and Display" parking, at the appropriate tariff** for the car park being used

3. Pay and Display Council Car Parks

Staff and Member virtual parking permits will be valid for use in designated Council car parks for work purposes - as follows:

Monday to Friday

Neath Multi-Storey 6am to 11pm

Port Talbot Multi-Storey 7am to 6pm

Parking permits will also be valid for car parking at **The Quays** seven days a week.

4. Staff and Member Permits

Applications need to be sent to parkingpermits@npt.gov.uk along with the car registration and payroll number of the applicant.

Change in vehicle registrations are the responsibility of the permit holder and are done through either the MiPermit App or website. Log in details are provided to the permit holder when the permit is created

Virtual car parking permits will be valid for 20 years from issue unless advance notice is given that the virtual car parking permit is to be cancelled to parkingpermits@npt.gov.uk .

5. Service Response Centre At the Quays, Briton Ferry

The parking of private cars within the Service Response Centre is **not** permitted, unless authorised to do so by a relevant Head of Service (only during out of hours).

6. NPT Council Staff who do NOT have a car parking permit

Staff who use a Council pool car or other vehicle will be provided with a vehicle-specific car parking permit and/or barrier access card, as appropriate.

NPT Council staff and Members who do not have a car parking permit and who incur charges at a “pay and display” public car park, at The Quays or at any other designated car park **when visiting a location other than their fixed base, while carrying out Council business**, will be reimbursed the actual cost of parking.

7. Barrier Controlled Parking at Port Talbot Civic Car Park

The following categories of staff will be granted barrier-controlled parking facilities.

- **Blue Badge holders** (subject to such Badge holders being based at Port Talbot Civic Centre / already being a permit holder);
- **Staff with short-term mobility difficulties** who have been granted temporary access to barrier-controlled parking facilities at this location
- **Chief Officers and Members**

8. Lost Barrier Access Cards

A replacement of a barrier access card will incur a charge of £5.00.

9. Extension of Staff and Member Car Parking Scheme to Additional Locations

This Scheme will be introduced at suitable additional locations on a phased basis. It is intended that the following principles will apply, other than in exceptional circumstances:

- Car park access barriers will not be used;
- The provision of car parking spaces in operational areas will be minimised;
- Car parking spaces will be suitably surfaced;
- One or more visitor car parking spaces will be provided at each location - these will not be available for use by staff based at the relevant location;
- A designated motorcycle parking area will be provided;
- Staff and visitor car parking at each such location will be managed by locally based manager/s

Staff will be informed in advance about the planned rollout of additional locations for inclusion within this Scheme, following consultation with managers and trade unions.

10. Non-Compliance with the Staff and Member Car Parking Scheme

Any breach of this Scheme will be treated as a potential disciplinary matter.

The practice of “tailgating” at a barrier-controlled car park, whereby a vehicle drives so close to the vehicle in front that the car park barrier is prevented from being lowered following entry / exit by the first vehicle, is strictly prohibited as a means of gaining access to / leaving a car park without charge. It is also a dangerous practice. Such a practice will also be considered as a potential disciplinary matter.

Penalties for breaching this Scheme include disciplinary action, the withdrawal of participation in this Scheme and the cancellation of barrier access card facilities.

11. Review

This Scheme will be subject to periodic review.

APPENDIX A

Staff and Member Car Parking Permits - Eligible Public “Pay and Display” Car Parks

Monday to Friday - 6am to 11pm

Neath multi-storey car park

Monday to Friday - 7am to 6pm

Port Talbot multi-storey car park

Parking permits will also be valid for car parking at **The Quays** seven days a week.

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Impact Assessment - First Stage

1. Details of the initiative

Initiative description and summary: Revised Staff and Member Car Parking Scheme
Service Area: Employees of the council and elected members.
Directorate: All

2. Does the initiative affect:

	Yes	No
Service users		X
Staff	X	
Wider community		X
Internal administrative process only	X	

3. Does the initiative impact on people because of their:

	Yes	No	None/ Negligible	Don't Know	Impact H/M/L	Reasons for your decision (including evidence)/How might it impact?
Age		X				
Disability		X				
Gender Reassignment		X				
Marriage/Civil Partnership		X				
Pregnancy/Maternity		X				
Race		X				
Religion/Belief		X				

Sex		X				
Sexual orientation		X				

4. Does the initiative impact on:

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence used) / How might it impact?
People's opportunities to use the Welsh language		X				
Treating the Welsh language no less favourably than English		X				

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5. Does the initiative impact on biodiversity:

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence) / How might it impact?
To maintain and enhance biodiversity		X				
To promote the resilience of ecosystems, i.e. supporting protection of the wider environment,		X				

such as air quality, flood alleviation, etc.						
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6. Does the initiative embrace the sustainable development principle (5 ways of working):

	Yes	No	Details
Long term - how the initiative supports the long term well-being of people	X		This initiative will benefit employees who work in Port Talbot and Neath Civic Centre and the Quays as they will not have to pay to park during the working day / week.
Integration - how the initiative impacts upon our wellbeing objectives	X		This initiative impacts positively on wellbeing objective 3 and 4.
Involvement - how people have been involved in developing the initiative	X		The trade unions have been consulted on their views regarding this revised policy and these were fully considered.
Collaboration - how we have worked with other services/organisations to find shared sustainable solutions	X		We have worked in partnership with our recognised trade unions to develop this proposal.
Prevention - how the initiative will prevent problems occurring or getting worse		X	N/A – internal policy

7. Declaration - based on above assessment (tick as appropriate):

A full impact assessment (second stage) is not required	<input checked="" type="checkbox"/>
Reasons for this conclusion	
A full impact is not required as there is no impact on any protected group. It also has no negative impact on bio-diversity or the Welsh Language.	

A full impact assessment (second stage) is required	<input type="checkbox"/>
Reasons for this conclusion	

	Name	Position	Signature	Date
Completed by	Sheenagh Rees	Head of Service	<i>Sheenagh Rees</i>	20 th February 2024
Signed off by	Sheenagh Rees	Head of Service	<i>Sheenagh Rees</i>	20 th February 2024

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NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

11th March 2024

Report of the Head of People and Organisational Development – Sheenagh Rees

Matter for decision

Wards affected: all wards

Strategic Workforce Plan: The Future of Work Strategy 2022 – 2027 - Review of Year 1 Delivery Plan and confirmation of Year 2 Delivery Plan

Purpose of Report

To provide Personnel Committee with a review of actions undertaken to deliver against the priorities of the council's Strategic Workforce Plan: The Future of Work Strategy 2022 – 2027 in the year 2023 / 2024; and following consultation with key stakeholders, to set out a proposed Delivery Plan for 2024 / 2025 for approval

Executive Summary:

The report provides background to the development of the Strategic Workforce Plan: The Future of Work Strategy 2022 – 2027, approved by Personnel Committee in October 2022. A review has taken place of actions to deliver the plan in 2023 / 2024 to assess whether we delivered what we said we would deliver, what impact has the delivery of these actions had to date, whether the 7 workforce priorities set out in the strategy remain relevant, and finally what actions do we intend to take in 2024 / 2025 to deliver the ambitions of the plan. Engagement and consultation has taken place to help us carry out this review and the report provides a summary of feedback. Other activities also provided evidence that was considered as part of the review process, for example, a review of completed succession plans and service recovery plans, feedback from focus groups, training sessions, and Viva Engage, etc. The report recommends that the 7 workforce priorities remain fit for purpose and sets out a draft delivery plan for 2024 / 2025 for member approval.

Background Information

The Council's Strategic Workforce Plan, the Future of Work Strategy 2022 – 2027 (The Strategy) can be viewed via this link to the council's sharepoint: [The Future of Work Strategy - Strategic Workforce Plan 2022-2027 \(sharepoint.com\)](#). This was approved at Personnel Committee on 24th October 2022.

The Strategy was very much co-produced with the council's Corporate Management Group, and developed over a number of months during which we listened to what's important to our employees and managers at every level and our trade union partners.

We also worked with Audit Wales and the Chartered Institute of Personnel and Development (CIPD) to ensure our workforce planning approaches and our people practices are the best they can be. A consultation in relation to the strategy was launched in August 2022, all employees were encouraged to provide feedback and face to face consultation took place with our recognised trade unions.

The Strategy sets out key workforce priorities aligned to the council's Corporate Plan and is supported by a 12-month delivery plan.

The seven strategic workforce priorities are:

Resourcing Team NPT

Attracting a diverse future workforce to ensure an ongoing supply of suitable applicants across a broad range of occupations, tackling skill shortage areas and attracting the right people with the right skills and competencies at the right time.

Developing and Retaining Talent

Through a strategic approach to succession planning that takes place at both a corporate level and operational service level, embedding leadership development, promoting movement across the council and facilitating career paths.

Employer of Choice: Employee Experience and Engagement

To help us recruit and retain the best employees, our ambition is to become an Employer of Choice, with an employment offer that is attractive to current and potential candidates and employees.

Developing the Future of Work

Developing our approach to embracing new hybrid ways of working, to ensure we are seen as an Employer of Choice. We want our workplaces to feel inclusive, so we will look at how we can introduce more choice and flexibility for all our employees, including those whose jobs do not lend themselves to a high level of mobility or agility in terms of location of delivery. Our approach will include removing unnecessary bureaucracy from internal processes and empowering our managers to make the decisions about how work is organised, and services are delivered.

Knowledge and Skills Development

Delivering training and development to our employees embracing new, innovative and creative methods, and focussing on targeted and bespoke training that supports priorities identified by services.

A Safe Workplace – supporting the health and wellbeing of our employees

Ensuring that our employees feel safe in the workplace, wherever that workplace is.

An inclusive Workplace where all employees can be themselves

We want our workforce to be properly representative of our communities. We want to remove any barriers in our workplaces for all employees, regardless of race, religion, sex, disability, age, gender reassignment, pregnancy or sexual orientation, and eliminate bias in our recruitment processes.

The Review process

The review process has considered:

- Did we carry out the actions we committed to undertake in 2022 / 2023 (the outputs)?
- Can we measure the impact of our actions (yet)?
- Are the priorities set out in the strategy still relevant?
- What are the actions we will undertake in 2024 / 2025 to deliver the priorities of the strategy?

We did this by:

- Reviewing the outputs of the following teams based in People & OD: The Future of Work Team, The HR Team, The Learning, Training & Development Team and the Corporate Health & Safety & Occupational Health & Well-being Teams.
- Analysing workforce information, for example to look at the impact on recruitment and retention.
- Holding focus groups with a cross section of employees, accountable managers and trade union representatives.
- Reviewing Service Recovery Plans
- Reviewing Succession Plans
- Listening to, and taking on board, feedback received from employees and managers at training events (for example the Succession Planning Workshops), briefing sessions (for example the Menopause Briefings), and via Viva Engage, generally and also in specific communities (for example Leading & Managing Team NPT, Staff Well-being, Staff News, Staff Matter).
- Listening to our recognised trade unions in both formal and informal events.
- Seeking input from Accountable Managers, Heads of Service and Corporate Directors at a consultation event held in the Accountable Managers online session of 30th November 2023, in order to help us assess whether the seven

priorities set out in the strategy remain relevant - attendees were asked to respond to the following questions:

- What is the key workforce priority for your service over the next 12 months?
- What one thing could we do for you that would make your job easier?

And finally, we invited Accountable Managers, Heads of Service and trade union representatives to attend consultation focus groups to consider the draft Delivery Plan for 2024 / 2025 and provide feedback to us.

Did we carry out the actions we committed to undertake in 2022 / 2023 (the outputs)?

Please refer to Appendix 1 which provides a summary position against each action in the Delivery Plan for 2022 / 2023.

As can be seen the additional resources that have been made available to the People & OD Service, supplementing the resources available to drive forward the Strategy, activity has taken place against every delivery action over the course of the past year. Because of the ambitious nature of the strategy, the majority of actions are not yet complete, and will require further delivery into this year and beyond:

Resourcing Team NPT:

- Significant recruitment activity has led to positive impacts on our ability to successfully appoint to our vacant posts (see section in relation to the impacts of our work below); however because of national skills shortages some posts remain difficult to recruit to and the need remains to continue to focus on both recruitment and developing our internal workforce to match critical skills sets now and in the future.

Developing and Retaining Talent:

- We made good progress in relation to embedding Succession Planning this year, developing the skill sets of our accountable managers in this area, and to date, approximately 75% of our services now have a succession plan in place.
- We have delivered phase 1 of the Organisational Review, developed competencies for our 3 senior leadership levels, and developed a leadership development pathway. Engagement with the recently launched leadership development programmes is already high.

Employee Experience and Engagement:

- We have made good progress in developing our employment offer, developing a number of initiatives described in Appendix 1, to improve employee well-being, motivation and engagement and help us to attract and retain the best

employees. Some of these initiatives have already been implemented, such as the Car Salary Finance Scheme and some will be launched later this year such as the Financial Well-being Platform and the Salary Finance Scheme.

Developing the Future of Work:

- We have reviewed our Hybrid Working Framework and delivered a range of training to support our managers develop their skills sets. A range of resources has been developed to help managers in this new world, and we will continue to review and develop this, as the world of work, new technology and working arrangements continue to evolve.
- We did want to develop some work around introducing more flexibility and choice for those jobs that do not naturally lend themselves to flexibility or home working, and this is one area that we were not able to progress in 2023 / 2024.

Knowledge and skills development:

- Activity ranged from launching the very popular face to face Induction day, the implementation of an 8 week 'manager induction' programme, the delivery of Leadership Development programmes at levels 3, 4, 5 and 7, the establishment of the NPT Ment2Be Mentoring network, a coaching network and a Viva Engage Community, to the delivery of 185 apprenticeships and 22,339 training days.

A safe workplace:

- A number of initiatives have been delivered, supporting the health and well-being of our employees, for example supporting carers in our workforce through the Employers for Carers initiative, the Menopause Action Plan to support women experiencing the menopause, and the implementation of an Employee Assistance Programme delivering a range of benefits including access to 24/7 counselling services.

An inclusive workplace where all employees can be themselves:

- We delivered a number of initiatives to improve equality and diversity in our workplaces and increase inclusion, focussing on a number of protected characteristics; of course this is not a 'job and finish' piece of work and next year we will expand our reach.

Can we measure the impact of our actions (yet)?

As you will see in **Appendix 1**, we have described the outputs of the year 1 Delivery Plan.

There are some actions where we have been able to show a quantifiable and measurable impact. This is particularly in relation to **recruitment** where we can now evidence that the significant activity to support recruitment is having a positive impact on the council's ability to attract candidates and successfully appoint to vacant posts:

- Our small HR Employment Support Team now supports an increase in recruitment workloads of c. 40% when compared with 2021 / 22.
- We can evidence that our successful appointment rates have increased proportionately more than this significant increase in recruitment activity – **so we are doing more, but what we are doing is also more successful**. Our overall successful appointment rate in the current year, 1st April 2023 – 31st January 2024 is currently **93%**, compared with 82% in 2021 / 2022 and 91% last year.
- Recruitment is outstripping resignations, and that in turn means we have a positive rather than negative retention rate.

For many actions, it is too early to be able to measure impact just yet, either because actions have only recently been implemented (for example the Employee Assistance Programme launched in January 2024) or because the actions in 2023 have been laying the foundations for 2024 (for example aspects of the Leadership and Management Development Pathway will launch later this year).

We can show activity rates, for example the numbers of managers engaging with opportunities to improve their skills to help them manage remote and or hybrid teams, or the number of employees who are starting to actively use the Viva Engage Platform to update themselves on news and developments across the council – as we continue to monitor activity, we will be able to begin to measure the value and impact of increasing / decreasing activity.

Where we can, we have provided feedback from other sources where this is available, so for example ratings on external job recruitment sites (resourcing NPT) show a positive view of the council as an employer of choice when compared with local government competitors, and the Gender Equality Award (an Inclusive Workplace) provides external assessment of the council's commitment to creating a fair and inclusive workplace.

We have also provided anecdotal feedback from participants at events, providing employee voice and the impact of actions on individuals in our workforce.

We recognise that measuring impact is important as we move through the delivery of this 5-year strategic plan, and understanding whether our outputs and efforts are making positive returns to the council. In March 2023, we established a new team in the HR Service, the People Analytics and Systems Team. We are developing the data analytics capability of this team, and we are in the process of establishing the

necessary data analytics tools (PowerBi), working in partnership with the Digital Services Team. This will enable this team to analyse workforce trends and predict future trends in a way that we have never been able to do before and develop robust metrics to help us measure the effectiveness of our People Services.

A key action underpinning the 2024 / 2025 Delivery Plan (see appendix 2) is to develop metrics that will help us measure delivery against our stated aims and ambitions.

We also plan to continue our partnership working with the Chartered Institute of Personnel and Development, as a People Development Partner, and revisit the People Impact Survey, originally carried out in February 2022, repeating this exercise in February 2025 – this will give us a crucial external assessment in relation to our people practices, the impact of them, and how that has evolved in the 3 year period.

Are the priorities set out in the strategy still relevant?

Please see **Appendix 2**, for summary feedback collated to inform this review process.

Taking into account all of this feedback, the seven strategic workforce priorities described in the Strategic Workforce Plan clearly remain relevant and fit for purpose.

The feedback has also informed the delivery actions to deliver these strategic priorities, ensuring that we continue to focus on recruitment, retention, our employment offer, leadership development, career progression and development, talent management, employee engagement and motivation, diversity and inclusion, employee well-being, and importantly, ensuring we can evidence positive impact.

What are the actions we will undertake in 2024 / 2025?

The draft delivery plan for 2024 / 2025 is set out in **Appendix 3**. Consultation has taken place with Accountable Managers and recognised Trade Unions in relation to this draft plan, and following positive feedback, it is recommended to Personnel Committee.

Financial impacts:

The Council spends 48.6% of gross expenditure on its workforce (NB this figure will fluctuate throughout the year).

Integrated impact assessment:

A first stage impact assessment has been undertaken to assist the Council in discharging its legislative duties (under the Equality Act, the Welsh Language Standards (No.1) Regulations 2015, the Well-being of Future Generations (Wales) Act

2015 and the Environment (Wales) Act 2016. The first stage assessment, attached at appendix 1 has indicated that a more in-depth assessment is not required. A summary is included below:

“A full impact is not required as at this stage there is no identified impact on any protected group; there may of course be equality impacts through the consequential implementation of actions set out in the revised Delivery Plan. Regular monitoring, including equality monitoring, will help the council to identify if any adverse equality risks do occur in practice and take action to remedy this. This monitoring will also consider if actions are having the positive impacts intended on protected characteristics and review our delivery plan accordingly.

It also has no negative impact on bio-diversity or the Welsh Language”.

Valleys Communities Impacts:

No implications

Workforce impacts:

The strategic workforce plan sets out the priorities for the council’s workforce over the next 5 years. It describes how we intend to recruit, retain, develop, motivate, engage, reward and recognise our workforce.

Legal impacts:

There are no legal implications associated with this report.

Risk Management Impacts:

Workforce planning seeks to mitigate any identified workforce risks. For example the plan identifies the threat that the challenging and competitive recruitment market poses to employers across the UK, and the actions the council is taking to mitigate this threat

Consultation:

Consultation has taken place with managers across the council and the recognised trade unions. There is no requirement under the Constitution for external consultation on this item.

Recommendation:

It is recommended that Members:

1. NOTE the review of actions undertaken to deliver against the priorities of the council’s Strategic Workforce Plan: The Future of Work Strategy 2022 – 2027 in the year 2023 / 2024.

2. APPROVE the recommendation that the 7 Strategic Workforce priorities remain relevant and fit for purpose
3. APPROVE the proposed Delivery Plan for 2024 / 2025.

Appendices:

Appendix 1 Delivery Plan 2023 / 2024 Review of Actions

Appendix 2 Summary of Feedback Collated

Appendix 3 Delivery Plan 2024 / 2025

Appendix 4 - IIA

List of Background Papers:

The Strategic Workforce Plan: The Future of Work Strategy 2022 – 2027

Officer contact:

Sheenagh Rees, Head of People and Organisational Development, telephone number: 01639 763315, email: s.rees5@npt.gov.uk

Diane Hopkins, Principal HR Manager, email: d.b.hopkins@npt.gov.uk

Lynne Doyle, Learning, Training & Development Manager, email: l.doyle@npt.gov.uk

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DELIVERY PLAN 2023 / 2024 – REVIEW OF ACTIONS

This plan sets out what we intended to achieve by 31st March 2024. We have provided commentary in relation to progress made against each action, confirming actions taken (outputs) and where we are able to, we provide an assessment of the impact of the actions taken. Please note however, that an action we intend to take into 2024 / 2025 relates to how we measure impact – this is very much a work in progress.

Workforce Priority: Resourcing Team Neath Port Talbot

Action	What are the outcomes?	How have we demonstrated progress?
<p>Establish a Recruitment Taskforce to drive the council’s recruitment strategy.</p>	<p>The establishment of the Recruitment Taskforce Partnership has brought together key stakeholders and partner agencies to work together to develop recruitment strategies; to fill vacant posts across Neath Port Talbot with suitably qualified and experienced people and to do so at pace; to develop longer term actions to support succession planning activity across the council.</p> <p>Actions include:</p> <ul style="list-style-type: none"> • The launch of the new NPT Recruitment website with branding ‘Join Team NPT’. • The new Itrent Recruitment module. • A new Job Description and Person Specification Template to ensure consistency of branding and format. • Improved recruitment assets • Bespoke support for managers of hard to fill posts 	<p>How can we measure impact?</p> <ul style="list-style-type: none"> • Reviews from online platforms such as glass door, indeed and our own site evidence high ratings of the recruitment experience and high ratings of the council as an employer – our ratings are consistently higher than our regional local government competitors. • The number of applications received increased from 3911 in 2020/21 to 5796 in 2022/23, an increase of 33%. Successful appointments rose from 386 in 2020/21 to 687 in 2022/23, an increase of 44% - so not only has the volume of what we do increased significantly, our success rate has also increased – we are getting better at what we do. • In the year to date (to 31/01/24) the number of applications (6125) have already increased by 6% when compared with the full year position for last year, and our success rate (702) has increased by a further 2%. • Our overall appointment rate in 2023 / 2024 is currently 93% compared with 82% in 2021 / 2022 and 91% in 2022 / 2023. • As can be evidenced in the table below, recruitment outstrips resignations:

Action	What are the outcomes?	How have we demonstrated progress?																				
		<table border="1" data-bbox="1196 280 2125 467"> <thead> <tr> <th data-bbox="1196 280 1305 347">Year</th> <th data-bbox="1305 280 1518 347">Headcount Joiners</th> <th data-bbox="1518 280 1704 347">Headcount Leavers</th> <th data-bbox="1704 280 1910 347">Turnover Rate</th> <th data-bbox="1910 280 2125 347">Retention rate</th> </tr> </thead> <tbody> <tr> <td data-bbox="1196 347 1305 387">21/22</td> <td data-bbox="1305 347 1518 387">827</td> <td data-bbox="1518 347 1704 387">498</td> <td data-bbox="1704 347 1910 387">8.02</td> <td data-bbox="1910 347 2125 387">105.75</td> </tr> <tr> <td data-bbox="1196 387 1305 427">22/23</td> <td data-bbox="1305 387 1518 427">865</td> <td data-bbox="1518 387 1704 427">767</td> <td data-bbox="1704 387 1910 427">11.93</td> <td data-bbox="1910 387 2125 427">102.31</td> </tr> <tr> <td data-bbox="1196 427 1305 467">23/24*</td> <td data-bbox="1305 427 1518 467">649</td> <td data-bbox="1518 427 1704 467">621</td> <td data-bbox="1704 427 1910 467">9.56</td> <td data-bbox="1910 427 2125 467">100.6</td> </tr> </tbody> </table> <p data-bbox="1137 472 1615 499">*part year 1st April 2023 – 31st January 2024</p>	Year	Headcount Joiners	Headcount Leavers	Turnover Rate	Retention rate	21/22	827	498	8.02	105.75	22/23	865	767	11.93	102.31	23/24*	649	621	9.56	100.6
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23/24*	649	621	9.56	100.6																		

Workforce Priority: Developing and Retaining Talent

Action	What are the outcomes?	How have we demonstrated progress?																
Embed operational service level workforce planning, via the Succession Planning Toolkit.	<p>In 2023 / 2024 we have developed the skill sets of Heads of Service and Accountable Managers with the aim of ensuring that they have the knowledge and skills to develop a succession plan for their service. This is enabling us to identify and develop the potential future leaders and individuals required to fill other business-critical positions and to ensure we continue to provide high quality services to our citizens.</p> <p>Succession Planning Workshops: 72 managers attended live workshops to support the Succession Planning process (this mainly included Accountable Managers, with some Heads of Service attending, along with some staff delegated to attend).</p> <table border="1" data-bbox="454 879 1184 963"> <thead> <tr> <th>S&CS</th> <th>ENV</th> <th>SSHH</th> <th>ELLL</th> </tr> </thead> <tbody> <tr> <td>19</td> <td>29</td> <td>12</td> <td>12</td> </tr> </tbody> </table> <p>The Succession Planning workshop is now part of our core development programme – with further workshops scheduled to take place in early 2024. This topic also features in the pilot Leadership Development Programme for New (& Curious) Managers.</p>	S&CS	ENV	SSHH	ELLL	19	29	12	12	<p>Completion of Succession Plans:</p> <p>42* completed Succession Plans have been received.</p> <table border="1" data-bbox="1256 437 1778 521"> <thead> <tr> <th>S&CS</th> <th>ENV</th> <th>SSHH</th> <th>ELLL</th> </tr> </thead> <tbody> <tr> <td>13</td> <td>18</td> <td>4</td> <td>7</td> </tr> </tbody> </table> <p><i>NB: In some instances, service leads have submitted one over-arching plan representing the whole of their service area.</i></p> <p>*This number is expected to increase as result of the apprenticeship recruitment project (UKSPF) which requires managers requesting funded apprenticeships, to have a succession plan in place.</p> <p>Analysis of Succession Plans</p> <p>An initial analysis has taken place, with business-critical posts identified, as well as noting essential training needs. However, it is difficult to reach a definitive conclusion since there are still several managers yet to submit their plans.</p> <p>Review of Toolkit</p> <p>The FOW are working with Digital Services with a view to creating an electronic version of the Toolkit to make it easier for managers to populate.</p>	S&CS	ENV	SSHH	ELLL	13	18	4	7
S&CS	ENV	SSHH	ELLL															
19	29	12	12															
S&CS	ENV	SSHH	ELLL															
13	18	4	7															

Action	What are the outcomes?	How have we demonstrated progress?
<p>Review of the council’s organisational design to enable us to do the work necessary to effectively and efficiently achieve our business strategy, (Corporate Plan) while delivering high quality customer and employee experience.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 42</p>	<p>We have developed skills and knowledge across People & Organisational Development, via the 2 day CIPD Workshop in Organisational Design, which focussed on the approach developed by Naomi Stanford (leading OD practitioner). The team are now in a position to support and facilitate organisational design working within a systematic and holistic framework.</p> <p>The Phase one review which is complete, focussed on the council’s corporate management and leadership team.</p>	<p>Phase one focussed on the most senior level of the workforce, led by the Chief Executive. It was implemented in September 2022 following consultation with Corporate Directors and Heads of Service. In this phase activities were reviewed across the senior team to improve synergy between services and ‘right-size’ senior management capacity. This included the creation of additional posts at Head of Service and Corporate Director level.</p> <p>The creation of a new Strategic Manager pay grade was approved at Personnel Committee in October 2022. This pay grade sits between Accountable Manager and Head of Service levels to address capacity issues, succession planning and retention. It aims to enable leadership and management capacity and capability (Accountable Managers and above) to deliver the priorities set out in the Corporate Plan. Comment: This pay grade has not been implemented, and is currently subject to deliberation at CDG.</p> <p>Phase two of the review of the council’s organisational design will focus on the introduction of the Strategic Manager pay grade (see comment above) and the Accountable Manager level – approach and timescale to be determined by Corporate Director Group.</p>
<p>The development of a strategic approach to how we develop Chief Officers and senior leaders that enables them to demonstrate the key competencies</p>	<p>Our starting point has been to ensure that there is clarity around Chief Officer and senior jobs, and that our leaders understand the key competencies required of them.</p>	<p>A Leadership Competency Framework has been developed and subsequently agreed by the Corporate Director’s Group. The Framework outlines the knowledge, skills, values and behaviours associated with an effective, 21st Century Public Service Leader. The Framework is encompassed in new template job descriptions and person specifications for the following levels:</p>

Action	What are the outcomes?	How have we demonstrated progress?
required of them in their role. Our aim is to develop an approach that sets out how the council will develop our senior leaders to be capable, confident, competent and compassionate.		<ul style="list-style-type: none"> • Head of Service • Strategic Manager • Accountable Manager

Workforce Priority: Employer of Choice – Employee Experience and Engagement

Action	What are the outcomes?	How have we demonstrated progress?
<p>Pay review of hard to fill jobs</p> <p>2023</p>	Assessments have taken place where retention and recruitment risks have been identified.	<ul style="list-style-type: none"> • The review considers whether actions taken to recruit to the post have been exhausted, and then considers the market place to ensure that pay is not a barrier to the council attracting the best candidates. • Heads of Service are reminded of the council’s equality proofed pay and grading structure and that there are equal pay risks in applying, Market Pay Supplements. • Reviews take place on a job by job basis, and in line with the council’s Market Pay Scheme that was developed in 2009. • A review of arrangements is underway to ensure that the scheme remains fit for purpose and effective.

Action	What are the outcomes?	How have we demonstrated progress?
		<ul style="list-style-type: none"> Recruitment solutions are provided where pay cannot be 'matched' and information on our complete employment offer advertised.
<p>Development of an Employee Engagement & Communication Strategy: this year we will focus on rolling out Viva Engage to every employee as the council's primary communication platform and ensure that we are using this new workplace tool effectively.</p>	<p>The aim of employee engagement will be better retention of employees who are healthier, happier, more fulfilled and more motivated. We also want our employees to be involved and engaged through good internal communications, so that they are well placed to represent and champion the council in their local communities.</p> <p>Viva Engage has now been rolled out across the workforce, including Hwb users in schools who Digital Services worked hard to bring on board towards the end of 2023.</p> <p>Training has been provided to employees from across People & OD Services, including An Introduction to Organisation Development and Facilitation Skills Workshop, to support a more strategic approach to employee engagement and communication.</p> <p>The Annual Employee Engagement Survey has been developed and agreed by Corporate Management Group and recognised trade unions, ready for launching in March 2024. Two versions of the survey have been developed, one for school employees and one for all other employees, but both surveys ask the same questions (terminology used is appropriate to each group of employees). In 2024 this will</p>	<p>Usage of Viva Engage is increasing. One post which achieved the highest number of views attracted 1086 people. We estimate that the number of 'active users', i.e. those who view posts on a regular basis, is currently at around 20% of the council's workforce. Actions to increase active users include:</p> <ul style="list-style-type: none"> Creation of 'special interest' communities on Viva Engage, for example Menopause Matters, the Leading & Managing Team NPT Community (see below), Digital Tips, Wellbeing, etc. Viva Engage is now the one stop shop for Sway, In the Loop and all employee news Regular posting of items of interest <p>Case Study Example: Leading & Managing Team NPT Community</p> <p>Leading & Managing Team NPT was launched on Viva Engage during International Leadership Week, to complement existing communication networks. The network now has 373 members consisting of managers at all levels. Participants benefit from articles, blogs, videos on the theme of leadership and management, as well as receiving updates on internal and external personal development activities.</p>

Action	What are the outcomes?	How have we demonstrated progress?
	give us a base line assessment of employee engagement, and enable us to develop our strategy further.	
We will develop an effective communication cascade strategy.	Effective cascading of information from senior management levels to employees at operational delivery level.	See activity described above in relation to Viva Engage and the Leading & Managing Team NPT Community.
Employees are involved in the co-production of our employment framework.	The Future of Work Team use a number of methods to involve employees and stakeholder in the development of our employment framework, including surveys, focus groups, viva engage, as well as using feedback gathered at training and briefing events. The aim of this is to ensure our employment framework is fit for purpose and our workforce is engaged and motivated.	<p>The new or revised employment policies, schemes and strategies that have been co-produced so far, are:</p> <ul style="list-style-type: none"> • The Hybrid Working Framework • Flexible Working • Acting Up and Honoraria Schemes • Employee Code of Conduct • Special Leave Policy • Maternity and Adoption Policies • Carers’ Policy • Employers for Carers Platform • Relocation Scheme • Travel and Subsistence Policy • Employer supported Policing • TUC Disability Passport • Car Salary Sacrifice Scheme • Financial Well-being Strategy • Salary Finance Platform • Employee Assistance Scheme • The Ethnic Minority Employee Forum • The Menopause Pledge

Action	What are the outcomes?	How have we demonstrated progress?
Procurement and implementation of an Employee Assistance Programme offering every employee in the council access to confidential counselling services as well as a range of other benefits which could include holistic health and well-being support, rewards platform, etc.	Corporate Director Group have approved the procurement of the Your Care Platform, Employee Assistance Programme. Approval has been given to fund this for one year from the OD Reserve, pending a review of effectiveness. This offers every employee in the council access to confidential accessible counselling 24/7, 365 days a year. Employees can use the platform to assess and track their own health, set goals and access a range of well-being resources.	The platform was launched on 22 nd January 2024. It is too early to begin to assess the impact of this platform, however anecdotally our trade union partners have told us that their members this as a really positive employee benefit and we had similar reactions from manager focus groups.

Workforce Priority: Developing The Future of Work

Action	What are the outcomes?	How have we demonstrated progress?
Review the Hybrid Working Framework through engagement with all key stakeholders, including employees, managers and trade unions.	A review of the Hybrid Working Framework was carried out in the autumn of 2022. The review process included gathering the views and feedback from employees, managers, HR Officers and trade unions, via questionnaires, focus groups and consultation. Best practice research was undertaken, as well as a survey of Welsh councils to understand approaches taken by other local government employers in Wales.	This feedback led to changes in the Framework which were agreed with our recognised trade unions and the revised Framework was launched in October 2022, along with tools to support line managers, including FAQs and bespoke training.

Action	What are the outcomes?	How have we demonstrated progress?																															
Delivery of management training to support the implementation of hybrid working practices.	<p>Training has been provided to both managers, leading and managing hybrid teams, and to employees to help them make the most of hybrid working.</p> <p>The workshops now feature in our core development programme and have been scheduled for February 2024.</p>	<p>Training for Managers:</p> <p>Both managers and staff have benefited from training around the theme of remote working (Developing Effective Remote Teams). This was originally delivered by external providers (The Hub Events and SOCITM). However, an internal workshop has since been developed. A breakdown of attendance is highlighted below:</p> <p>Workshops delivered by External Providers (2021):</p> <table border="1" data-bbox="1294 639 2154 767"> <thead> <tr> <th></th> <th>S&CS</th> <th>ENV</th> <th>SSHH</th> <th>ELLL</th> </tr> </thead> <tbody> <tr> <td>01.12.21</td> <td>2</td> <td>2</td> <td>5</td> <td>1</td> </tr> <tr> <td>15.12.21</td> <td>4</td> <td>5</td> <td>0</td> <td>1</td> </tr> </tbody> </table> <p>Workshop Provider: The Hub Events (July 2022)</p> <table border="1" data-bbox="1294 895 2154 978"> <thead> <tr> <th>S&CS</th> <th>ENV</th> <th>SSHH</th> <th>ELLL</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>6</td> <td>3</td> <td>0</td> </tr> </tbody> </table> <p>Workshop Provider: SOCITM (x2 ½ day sessions – December 2022)</p> <table border="1" data-bbox="1294 1150 1986 1233"> <thead> <tr> <th>S&CS</th> <th>ENV</th> <th>SSHH</th> <th>ELLL</th> </tr> </thead> <tbody> <tr> <td>10</td> <td>3</td> <td>17</td> <td>0</td> </tr> </tbody> </table>		S&CS	ENV	SSHH	ELLL	01.12.21	2	2	5	1	15.12.21	4	5	0	1	S&CS	ENV	SSHH	ELLL	3	6	3	0	S&CS	ENV	SSHH	ELLL	10	3	17	0
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Action	What are the outcomes?	How have we demonstrated progress?																															
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 48</p>		<p>Internal Workshops (2023)</p> <table border="1" data-bbox="1294 277 2154 405"> <thead> <tr> <th></th> <th>S&CS</th> <th>ENV</th> <th>SSHH</th> <th>ELLL</th> </tr> </thead> <tbody> <tr> <td>20.3.23</td> <td>0</td> <td>0</td> <td>4</td> <td>0</td> </tr> <tr> <td>29.3.23</td> <td>0</td> <td>6</td> <td>0</td> <td>1</td> </tr> </tbody> </table> <p>Totals</p> <table border="1" data-bbox="1294 478 1722 568"> <thead> <tr> <th>S&CS</th> <th>ENV</th> <th>SSHH</th> <th>ELLL</th> </tr> </thead> <tbody> <tr> <td>19</td> <td>22</td> <td>29</td> <td>3</td> </tr> </tbody> </table> <p>Most participants felt this was a beneficial workshop and welcomed the opportunity to discuss challenges with other managers. There was particular interest in the concept of “<i>Growth Mind-set</i>”.</p> <p><u>Training for Staff:</u></p> <p>Alongside this we developed a similar workshop aimed at employees in general (Making the Best of Remote Working).</p> <p>A breakdown of attendance is noted below:</p> <p>SOCITM Workshop:</p> <table border="1" data-bbox="1294 1117 1733 1206"> <thead> <tr> <th>S&CS</th> <th>ENV</th> <th>SSHH</th> <th>ELLL</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>2</td> <td>7</td> <td>0</td> </tr> </tbody> </table>		S&CS	ENV	SSHH	ELLL	20.3.23	0	0	4	0	29.3.23	0	6	0	1	S&CS	ENV	SSHH	ELLL	19	22	29	3	S&CS	ENV	SSHH	ELLL	4	2	7	0
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Action	What are the outcomes?	How have we demonstrated progress?															
<p>2023 2024</p>		<p>Internal Workshop:</p> <table border="1" data-bbox="1294 304 2152 427"> <thead> <tr> <th></th> <th>S&CS</th> <th>ENV</th> <th>SSHH</th> <th>ELLL</th> </tr> </thead> <tbody> <tr> <td>12.5.23</td> <td>4</td> <td>0</td> <td>5</td> <td>0</td> </tr> <tr> <td>25.5.23</td> <td>2</td> <td>3</td> <td>2</td> <td>0</td> </tr> </tbody> </table> <p>Employees welcomed the opportunity to network with peers, finding discussions with others to be beneficial and reassuring (especially in respect of being physically detached from their teams). As with the manager’s workshops, employees were intrigued by the concept of “Growth Mind-set” and benefited from tips shared on overcoming procrastination.</p>		S&CS	ENV	SSHH	ELLL	12.5.23	4	0	5	0	25.5.23	2	3	2	0
	S&CS	ENV	SSHH	ELLL													
12.5.23	4	0	5	0													
25.5.23	2	3	2	0													
<p>Establish a working group to consider how we can introduce more choice and flexibility for all our employees including those whose jobs do not lend themselves to a high level of mobility or agility in terms of location of delivery.</p>	<p>The aim of this action is to create a more inclusive workplace where all employees feel valued and motivated and do not feel that they are overlooked in our strategic and operational approaches – feedback from some managers of front-line workers is that there are perceptions of unfairness as a result of the introduction of hybrid working. Unfortunately attempts to establish a working group for front-line employees in Environment have not been successful so we are reconsidering this.</p> <p>In the Autumn term of 2023, we established a School Well-being Group that considers choice and flexibility for school employees.</p>	<p>The School Well-being Group meets on a quarterly basis, and includes head teacher representatives from primary and comprehensive, welsh language and special school sectors, LEA representatives, HR, Health & Safety and trade unions.</p> <p>The Forward Work Programme includes:</p> <ul style="list-style-type: none"> • Developing a Wellbeing Toolkit for School Employees • Updating the online well-being site • Publicising the Vivup and Salary Finance Offer • Creating a Viva Engage community dedicated to school employees 															
<p>Confirmation of new working arrangements.</p>	<p>Every employee will have a Statement of Particulars that reflects their agreed working pattern.</p>	<p>All new employees can access this via Itrent Employee Self Service.</p>															

Action	What are the outcomes?	How have we demonstrated progress?
		Data has been gathered from managers of existing employees and will begin to be uploaded to itrent in the early part of 2024.
Reduce unnecessary bureaucracy in employment policies and processes, which are also less prescriptive.	As we review our employment policies and processes, one of our aims is to ensure that managers feel more empowered to make the decisions that are right for their services, and that policies are accessible, and processes are efficient. One key way of ensuring this is through our co-production model of review.	Early on we also sought to gain some ‘quick wins’, through a swift review of processes that required Head of Service sign off, when actual Accountable Managers are better placed to make the decision and therefore should be afforded the decision-making powers. This includes honorarium and acting up decisions, special leave and eye test forms
Review of policies and employment processes to ensure that they remain fit for purpose in a hybrid world of work: this year we will establish a Joint Working Group with our trade unions to review mileage allowances and other issues associated with business travel.	The Joint Travel Working Group was established in Autumn 2022, including HR, payroll and finance, Environment officers and trade unions. The working group developed proposals for new travel arrangements to reflect new ways of working, and take into account the council’s decarbonisation strategy, as well as the cost of living crisis.	As well as the Revised Travel and Subsistence Policy and Car Salary Sacrifice Scheme the following employment policies and processes have been reviewed so far: <ul style="list-style-type: none"> • The Hybrid Working Framework • Flexible Working • Acting Up and Honoraria Schemes • Employee Code of Conduct • Special Leave Policy • Maternity and Adoption Policies • Carers’ Policy • Relocation Scheme • Employer supported Policing • TUC Disability Passport • Financial Well-being Strategy • Salary Finance Platform • Employee Assistance Scheme • The Ethnic Minority Employee Forum

Workforce Priority: Skills Development

Action	What are the outcomes?	How have we demonstrated progress?																
<p>The development of an on-site Corporate Induction Day to supplement induction arrangements.</p>	<p>Following engagement with newly appointed employees and their managers, a face-to-face Corporate Induction Programme has been established.</p> <p>A Working Group agreed the agenda for the one-day programme, drawing on the input of officers from a range of teams across the council. The programme runs on a quarterly basis and attendance is gradually growing, as more managers become aware of it.</p> <p>In terms of content, the newly appointed Director of Strategy & Corporate Services, now attends all sessions, and gives an overview of the Council’s purpose, aims and values – so that all staff are aware of where they fit into the “big picture”</p> <p>New employees will understand:</p> <ul style="list-style-type: none"> • What the Corporate Plan trying to achieve, and where they fit into the “big picture”? • What they do on a daily basis to enact the Council’s purpose • How they can embody the Authority’s values and behaviours 	<p>157 employees have attended since the programme was established. Attendance is slowly increasing. A breakdown of attendance is noted below:</p> <p>2023 (April, June, September):</p> <table border="1" data-bbox="1370 517 1895 603"> <thead> <tr> <th>S&CS</th> <th>ENV</th> <th>ELLL</th> <th>SSHH</th> </tr> </thead> <tbody> <tr> <td>28</td> <td>38</td> <td>20</td> <td>18</td> </tr> </tbody> </table> <p>January 2024:</p> <table border="1" data-bbox="1370 668 2101 754"> <thead> <tr> <th>S&CS</th> <th>ENV</th> <th>ELLL</th> <th>SSHH</th> </tr> </thead> <tbody> <tr> <td>13</td> <td>7</td> <td>6</td> <td>27</td> </tr> </tbody> </table> <p>Feedback from participants is largely positive, with specific comments about the value of our well-being initiatives. Having a better understanding of the council’s purpose, objectives and values is also noted as beneficial.</p> <p>One participant said:</p> <p><i>“It helped me feel part of NPT”.</i></p> <p>More general feedback confirmed the face-to-face format provides an opportunity for networking and gaining an understanding of the range of services provided across the council.</p>	S&CS	ENV	ELLL	SSHH	28	38	20	18	S&CS	ENV	ELLL	SSHH	13	7	6	27
S&CS	ENV	ELLL	SSHH															
28	38	20	18															
S&CS	ENV	ELLL	SSHH															
13	7	6	27															

Action	What are the outcomes?	How have we demonstrated progress?																		
		<p><u>New Starter Induction Checklist:</u></p> <p>Similarly, the New Starter Induction Checklist has been reviewed and recirculated. Completion of this is monitored by the FOW Team.</p>																		
<p>The development of an Organisational Development and Training & Development Strategy that supports the delivery of the Corporate plan and develops a competent and motivated workforce that can deliver on the commitments set out in the council's corporate plan.</p>	<p><u>Leadership Development Pathway:</u></p> <p>A Leadership Development Pathway was agreed by the Corporate Directors Group. This outlines opportunities for development from the point of induction. The comprehensive programme draws on ILM qualifications - considered the de facto standard in terms of leadership & management qualifications, designed in line with National Occupational Standards. In completing any of the qualifications listed from Levels 2 to 5, participants will also achieve a NVQ qualification at the same level.</p> <p>NB: We are currently drawing down funding for qualifications from Levels 2 – 5 (via the Welsh Government Apprenticeship Programme).</p> <ul style="list-style-type: none"> • Level 2 Diploma in Team Leading: Aimed at first time supervisors/managers. Limited to those who have been in post less than 12 months (unless the candidate is under the age of 25, or discloses a disability). • Level 3 Diploma in Leadership & Management: Also aimed at first time managers or those with limited experience. A more comprehensive qualification compared with Level 2. • Level 4 Diploma in Leadership & Management: Aimed at those in positions who might be removed from the day to day line 	<p>ILM Levels 2 - 5</p> <p>The tables below outline current uptake.</p> <p><i>(NB: Level 2 has only recently been added to our offer, due to a recent change in eligibility criteria)</i></p> <table border="1" data-bbox="1373 667 1895 754"> <thead> <tr> <th>L2</th> <th>L3</th> <th>L4</th> <th>L5</th> <th>PM</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>3</td> <td>16</td> <td>23</td> <td>4</td> </tr> </tbody> </table> <p>In addition, we have a further 80+ employees who have applied to undertake one of the ILM qualifications. The provider, Talk Training, are meeting with these applicants to determine whether they will proceed with the qualification. The figures above will therefore increase significantly during 2024.</p> <p><u>ILM Level 7:</u></p> <table border="1" data-bbox="1373 1158 1895 1246"> <thead> <tr> <th>S&CS</th> <th>ENV</th> <th>SSH</th> <th>ELL</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>3</td> <td>3</td> <td>1</td> </tr> </tbody> </table>	L2	L3	L4	L5	PM	0	3	16	23	4	S&CS	ENV	SSH	ELL	0	3	3	1
L2	L3	L4	L5	PM																
0	3	16	23	4																
S&CS	ENV	SSH	ELL																	
0	3	3	1																	

Action	What are the outcomes?	How have we demonstrated progress?
	<p>The programme appears to be popular, with all sessions fully subscribed, and a waiting list in place. Pending a full evaluation, we aim to repeat the programme later in the year.</p>	<p>2024. Another employee has already completed a Level 7 qualification and together, they will form an internal coaching network to support managers at all levels. We will continue to source external coaching where conflicts of interest occur etc.</p> <ul style="list-style-type: none"> • Manager’s Peer Network – those working through ILM qualifications have been invited to an event on 1st March with a view to supporting each other through the programme and forming professional networks.
<p>the implementation of a programme of mentoring and work shadowing.</p>	<p>In 2024 we established the Ment2Be NPT mentoring programme, matching trained mentors to mentees, with the aim of growing employee skills, exploring career options and pathways, and helping our employees reach their full potential. Mentoring will generate confidence, inspire trust and support development.</p>	<ul style="list-style-type: none"> • 10 mentors from across the council have received training from Chwarae Teg, to form our Ment2Be NPT Mentoring Network. • 11 employees are currently being mentored by our mentoring network. • 5 employees are on a waiting list for mentoring; as soon as our mentors have capacity their mentoring sessions can commence.
<p>Develop and implement Employer Supported Policing a partnership benefitting the</p>	<p>The Scheme was developed and launched at an event attended by the Chief Constable of South Wales Police. By allowing our employees time off to volunteer as a Special Constable to undertake policing duties, we will be helping to protect those who are most vulnerable within our communities whilst providing opportunities for our employees for</p>	<p>Feedback from Participant: <i>"I am so grateful that the Council has adopted the Employer Supported Policing Scheme (ESP). The reason I joined SWP as a Special Constable was to help South Wales Police to address policing issues and enhance service delivery which in turn will support the people and communities of Neath Port Talbot. One of the</i></p>

Action	What are the outcomes?	How have we demonstrated progress?
<p>council, employees and the police service by releasing Special Constables and Police Support Volunteers to volunteer in the communities they serve.</p>	<p>them to expand their skillsets and undergo training that will aid them both in and out of the workplace. Examples of training provided by SWP include first aid training and conflict management. Case studies provided by SWP also demonstrate how ESP aids staff engagement, team building skills and work-life balance.</p>	<p><i>mandatory requirements of a Special Constable is having to carry out a minimum of 16 hours a month, so being part of the ESP scheme will allow me to juggle family life and the demands of my role within the Council whilst being able to carry out specific tasks of policing that I might not have been able to do without the adoption of the ESP Scheme. I am proud to contribute in making our communities safer."</i></p>

Workforce Priority: A Safe Workplace – supporting the health and wellbeing of our employees

Action	What are the outcomes?	How have we demonstrated progress?
Embed Health and Safety culture across the council.	We want our workplaces to be safe spaces for all employees wherever they are doing their job.	Activity in 2023 / 2024: <ul style="list-style-type: none"> • Improvements made to the Health and Safety (H&S) Resources available on Sharepoint, to be more user friendly. • H&S Committees are in place for every Directorate with revised Terms of Reference agreed with the recognised trade unions. • Improved communications and joint working across the council between the H&S team and key stakeholders, • Networking with other Local Authorities in order to learn and share best practice • Improved communication and engagement with SMT's and Trade Unions.
Delivery of our Mental Health Strategy in partnership with Time to Change Wales.	In partnership with Time to Change Wales we continue to develop and implement evidence-based actions that support mental health and well-being in the workplace. We have been proud to be partnership with TTCW since 2019.	Activity in 2023 / 2024: <p>Recruitment and training of 33 Mental Health Champions across the workforce. Champions are people with an interest in or experience of mental health problems and they are at the heart of the TTCW campaign to challenge the stigma associated with mental health. They share their story with their colleagues, and help signpost to sources of help and advice. Two of our champions produced films of their story this year to help colleagues.</p> <p>Provision of Mental Health First Aid Training</p> <p>Viva Engage: Weekly key mental health messages</p>

		<p>Stress management E Learning modules available via the eLearning platform. The first concentrates on managing an individual's stress and suggests some relaxation exercises. It also looks at a few lifestyle ideas to help reduce stress. The second video is based on Self-care, and it looks at ways in which staff can practice looking after themselves and being positive in their outlook and the way they treat themselves. A third video concentrating on making the best of Homeworking is currently in production and will be released shortly.</p>
<p>Development and delivery of a Menopause Action Plan.</p> <p>Page 57</p>	<p>Through delivery of the Menopause Action Plan we have aimed:</p> <ul style="list-style-type: none"> • to create an environment in which colleagues can openly and comfortably instigate conversations or engage in discussions about menopause. • to ensure everyone understands what menopause is and are clear on the council's policy and practices. • to help our managers understand the potential symptoms of menopause, and how they can support women at work. • to ensure women with menopause symptoms will feel confident to discuss it and ask for support. <p>Key actions include:</p> <p>The council signed up to the Menopause Pledge in September 2023, and by doing so we are demonstrating our commitment to supporting our employees who are perimenopausal and menopausal, as well as those who are</p>	<p>Engagement with activities:</p> <ul style="list-style-type: none"> • 73 people attended events held over menopause fitness week (following fitness week Menopause Matters membership increased by 10%) • 142 employees belong to the Menopause Matters Community • 41 employees attended the Menovest Event • 51 employees attended General awareness of menopause training sessions • 9 managers/leaders attended Awareness for Managers and Leaders • 8 attended menopause awareness for men <p>Employee Feedback:</p> <p>"This has given me the chance to talk to people who are going through the same journey with the bumps in the road. I know now the things I am experiencing are normal and this has helped me</p>

providing support to individuals going through the peri-menopause and menopause. It will enhance our reputation as an ‘Employer of Choice’ which in turn will aid recruitment and retention.

Focus groups held with women led to the establishment of a **Menopause Support Network** for those experiencing the menopause and to help us further understand how we can better support them at work.

Creation of the **Menopause Matters** Viva Engage Community.

Training for employees on general menopause awareness, awareness for men and awareness for leaders and managers have been delivered.

A high profile awareness **Menovest Event** was held in 2023 with Carolyn Harris, the Co-Chair of the Government Cross-Party Menopause Working Group in attendance.

Menopause Fitness Week held in in partnership with Celtic Leisure Trust, saw a week of well-being activities for menopausal women, including walks, yoga, pilates, strength and conditioning and a virtual menopause cafe.

We are shortly to launch the **Menopause Champions Network**.

massively along with understanding there are other experiences I may have later in this journey. This is all thanks to your team for putting this all together for all of us”.
 “Well done to all involved with this - the group has been a massive help/support in the menopause journey for me personally - helps us all realise we are NOT ALONE - Thanks to everyone who is involved. More events like the one with Carolyn Harris MP I think will continue to help raise awareness/ importance of female staff's difficulties at times , and in turn help our colleagues gain a better understanding of what happens to our bodies/ and mind during peri/ menopause.”

Workforce Priority: An Inclusive Workplace where all employees can be themselves

Action	What are the outcomes?	How have we demonstrated progress?
<p>Establishment of the Ethnic Minority Employee Network to support the development and delivery of an anti-racism strategy.</p>	<p>The network’s aim is to provide a safe, confidential environment to network, socialise, question, challenge and receive support and advice in relation to race equality. The network’s main goal is to turn discussions into tangible actions to improve the ethnic minority employee experience and to create cultural change, accountability and anti-racism within the council.</p>	<p>The Network was established with support from the UNISON Cymru National Black Member, who was seconded part-time to help us get the network up and running. The network received intensive support from a HR Manager to begin with and this is gradually reducing as the network gains confidence. The Network currently has 20 members and meets every 2-3 months. The network have established a chair from within and are now able to manage meetings and agenda self-sufficiently.</p> <p>The network is consulted on major employee policy developments as a key stakeholder and help us to develop policy in a way that supports ethnic minority employees.</p> <p>As part of the Anti-Racism Action Plan, we aim to remove barriers to employment and promotion opportunities for BME Employees and have done so by trialling anonymised application forms and adding a clear Anti-Racism Statement to our Jobs website. We have added Employee Network and Anti-Racism Action Plan information into Corporate Induction sessions.</p> <p>The Network supported a BME Recruitment Day at Port Talbot in February 2023 in partnership with the NPT BME Community Association. This was well attended and received positive reviews. Discussions are underway between HR and Network representatives to hold a similar</p>

event this year with the next taking place in Neath in late spring 2024.

The numbers of BME job applicants to the Council has increased steadily this year:-

2021 / 2022 = 286 applicants

2022 / 2023 = 447 applicants

Number of applicants shortlisted:

2021/ 2022 = 38 (13%)

2022/ 2023 = 97 (21%)

Number of BME applicants appointed:

2021 / 2022 = 9 (3%)

2022 / 2023 = 23 (5%)

The Council has signed the Unison Anti-Racism Charter. In signing, the Council pledges that it will introduce the commitments outlined in the Anti-Racism Charter within 12 months. Doing so will demonstrate our commitment to addressing any racial disparities in recruitment, in promotions, in training opportunities, in employment relations procedures such as disciplinary and in pay.

The charter aligns with our Future of Work Strategy ambition to become a proud Anti-Racist Council.

<p>To subscribe to the Carers Wales, Employers for Carers Subscription Membership.</p>	<p>The council subscription to this platform was confirmed in October 2022. Membership provides a toolkit to support employees who are carers, so that their skills and experience can be retained within the organisation. They provide employers with the tools they need to enable employees to manage their work commitments.</p> <p>As a member we have access to The Employers for Carers digital platform full of practical guides, e-learning and toolkits to support carers and line managers in the workforce along with expert consultancy and training services, all tailored to our organisation.</p>	<p>Engagement:</p> <ul style="list-style-type: none"> • 79 employees have signed up to the ‘Employers for Carers’ Platform • 54 employees have downloaded resources from the platform • 47 employees have signed up to the NPT Carers Viva Engage Community • 4 employees have become Employers for Carers Champions • 11 Managers completed ‘Supporting Working Carers in the Workplace’ training <p>Employee Feedback:</p> <p><i>“It’s great to see so many support sessions set up for carers”</i></p> <p><i>“Really useful resource”</i></p>
<p>Reduction in the council’s gender pay gap through actions set out in the Gender Equality Action Plan and developed in partnership with Chwarae Teg via the Fair Play Employer Scheme.</p>	<p>Efforts to reduce our Gender Pay Gap are paying off. The Gender Pay Gap has decreased to a median of 3.28% in 2023, compared to a median of 3.93% in 2019.</p> <p>The ultimate aim is that the council will not have a gender pay gap.</p>	<p>Key activity in 2023 / 2024:</p> <ul style="list-style-type: none"> • Neath Port Talbot County Borough Council was awarded the ‘Womenspire Fair Play Employer Award’ recognising our achievements towards gender equality within the workplace • An event was held to mark International Women’s Day (8th March) with guest speakers from Chwarae

		<p>Teg, and attended by the Chief Executive and employees across the Council.</p> <ul style="list-style-type: none"> • Flexible working policies and options have been re-publicised via communication channels to ensure all our employees (men and women) are aware of the opportunities available to them. • The Menopause Action Plan and Menopause Pledge are supporting and showing support to employees via communication channels and activities (see feedback above). This work won an Innovation Award at the Employee Recognition Awards 2023. • The launch of the Ment2Be NPT mentoring scheme developed to support low paid women access advice and guidance to help them with career development and progression.
<p>Career Mentoring for low-paid women delivered in partnership with Chwarae Teg.</p>	<p>The scheme was developed and launched with the support of Chwarae Teg. The overall aim is to support the career progression of low paid women within our workforce, however the offer is not exclusive to low paid women. Mentoring is available to any employees who want to access it (subject to numbers and capacity of mentors available).</p>	<ul style="list-style-type: none"> • 10 mentors from across the council have received training from Chwarae Teg, to form our Ment2Be NPT Mentoring Network. • 11 employees are currently being mentored by our mentoring network. • 5 employees are on a waiting list for mentoring; as soon as our mentors have capacity their mentoring sessions can commence.

<p>Implement the TUC / GMB Disability Passport Scheme.</p>	<p>The council was pleased to sign up to the Disability Passport scheme, developed by the TUC and the GMB. The Scheme helps disabled people who fall out of work or switch employers each year to get the support they need. The scheme includes a model reasonable adjustments employer agreement and a template reasonable adjustments passport, to capture what adjustments have been put in place to eliminate barriers in the workplace. These adjustments could include: providing specially adapted equipment (like a chair, desk or computer), temporarily changing the duties of the job, changing break times or working patterns, or allowing flexible working or time off for medical appointments.</p> <p>When the adjustments are agreed, the passport is signed by everyone. The document can be reviewed at regular intervals and means disabled people don't have to explain their requirements every time their line manager changes, or they change roles within their organisation.</p>	<p>The Scheme has been Implemented and publicised across the council, including our schools.</p> <p>In terms of potential impact, TUC analysis reveals 391,000 (one in 10) disabled people dropped out of work in the UK last year and a further 555,000 (one in seven) started work with a new employer.</p> <p>Disabled people can leave their jobs for many reasons. One preventable reason is when employers fail to carry out their legal duty to make – and keep in place – the reasonable adjustments their disabled staff need to do their jobs. This Scheme will help to ensure a more successful and unified way of agreeing and recording what modifications need to be put in place.</p>
<p>We will provide training in support of the National Autism Training Framework for Wales. Appropriate training provision is made available on a continuing</p>	<p>To improve the lives of autistic people and their families in Wales by gaining a greater understanding</p>	<p>MODULE 1: Understanding Autism - 443 completions</p> <p>MODULE: Understanding Effective Communication and Autism - 32 - completions</p>

<p>basis for all new staff, and existing staff who change their job roles.</p>		
<p>Implementation of anonymised application forms in our recruitment process.</p>	<p>With the implementation of the iTrent recruitment module, the council is now able to offer recruiting managers the opportunity to adopt the use of anonymised application forms during the shortlisting stage of the appointment process. The applicant's name is removed from the application form, before it is provided to the recruiting manager for shortlisting, in order to reduce bias in decision making, and increase inclusivity in our recruitment practices.</p>	<p>Research carried out by the Chartered Institute of Personnel and Development suggests that women are more likely to progress through the recruitment process when their gender is obscured in the application process. The evidence is less clear cut in relation to ethnic minority applicants.</p> <p>The Council's Special Appointments Committee have committed to using anonymised application forms for Chief Officer appointments. Monitoring will determine the impact on the appointment process and inclusivity.</p>

Wellbeing Objective: All children get the best start in life*

Action	What are the outcomes?	How have we demonstrated progress?
High quality apprenticeship, traineeship and work experience opportunities within the council's workforce, including opportunities to use the welsh language in the workplace.	Apprenticeships help young people gain an understanding of the workplace, develop transferable skills, build confidence and entry into the world of work. It also enables the council to develop the future of work and support succession planning across the council.	Apprentice numbers continue to increase with 185 Apprentices currently on programmes. 75 new Apprenticeship placements were created in 23/24 with 13 achieving a qualification. A UKSPF funded programme will see the number of apprenticeships increase further in 2024 / 2025.
Establishment of a Workforce Forum to support the delivery of the Welsh in Education Strategic Plan.	The Forum will work in partnership to develop actions to support the WESP's aim of increasing the number of learners accessing Welsh medium education by at least 27% over a 10 year period; this will include actions to increase the number of employees within education who are able to use the Welsh language in the workplace.	The Forum has not yet been established, and discussions are taking place with colleagues in Education to see how we can support this activity. Promotion of Welsh Language Training Courses is taking place, across the Education workforce, see below. Team NPT Welsh Language Training
A training plan to develop the Welsh language skills of the education workforce.	A programme of welsh language training is available across the council and including the education workforce. It can be accessed at a time that suits the individual employee.	Team NPT Welsh Language Training

Wellbeing Objective: All communities are thriving and sustainable*

Action	What are the outcomes?	How have we demonstrated progress?
<p>Delivery of training in partnership with the Community Safety Partnership.</p>	<p>Through delivery of the training our employees have increased awareness of issues that impact on our communities including domestic violence, anti-social behaviour, cyber-crime, substance misuse and county lines, and can take action that is appropriate to their job.</p>	<p>Work undertaken by the NPT Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASW) Leadership Group includes the provision of training compliant with the Welsh Government National Training Framework. Training is mandatory for all employees on VAWDASV including how to appropriately “Ask and Act” in relation to violence against women, domestic abuse and sexual violence.</p> <p>3497 employees (53% of the workforce) are currently in compliance against the Framework</p> <p>Training is also provided to employees on Safeguarding Children and Adults at Risk of Exploitation including awareness of county lines, criminal and sexual exploitation, trafficking, modern slavery, harmful sexual behaviour, radicalisation and hate crime for both adults and children.</p>
<p>Development of Employee Volunteering Scheme: Special Police Constables</p>	<p>The Scheme was developed and launched at an event attended by the Chief Constable of South Wales Police. By allowing our employees time off to volunteer as a Special Constable to undertake policing duties, we will be helping to protect those who are most vulnerable within our communities whilst providing opportunities for our employees for them to expand their skillsets and undergo training that will aid them both in and out of the workplace. Examples of training provided by SWP include first aid training and conflict management. Case studies provided by SWP also demonstrate how ESP aids staff engagement, team building skills and work-life balance.</p>	<p>Feedback from Participant:</p> <p><i>“I am so grateful that the Council has adopted the Employer Supported Policing Scheme (ESP). The reason I joined SWP as a Special Constable was to help South Wales Police to address policing issues and enhance service delivery which in turn will support the people and communities of Neath Port Talbot. One of the mandatory requirements of a Special Constable is having to carry out a minimum of 16 hours a month, so being part of the ESP scheme will allow me to juggle family life and the demands of my role within the Council whilst being able to carry out specific tasks of policing that I might not have been able to do without the adoption of the ESP Scheme. I am proud to contribute in making our communities safer.”</i></p>

Wellbeing Objective: Our local environment, heritage and culture can be enjoyed by future generations*

Action	What are the outcomes?	How have we demonstrated progress?
Embed Welsh Language Learning Opportunities at all levels.	In order to increase number of employees who have the confidence to use the Welsh language in the workplace an accessible programme of training is available. The Training Team has added a voice over to the Welsh language learning package to make it more accessible and a little more presentable.	<p>Team NPT Welsh Language Training</p> <p>683 employees have completed welsh language awareness training across our services, as follows:</p> <ul style="list-style-type: none"> 404 - Education, Leisure and Lifelong Learning 54 - Environment and Regeneration 79 - Strategy and Corporate Services 134 - Social Services Health and Housing <p>In addition 13 employees are enrolled for Welsh Language courses (5 modules) with Learn.Cymru.</p> <p>The number of employees who have disclosed they are happy to use their welsh language ability in the workplace has risen by 20% in the last 12 months.</p>
Establish a programme of training and development to enable our workforce to contribute to the conservation and enjoyment of our local environment, heritage and culture	A training package has been developed that will help employees to talk about the local environment, culture, sports and heritage with pride and confidence and more people will be actively involved in the conservation of our environment, culture and heritage	<p>The 'On Our Doorstep Course' was published on 22nd January, to coincide with the first Corporate Induction session of the year. The online training package emphasises the importance of the culture and heritage of Neath Port Talbot County Borough, and is mandatory for all new starters. We are now actively looking to advertise the course through the Council's corporate communication channels.</p> <p>The package will help employees to learn about some of the exciting things going on around us, which will increase our well-being and pride in our environment. On Our Doorstep</p>

Wellbeing Objective: Jobs and Skills – local people are skilled and can access high quality, green jobs*

Action	What are the outcomes?	How have we demonstrated progress?
<p>Working with a range of partners, including the Neath Port Talbot Community Association, CVS, DWP, Employability Services, HMP Swansea, Business to the Community, Armed Forces and Education providers to ensure that all parts of our community can access opportunities to apply for jobs with the council.</p>	<p>The establishment of the Recruitment Taskforce Partnership has brought together key stakeholders and partner agencies to work together to develop recruitment strategies; to fill vacant posts across Neath Port Talbot with suitably qualified and experienced people and to do so at pace; to develop longer term actions to support succession planning activity across the council.</p> <p>Actions include:</p> <ul style="list-style-type: none"> • The launch of the new NPT Recruitment website with branding ‘Join Team NPT’. • The new Itrent Recruitment module. • A new Job Description and Person Specification Template to ensure consistency of branding and format. • Improved recruitment assets • Bespoke support for managers of hard to fill posts 	<p>How can we measure impact?</p> <ul style="list-style-type: none"> • Reviews from online platforms such as glass door, indeed and our own site evidence high ratings of the recruitment experience and high ratings of the council as an employer – our ratings are consistently higher than our regional local government competitors. • The number of applications received increased from 3911 in 2020/21 to 5796 in 2022/23, an increase of 33%. Successful appointments rose from 386 in 2020/21 to 687 in 2022/23, an increase of 44% - so not only has the volume of what we do increased significantly, our success rate has also increased – we are getting better at what we do. • In the year to date (to 31/01/24) the number of applications (6125) have already increased by 6% when compared with the full year position for last year, and our success rate (702) has increased by a further 2%. • Our overall appointment rate in 2023 / 2024 is currently 93% compared with 82% in 2021 / 2022 and 91% in 2022 / 2023

<p>Delivery of our Training and Development Programme.</p>	<p>A comprehensive corporate training programme accessible to all employees, including the following categories of training provision:</p> <ul style="list-style-type: none"> • Induction courses • Digital training • ELearning • Welsh Language • Adult Services Training Programme • Children Services Training Programme • Qualification Centre • Corporate Training Programme • Environment Training Programme • Education Training Programme • Health & Safety Training Programme • Practice Educator and Onsite Supervisor Support 	<p>NPT Learning, Training & Development Training Programme</p> <p>NPT Corporate Training Programme</p> <p>In the current year 2023 / 2024, to date, 22,339 training days have been supported by LTD Team:</p> <table border="1" data-bbox="1144 491 1400 715"> <tr> <td>EDU</td> <td>9936</td> </tr> <tr> <td>SSHH</td> <td>6063</td> </tr> <tr> <td>ENV</td> <td>2137</td> </tr> <tr> <td>S&CS</td> <td>1359</td> </tr> <tr> <td>Other</td> <td>2844</td> </tr> </table> <p>In addition, there have been 374 employees have completed Health & Safety Highfield Accredited eLearning Courses and Qualifications, 22 Social Work Qualifications have been successfully attained and 56 Health & Social Care Qualifications awarded.</p>	EDU	9936	SSHH	6063	ENV	2137	S&CS	1359	Other	2844
EDU	9936											
SSHH	6063											
ENV	2137											
S&CS	1359											
Other	2844											

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Summary of Feedback Collated

The review of **Succession Plans** and **Service Recovery Plans** confirmed the following themes are high priority for Accountable Managers:

- Recruiting now and in the future
- Ensuring a supply of business critical skills and experience
- Ensuring our employment offer is competitive
- Developing our hybrid working practices, and ensuring managers are equipped to manage hybrid teams effectively
- Ensuring employee well-being to support retention
- Top down communication

Feedback from the **Accountable Manager event held on 30th November** from Accountable Managers, Heads of Service and Corporate Directors in relation to what they see as their **principal workforce priority** can be summarised as follows, repeating many of the themes cited above:

- Recruiting to vacant posts
- Retention of business critical skills and knowledge
- Reviewing pay and remuneration for 'hard to fill' jobs
- Succession Planning
- Facilitating Career Progression
- Developing specific skills sets linked to service priorities
- Employee engagement and motivation
- Reduction in bureaucracy

Wales Audit (WA) highlighted the following strengths in the Springing Forward Review of the Council's workforce planning approaches:

- The Council has a clear vision for its workforce, strengthened by its work with partners.
- The Council has a good understanding of how the workforce will operate in the future.
- The Council has a clear workforce planning approach.
- The Council has proactively learnt from others and is developing a broader range of workforce measures.

WA made the following recommendations to improve our workforce planning approach:

- To ensure there are progression pathways for staff and there is resilience around its business-critical roles, the council should ensure all services have succession plans and have identified their business-critical roles.
- Develop measures that focus on outcomes and impacts as well as inputs.
- Benchmark measures and metrics with peers in order to identify good practice and areas for improvement.
- To enable the Council to have a clearer understanding of the progress it is making towards meeting its workforce ambitions the council should assure itself that the Organisational Delivery Board is providing effective oversight and driving integration across related programmes of work.

Feedback from the **6 Focus Groups** events to review the priorities:

- Recruiting to some vacancies remains difficult for a myriad of reasons – particular examples cited in SWTRA and Trading Standards.
- An absence of business critical skills and experience amongst external candidates, particularly in relation to technical / professional posts
- Some services are concerned about the future supply of employees
- Some managers have the perception that pay in other organisations is significantly higher than that offered by NPT (particularly where there is a well-paid private sector market).
- Feedback on the Hybrid Working Framework remains largely positive, with the majority of managers across all directorates reporting that it supports employee retention and well-being.
- There is however a perceived inequality amongst employees about how some managers are applying the hybrid working framework. Whilst there is an understanding amongst employees that managers have the autonomy to apply the framework in a way that suits their particular service, some employees did not feel that their managers had properly communicated / justified their particular requirements.
- A minority of managers, whilst understanding the empowerment to apply the framework according to service needs, report that the flexibility that can be offered in other services has led to dissatisfaction amongst their own workforce.

- Important information updates about the council are not always reaching all of our Accountable Managers / employees.
- Being involved in the co-production of employment policy and processes is seen as really positive, although some managers have commented that they struggle to commit their time to this because of workloads.
- Some managers have identified that it is more difficult to induct new employees to the workplace, particularly if they work at home for the majority of their week.
- Some managers find it harder to create a team ethos amongst hybrid workers (some in the workplace, some at home or in the community).
- The wellbeing initiatives (including Employee Assistance Programme, Mental Health initiatives, menopause action plan, etc) have been received very positively and managers and employees report feeling more comfortable discussing health and well-being issues within the workplace.
- One manager said that it is important that we are able to determine the quality of our 'Future of Work' initiatives – for example, how do we know that the apprenticeship schemes or our well-being initiatives are having positive impact on those participating in them?
- The Ethnic Minority Employee Forum was described as a very positive move on the part of the council and a request made to extend this approach to, e.g. employees who have a disability.
- Communication remains an issue, with some managers reporting a “communication overload” and then some managers reporting that they remain unaware of many key employment / council initiatives and updates.
- Feedback is similar in relation to involvement and engagement in policy development and initiatives, with some managers being very positive about being more involved, but others citing that they wish to be involved but then cannot spare the time due to workload.
- Some managers feel that funding, budgets, pay and conditions remain a barrier to retaining employees.

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DELIVERY PLAN 2024 / 2025

This plan sets out what we intend to achieve by 31st March 2025. The Strategic Workforce Plan will be reviewed annually and the delivery plan will be updated to ensure that actions remain focussed and relevant. Throughout the year, this delivery plan will be monitored via OD Project Board to measure progress and determine whether or not each programme is having the intended impact on the delivery of the Corporate Plan and council priorities.

A key priority for us in 2024 / 2025 will be to develop our approach to evaluating the impact of our employment strategy and the actions that we have taken to deliver it.

Workforce Priority: Resourcing Team Neath Port Talbot

Action	What will be the outcome?
Establish a Talent Management Team for a period of 3 years to support our services with succession planning, talent management and career development	The development of a comprehensive Talent Management Strategy aligned to the council’s well-being objectives, liaising with key stakeholders across the council, using evidence from completed succession plans and Divisional Plans. The strategy will bring together succession planning, recruitment, selection and onboarding activities, with talent planning, development, deployment and retention.
The Recruitment Taskforce will continue to support the council’s recruitment strategy led by the Talent Management Team.	The Taskforce brings together key stakeholders and partner agencies with the aim of working together to develop recruitment strategies; to fill vacant posts across Neath Port Talbot with suitably qualified and experienced people and to do so at pace; to develop longer term actions to support succession planning activity across the council.
To develop and establish a Volunteering Policy for the council, establishing principles for the safe and appropriate deployment of volunteers across council services.	<ul style="list-style-type: none"> The provision of additional and appropriate volunteer support for services that can benefit from this, recognising the time, energy and skills that volunteers can offer us.

Action	What will be the outcome?
	<ul style="list-style-type: none"> • A framework for volunteering that encourages and enables, rather than limits, the appropriate involvement of volunteers. • NB: Volunteers will not perform or displace work that is presently being performed by NPT employees.
We will review contractual notice periods, in partnership with the joint trade unions to ensure that contractual arrangements are fit for purpose and do not have an adverse impact on service delivery.	Arrangements that are appropriate, proportionate, and balance the attractiveness of our employment offer with service delivery needs.

Workforce Priority: Developing and Retaining Talent

Action	What will be the outcome?
Embed operational service level workforce planning, via the Succession Planning Toolkit, providing ongoing support to managers to develop their succession plans and review business critical posts using the updated toolkit.	Our Heads of Service and Accountable Managers will have the knowledge and skill set to develop a succession plan for each service, in order to identify and develop the potential future leaders and individuals required to fill other business-critical positions within the Council to ensure we continue to provide high quality services to our citizens.
We will establish ‘Manager Drop In Sessions’, where managers can access support in a ‘one stop shop’ approach and develop online toolkits to support managers where they need it most, via the Viva Engage Leading and Managing Team NPT Community	We will develop confident, capable and compassionate managers and equip them to not only line manage, but also to engage and motivate their employees.
Continue to support the Corporate Director Group to drive the review of the council’s organisational design to enable us to do the work necessary to effectively and efficiently achieve our business strategy, (Corporate Plan) while delivering high quality customer and employee experience.	<p>Leadership and management capacity and capability to deliver the priorities set out in the Corporate Plan.</p> <p>Ensure clarity of roles at every level of management.</p>

Action	What will be the outcome?
	<p>Enable Corporate Directors / Heads of Service to drive the future strategic direction of the Council and empower decision making on day to day business activities at Accountable Manager level.</p> <p>Facilitate the development of a one council approach and strengthen governance arrangements.</p>
<p>The development of a strategic approach to how we develop Chief Officers and senior leaders that enables them to demonstrate the key competencies required of them in their role. This will be led by the Director of Education, Leisure and Lifelong Learning and supported by a working group bringing together appropriate officers from across the council.</p>	<p>A strategy that sets out how the council will develop our senior leaders to be capable, confident, competent and compassionate.</p>
<p>Review the council's Market Pay Scheme which enables the Council to establish competitive rates of pay for specific posts which do not attract a basic rate of pay which is sufficient to recruit and/or retain the number and quality of postholders required.</p>	<p>The Scheme must support the council's recruitment and retention strategy whilst at the same time upholding the integrity of the council's equality proofed pay and grading structure. Good governance arrangements will ensure that decision making is consistent across the council, based on robust evidence and appropriate scrutiny arrangements are in place.</p>
<p>The development of Job Evaluation Resources and Toolkit.</p>	<p>Job Evaluation Scheme processes that are accessible and easy to navigate; managers who have the confidence and capability to advise employees on scheme arrangements appropriately.</p>

Workforce Priority: Employer of Choice – Employee Experience and Engagement

Action	What will be the outcome?
<p>Development of an Employee Engagement & Communication Strategy: this year we will continue to develop Viva Engage and NPT Connect as the council's primary communication platform and ensure that we are using this new workplace tool effectively, as well as delivering the first Annual Employee Engagement Survey to help inform our strategic approach.</p>	<p>More effective arrangements for our internal communications and Engagement Activities.</p> <p>Better retention of employees who are more informed, happier, more fulfilled and more motivated.</p> <p>Employees are involved and engaged through effective internal communications and engagement activities that are accessible, timely, targeted, on brand, and offers dialogue , so that they are well placed to represent and champion the council in their local communities.</p>
<p>We will develop an effective communication cascade strategy.</p>	<p>Effective cascading of information from senior management levels to employees at operational delivery level.</p>
<p>Employees are involved in the co-production of our employment framework.</p>	<p>Employees surveys, focus groups and other engagement methods to involve employees and key stakeholders in the development of the Future of Work Framework, leading to an employment framework that is fit for purpose and a workforce that is engaged and motivated.</p>
<p>Following implementation of the Employee Assistance Programme which offers every employee in the council access to confidential counselling services as well as a range of other benefits including holistic health and well-being support, a review to assess the impact of the programme.</p>	<p>Improved employee retention, better employee engagement and motivation, reduced sickness absence, improved employee well-being.</p>
<p>The development of how we collate, analyse and report our workforce information, procuring and implementing new technology.</p>	<p>The ability to analyse workforce trends and predict future trends, to support effective decision making, employment strategy and policy decision making.</p>

Workforce Priority: Developing The Future of Work

Action	What will be the outcome?
An independent external review of the Hybrid Working Framework.	An understanding of the effectiveness of hybrid working arrangements in the council; is it meeting the needs of the council, the different services across the council and the teams and employees within it.
Embed skills to line manage and lead in a hybrid world.	Confident and capable managers who are able to effectively manage the changes in working practices required, developing their teams in a hybrid world.
Establish a working group to consider how we can introduce more choice and flexibility for all our employees including those whose jobs do not lend themselves to a high level of mobility or agility in terms of location of delivery.	A more inclusive workplace where all employees feel valued and motivated and do not feel that they are overlooked in our strategic and operational approaches.
Confirmation of new working arrangements.	All employees will be able to access information about their individual contractual working arrangement via the iTrent Employee Self Service system.
Reduce unnecessary bureaucracy in employment policies and processes, which are also less prescriptive.	Managers feel more empowered to make the decisions that are right for their services. Policies are more accessible and processes are more efficient.
Review of policies and employment processes to ensure that they remain fit for purpose in a hybrid world of work: In 2024 / 2025 we will focus on a holistic review of the Maximising Attendance at Work Policy in partnership with trade unions, managers and employees.	Clear and concise policy arrangements that both support our employees and ensure that attendance at work is maximised. Managers who can manage absence confidently, competently and compassionately.

Workforce Priority: Skills Development

Action	What will be the outcome?
<p>Continue to embed the on-site Corporate Induction Day arrangements.</p>	<p>New employees will understand:</p> <ul style="list-style-type: none"> • What the Corporate Plan trying to achieve, and where they fit into the “<i>big picture</i>”? • What they do on a daily basis to enact the Council’s purpose • How they can embody the Authority’s values and behaviours
<p>The delivery of the Leadership Development Pathway. This outlines opportunities for development from the point of induction. The comprehensive programme draws on ILM qualifications - considered the de facto standard in terms of leadership & management qualifications, designed in line with National Occupational Standards. In completing any of the qualifications from Levels 2 to 5, participants will also achieve a NVQ qualification at the same level. We are also offering level 7, aimed at our most senior managers and leaders. To supplement the pathway, we will also be delivering:</p> <p>Managers’ Induction Programme</p> <p>Managers’ Coaching Network</p> <p>Managers’ Peer Support Network</p> <p>New for 2024 / 2025:</p> <p>Manager Surgery – a forum where managers can ‘drop in’ to access advice (for example: managing absence for the first time)</p>	<p>A competent and motivated workforce that can delivery on the commitments set out in the council’s corporate plan.</p> <p>To provide opportunities for managers at all levels to explore theories of leadership and management (enhancing knowledge), and to apply learning in day-to-day roles (practice), so they can become confident and capable managers</p> <p>To develop the organisation’s leadership capabilities to support succession planning</p> <p>To provide opportunities primarily for new managers to acquire basic knowledge of leadership in the context of NPT Council, whilst understanding their role in delivering corporate priorities, objectives and values</p> <p>To provide the same opportunity for existing managers, who feel they would benefit from refreshing skills and knowledge.</p>

Action	What will be the outcome?
<p>Mission I’m Possible: A workshop has been developed as a “pre-management” activity to determine whether individuals wish to progress to more senior roles or would prefer to develop within their current career pathways. This will further develop.</p> <p>Continuation of “core workshops” – e.g. Developing Effective Remote Teams, Making the Best of Remote Working, Succession Planning Delivery of specific themed workshops.</p>	<p>To encourage individuals to explore progression opportunities, or “in role” continuous professional development.</p> <p>To support managers with changes to working practices</p> <p>To foster a culture of “Team NPT”</p> <p>To promote succession planning as an ongoing, cyclic process</p> <p>To complement the leadership learning offer</p> <p>To support individuals seeking promotion.</p>
<p>Embedded the programme of mentoring and work shadowing.</p>	<p>To grow employee skills, explore career options and pathways, and to help our employees reach their full potential. Mentoring will generate confidence, inspire trust and support development.</p>

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Workforce Priority: A Safe Workplace – supporting the health and wellbeing of our employees

Action	What will be the outcome?
<p>Embed Health and Safety culture across the council.</p>	<p>Safe workplaces.</p>
<p>Delivery of our Mental Health Strategy in partnership with Time to Change Wales.</p>	<p>Development of evidence based actions that support mental health and well-being in the workplace. This year these will include:</p> <ul style="list-style-type: none"> • Online mental health support for our employees

Action	What will be the outcome?
	<ul style="list-style-type: none"> <li data-bbox="1153 244 1512 271">• School Wellbeing group
<p data-bbox="109 284 1081 432">Development of actions to support neurodivergence in the workplace: this year we will review our Recruitment Policy to consider neurodivergence in recruitment. We will also provide line manager training sessions in relation to Neurodivergence in the workplace.</p>	<p data-bbox="1104 284 2045 392">Neurodivergent employees and potential recruits will feel supported through our employment processes, and we are seen as a supportive and inclusive Employer of Choice.</p>
<p data-bbox="109 480 1081 628">We will provide training in support of the National Autism Training Framework for Wales. Appropriate training provision is made available on a continuing basis for all new staff, and existing staff who change their job roles.</p>	<p data-bbox="1104 480 2045 552">To improve the lives of autistic people and their families in Wales by gaining a greater understanding</p>
<p data-bbox="98 703 136 906" style="writing-mode: vertical-rl; transform: rotate(180deg);">FOSN</p> <p data-bbox="136 719 1081 906">Delivery of the Menopause Action Plan and mainstreaming of actions. The established Menopause Champions Network will be developed this year and a range of activities will be offered again this year to support, inform and help menopausal women in the workplace, as well as providing information to people who want to support menopausal women.</p>	<p data-bbox="1104 719 2045 986">An environment in which colleagues can openly and comfortably instigate conversations, or engage in discussions about menopause. Everyone understands what menopause is, and are clear on the council's policy and practices. Managers will understand the potential symptoms of menopause, and how they can support women at work. Women with menopause symptoms will feel confident to discuss it, and ask for support.</p>
<p data-bbox="109 1034 1081 1106">Implement the Financial Wellbeing Strategy and action plan, including the introduction of the Salary Finance Website and Portal.</p>	<p data-bbox="1104 1034 2045 1142">Our employees have access to financial tools, advice and support, and this supports employee wellbeing in the current financial climate, making NPT an employer of choice.</p>

Workforce Priority: An Inclusive Workplace where all employees can be themselves

Action	What will be the outcome?
Develop an anti-racism Strategy, led by the established Ethnic Minority Employee Network.	To expressly address racism in our workplaces, providing a foundation for change, setting our clear expectations for the council and our employees, as well as clear objectives to work towards. Initiatives planned for 2024 include: <ul style="list-style-type: none"> • A Unison Charter and ‘Allyship in the Workplace’ event will be held in May 2024 and will launch the ‘Allyship in the Workplace’ Viva Engage Community and a Toolkit to support this. • The Anti-Racism Policy is being developed in partnership with the employee network which will include clear guidance on dealing with racist incidents in the workplace.
To develop and implement a programme of Equality and Diversity Training across our workforce which will include an Introduction Anti-Racism, Hate Crime and Modern Slavery Awareness, and Multicultural Awareness.	Improved equality, diversity and inclusion, the elimination of bias and a more supportive and harmonious workplace.
To join the Proud Council’s Partnership in order to show support for the Lesbian, Gay, Bisexual, Trans, Queer (LGBTQ+) community.	Becoming a Proud Council’s partner will enable Neath Port Talbot to join a coordinated approach to media messages around LGBTQ+ inclusion, provide the opportunity for our employees to network with other local authorities, to share resources to ensure best value for money and to learn and benefit from shared good practice in relation to providing support and initiatives for the LGBTQ+ community, both within our workforce and across our communities.

Action	What will be the outcome?
Investigate and establish a Disability Network	A safe, confidential environment to network, socialise, question, challenge and receive support and advice. The network's main goal will be to turn discussions into tangible actions to improve employee experience and to create cultural change and accountability within the council.
Investigate and establish an LGBTQ+ Network	A safe, confidential environment to network, socialise, question, challenge and receive support and advice. The network's main goal will be to turn discussions into tangible actions to improve employee experience and to create cultural change and accountability within the council.
Page 84 To review our Gender Re-assignment Policy.	Policy arrangements developed and co-produced with the transgender community, that are fit for purpose and provide a supportive, inclusive and safe employment framework.
As members of the Carers Wales, Employers for Carers Subscription Membership, to work towards the 'Carers' Confident Benchmark' and to develop our Carers' Policy arrangements.	To build a supportive and inclusive workplace that makes the most of the talents that carers can bring to the workplace, and ensure that employees who are carers feel supported, have access to information, advice, assistance and support.
To sign the Age-friendly Employer Pledge, a nationwide programme for employers who recognise the importance and value of older workers. Employers commit to improving work for people in their 50s and 60s and taking the necessary action to help them flourish in a multigenerational workforce.	Improved retention of older employees, improved recruitment of older individuals to our 'hard to fill posts' who feel valued. The Council is seen as an Employer of Choice.

Action	What will be the outcome?
Reduction in the council’s gender pay gap through actions set out in the Gender Equality Action Plan and developed in partnership with Chwarae Teg via the Fair Play Employer Scheme.	The ultimate aim is that the council will not have a gender pay gap.
Review of Career Mentoring scheme for low-paid women, giving consideration to feedback from the initial cohort.	To support the career progression of low paid women within our workforce.
Roll out implementation of anonymised application forms in our recruitment process.	To eliminate bias in our recruitment process.

Wellbeing Objective: All children get the best start in life

Action	What will be the outcome?
High quality apprenticeship, traineeship and work experience opportunities within the council’s workforce, including opportunities to use the welsh language in the workplace.	To help young people gain an understanding of the workplace, develop transferable skills, build confidence and entry into the world of work.
Establishment of a Workforce Forum to support the delivery of the Welsh in Education Strategic Plan.	The Forum will work in partnership to develop actions to support the WESP’s aim of increasing the number of learners accessing Welsh medium education by at least 27% over a 10 year period; this will include actions to increase the number of employees within education who are able to use the Welsh language in the workplace.
training plan to develop the Welsh language skills of the education workforce.	To support the delivery of the WESP.

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Wellbeing Objective: All communities are thriving and sustainable

Action	What will be the outcome?
Delivery of training in partnership with the Community Safety Partnership.	Our employees have increased awareness of issues that impact on our communities including domestic violence, anti-social behaviour, cyber-crime, substance misuse and county lines, and can take action that is appropriate to their job.
To develop and establish a Volunteering Policy for the council, establishing principles for the safe and appropriate deployment of volunteers across council services.	<ul style="list-style-type: none"> • The provision of additional and appropriate volunteer support for services that can benefit from this, recognising the time, energy and skills that volunteers can offer us. • A framework for volunteering that encourages and enables, rather than limits, the appropriate involvement of volunteers.

Action	What will be the outcome?
	NB: Volunteers will not perform or displace work that is presently being performed by NPT employees.

Wellbeing Objective: Our local environment, heritage and culture can be enjoyed by future generations

Action	What will be the outcome?
Embed Welsh Language Learning Opportunities at all levels.	Increase number of employees who have the confidence to use the Welsh language in the workplace.
Establish a programme of training and development to enable our workforce to contribute to the conservation and enjoyment of our local environment, heritage and culture	Staff will talk about the local environment, culture, sports and heritage with pride and confidence and more people will be actively involved in the conservation of our environment, culture and heritage

Wellbeing Objective: Jobs and Skills – local people are skilled and can access high quality, green jobs

Action	What will be the outcome?
Working with a range of partners, including the Neath Port Talbot Community Association, CVS, DWP, Employability Services, HMP Swansea, Business in the Community, Armed Forces and education providers to ensure that all parts of our community can access opportunities to apply for jobs with the council.	A workforce that is representative of our community and everyone in our community has the opportunity to access the good jobs that the council has to offer.
Delivery of our core Training and Development Programme.	<ul style="list-style-type: none"> • A skilled workforce, the majority of whom live in Neath Port Talbot. • An engaged, motivated and healthy workforce.

Continue with deliver of training to meet the actions set out in 'A Healthier Wales - a workforce strategy for health and social care' delivery plan

- Building a digitally ready workforce
- Excellent education and training
- Leadership and succession planning

Impact Assessment - First Stage

1. Details of the initiative

Initiative description and summary: Strategic Workforce Plan: The Future of Work Strategy 2022 – 2027 - Review of Year 1 Delivery Plan and confirmation of Year 2 Delivery Plan
Service Area: All Services
Directorate: All

2. Does the initiative affect:

	Yes	No
Service users		X
Staff	X	
Wider community		X
Internal administrative process only	X	

3. Does the initiative impact on people because of their:

	Yes	No	None/ Negligible	Don't Know	Impact H/M/L	Reasons for your decision (including evidence)/How might it impact?
						The strategy contains the following workforce priority: <p style="text-align: center;">An Inclusive Workplace where all employees can be themselves</p>

						This applies across the protection characteristics. Monitoring of the strategy will determine how successful the strategy is in meeting this priority.
						The Delivery Plan commits the council to the implementation of anonymised application forms in our recruitment process and in order to eliminate bias in our recruitment process across the protected characteristics. Monitoring of the implementation of this action, will determine the impact against each of the protected characteristics and whether or not it has a positive or negative impact.
Age	X				H	A strategic approach to workforce planning supports the development of our workforce in the short, medium and long term. There are actions that will impact on the workforce of today, as well as actions that will grow and develop our future workforce, so the impacts of this strategy have potential impact on all age groups.
Disability	X				H	The Delivery Plan sets out that the council will implement the TUC / GMB Disability Passport Scheme and in order to support employees with a disability to agree reasonable adjustments and reduce any barriers to our workplace.
Gender Reassignment	X				H	The commitment to an inclusive workplace where all employees can be themselves, as well as actions to remove bias in our recruitment processes are intended to impact positively on gender reassignment. Monitoring will determine whether or not the impact is positive.

Marriage/Civil Partnership	X				H	The commitment to an inclusive workplace where all employees can be themselves, as well as actions to remove bias in our recruitment processes are intended to impact positively marriage and civil partnership. Monitoring will determine whether or not the impact is positive.
Pregnancy/Maternity	X				H	The commitment to an inclusive workplace where all employees can be themselves, as well as actions to remove bias in our recruitment processes are intended to impact positively on pregnancy and maternity. Monitoring will determine whether or not the impact is positive.
Race	X				H	The delivery plan refers to the establishment of the Ethnic Minority Employee Network to support the development and delivery of an anti-racism strategy. The network's aim is to provide a safe, confidential environment to network, socialise, question, challenge and receive support and advice in relation to race equality. The network's main goal is to turn discussions into tangible actions to improve the ethnic minority employee experience and to create cultural change, accountability and anti-racism within the council. The commitment to an inclusive workplace where all employees can be themselves, as well as actions to remove bias in our recruitment processes are intended to impact positively on race. Monitoring will determine whether or not the impact is positive.
Religion/Belief	X				H	The commitment to an inclusive workplace where all employees can be themselves, as well as actions to

						remove bias in our recruitment processes are intended to impact positively on religion and belief. Monitoring will determine whether or not the impact is positive.
Sex	X				H	<p>The delivery plan contains the following commitments in relation to women in the workplace:</p> <ul style="list-style-type: none"> • Reduction in the council's gender pay gap through actions set out in the Gender Equality Action Plan and developed in partnership with Chwarae Teg via the Fair Play Employer Scheme. • Career Mentoring for low-paid women delivered in partnership with Chwarae Teg. • The development and delivery of a Menopause Action Plan, leading to an environment in which colleagues can openly and comfortably instigate conversations, or engage in discussions about menopause. Everyone understands what menopause is, and are clear on the council's policy and practices. Managers will understand the potential symptoms of menopause, and how they can support women at work. Women with menopause symptoms will feel confident to discuss it, and ask for support. <p>The commitment to an inclusive workplace where all employees can be themselves, as well as actions to remove bias in our recruitment processes are intended to impact positively on gender. Monitoring will determine whether or not the impact is positive.</p>
Sexual orientation	X				H	The commitment to an inclusive workplace where all employees can be themselves, as well as actions to

						remove bias in our recruitment processes are intended to impact positively on sexual orientation. Monitoring will determine whether or not the impact is positive.
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4. Does the initiative impact on:

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence used) / How might it impact?
People's opportunities to use the Welsh language	X				H	The Delivery Plan contains the following commitments: <ul style="list-style-type: none"> • Embed Welsh Language Learning Opportunities at all levels. Increase number of employees who have the confidence to use the Welsh language in the workplace. • A training plan to develop the Welsh language skills of the education workforce. • Establishment of a Workforce Forum to support the delivery of the Welsh in Education Strategic Plan.
Treating the Welsh language no less favourably than English	x				L	The Strategic Workforce Plan will be published in Welsh and in English.

5. Does the initiative impact on biodiversity:

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence) / How might it impact?
To maintain and enhance biodiversity				X		Workplace initiatives implemented as a result of the Strategic Workforce Plan will seek to maintain / enhance biodiversity and / or to promote the resilience of ecosystems. Monitoring of the implementation of the Plan will determine what impact it has in relation to biodiversity.
To promote the resilience of ecosystems, i.e. supporting protection of the wider environment, such as air quality, flood alleviation, etc.				X		

6. Does the initiative embrace the sustainable development principle (5 ways of working):

	Yes	No	Details
Long term - how the initiative supports the long term well-being of people	x		
Integration - how the initiative impacts upon our wellbeing objectives	x		The Strategic Workforce Plan is aligned to the Strategic Change Programme (contained within the Corporate Plan 2022-2027), initiated to enable the council to achieve its purpose and vision. The Strategic Change Programme contains the following 4 wellbeing objectives: 1. All children get the best start in life


		<ol style="list-style-type: none"> 2. All communities are thriving and sustainable 3. Our local environment, heritage and culture can be enjoyed by future generations 4. Jobs and Skills – local people are skilled and can access high quality, green jobs <p>Each of these wellbeing objectives will require workforce actions to enable deliverability. These actions will be developed in partnership with the relevant wellbeing objective lead and described within the annual Future of Work Delivery Plan which is appended to this strategy.</p>
Involvement - how people have been involved in developing the initiative	x	<p>We held focus groups with a cross section of employees, accountable managers and trade union representatives. We reviewed Service Recovery Plans, and Succession Plans. We listened to and took on board feedback received from employees and managers at training events (for example the Succession Planning Workshops), briefing sessions (for example the Menopause Briefings), and via Viva Engage, generally and also in specific communities (for example Leading & Managing Team NPT, Staff Well-being, Staff News, Staff Matter). We listened to our recognised trade unions in both formal and informal events. We had input from Accountable Managers, Heads of Service and Corporate Directors at a consultation event held in the Accountable Managers online session of 30th November 2023, in order to help us assess whether the seven priorities set out in the strategy remain relevant and finally, we invited Accountable Managers, Heads of Service and trade union representatives to attend consultation focus groups to consider the draft Delivery Plan for 2024 / 2025 and provide feedback to us.</p>

<p>Collaboration - how we have worked with other services/organisations to find shared sustainable solutions</p>	x		<ul style="list-style-type: none"> • We worked with our trade union partners to ensure the workforce plan is underpinned by fairness and transparency. • We informed our approach with the outcome of an Audit Wales Springing Forward review of workforce planning across the council, carried out in 2023. This highlighted strengths in our established approach and recommended areas for improvement. • We continue to work with the Chartered Institute for Personnel and Development (CIPD) via their People Development Partner (PDP) Scheme which seeks to recognise organisations that are demonstrating a real commitment to better work and working lives.
<p>Prevention - how the initiative will prevent problems occurring or getting worse</p>	x		<p>The Strategic Workforce Plan identified some key workforce risks, for example the challenging and competitive recruitment market we face, with skills gaps in some key areas of the council and concerns in relation to succession planning. In some services retention of employees is also a challenge, and particularly where we face competition from other employers. If we cannot recruit and retain the best employees to deliver our services, this will represent a real threat to the future delivery of council services and priorities. The Plan identified that a strong strategic workforce partnership with other employers within the County Borough and the Swansea Bay region will enable us to forge links with both the demand and supply side of the labour market, so developing our relationships with schools and colleges, and other key partners will ensure the supply of our future workforce, whilst more effective links with other employers will increase our understanding of labour market competition and the demand on the labour market.</p>

7. Declaration - based on above assessment (tick as appropriate):

A full impact assessment (second stage) is not required	X
Reasons for this conclusion	
<p>A full impact is not required as at this stage there is no identified impact on any protected group; there may of course be equality impacts through the consequential implementation of actions set out in the Delivery Plan. Regular monitoring, including equality monitoring, will help the council to identify if any adverse equality risks do occur in practice and take action to remedy this. This monitoring will also consider if actions are having the positive impacts intended on protected characteristics and review our delivery plan accordingly.</p> <p>It also has no negative impact on bio-diversity or the Welsh Language.</p>	

A full impact assessment (second stage) is required	
Reasons for this conclusion	

	Name	Position	Signature	Date
Completed by	Sheenagh Rees	Head of People & OD	Sheenagh Rees	16 th February 2024
Signed off by	Sheenagh Rees	Head of Human & OD		16 th February 2024

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NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

11TH MARCH 2024

REPORT OF THE HEAD OF PEOPLE AND ORGANISATIONAL DEVELOPMENT – SHEENAGH REES

Wards Affected: All wards

Matter: For Decision

Carer's Policy Review

Purpose of Report

The purpose of this report is to seek Members approval to revisions to the Carer's Policy in line with employment legislation and best practice.

Executive Summary

Our Carer's Policy aims to support employees who have caring responsibilities outside of the workplace.

As legislation and best practice is ever-changing, particularly post pandemic, it's imperative that we review this policy on a regular basis. This will ensure that we are complying with employment law and doing the best we can to promote the Council as an 'employer of choice' whilst providing our staff with as much support as possible inside and outside of the workplace.

Background

Our current Carer's Policy was approved by Personnel Committee in February 2020. It was introduced by the joint trade unions at the Local Government Services Forum. The trade unions put forward a sample policy drafted by the Employers for Carers Organisation. Using that sample policy, we jointly developed it further to reflect the position at Neath Port Talbot. Due to changes in legislation, the policy now needs to be reviewed.

Review of the Policy

Provided below is a summary of the revisions to the policy to comply with changes in legislation and to make the policy more accessible to our employees.

1. Carer's Leave Act 2023

Employers have certain obligations with regards to carers.

The Carer's Leave Act 2023 comes into force on 6 April 2024 and makes provisions for employees with caring responsibilities. Any employee who balances work with unpaid care is now entitled to at least one week's leave within any 12-month period (pro-rata), to care for, or arrange care for, a dependant with long-term care needs. The leave is unpaid, and is a day one right, so there is no minimum service requirement to be eligible.

The act defines dependants with long-term care needs as follows:

- 'A person is a dependant of an employee if they: are a spouse, civil partner, child or parent of the employee; live in the same household as the employee, otherwise than by reason of being the employee's boarder, employee, lodger or tenant; or reasonably rely on the employee to provide or arrange care.'
- 'A dependant of an employee has a long-term care need if: they have an illness or injury (whether physical or mental) that requires, or is likely to require, care for more than three months; they have a disability for the purposes of the Equality Act 2010; or they require care for a reason connected with their old age.'

2. Flexible Working

Section 5 of the Carer's Policy has been reviewed in line with the upcoming changes to the Flexible Working Regulations. As of 06 April 2024 employees will be able to make a flexible working request from day one of employment (previously 26 weeks), and make two requests within a twelve month period (previously one).

3. Carer's Toolkit

We have now developed a Carers Toolkit as an appendix to our Carers Policy, aimed at providing comprehensive guidance for both employees and managers in navigating and supporting their caring responsibilities outside of work. This toolkit serves as a practical resource, offering valuable insights and support networks tailored to address the unique challenges faced by caregivers.

Financial Impacts:

There are no financial impacts associated with this report.

Integrated impact assessment:

A first stage impact assessment has been undertaken to assist the Council in discharging its legislative duties (under the Equality Act, the Welsh Language Standards (No.1) Regulations 2015, the Well-being of Future Generations (Wales) Act 2015 and the Environment (Wales) Act 2016). The first stage assessment, attached at appendix 1 has indicated that a more in-depth assessment is not required. A summary is included below:

“A full impact is not required as there is no impact on any protected group. It also has no negative impact on bio-diversity or the Welsh Language”.

Valleys Communities Impacts:

No implications

Workforce Impacts:

It is anticipated that the revisions to the Policy will have a positive impact on our workforce. By providing employees with leave assigned to carrying out their caring responsibilities outside of work we are creating a carer-friendly workplace.

Legal Impacts:

No implications.

Risk Management Impacts:

No impact.

Consultation:

There is no requirement under the Constitution for external consultation on this item. The proposed strategy has been fully endorsed by the Trade Unions as they have been involved in revision of this policy.

Recommendations:

It is RECOMMENDED that Members APPROVE the proposed revisions to the to the Carer's Policy.

Appendices:

Appendix 1 – Revised Carer's Policy

Appendix 2 – Integrated Impact Assessment Screening Form

Officer contact

Sheenagh Rees, Head of People & Organisational Development, Email: s.rees5@npt.gov.uk

Amy Hutchings, HR Manager, Future of Work Team, Email: a.hutchings@npt.gov.uk



Cyngor Castell-nedd Port Talbot
Neath Port Talbot Council

Polisi Gofalwyr

Carers Policy

www.npt.gov.uk

Polisi Gofalwyr
Carer's Policy

Version	Date	Action
1	23 rd February 2020	New Policy
2	09 December 2022	Update to include information on Employers for Carers Membership
3	January 2024	Review – changes in legislation and introduction of toolkit

1. Policy Statement

Neath Port Talbot Council recognizes and understands that some employees may find it difficult to combine work and caring and this policy sets out what support the Council offers to enable employees to do this.

2. Definition of a Carer

Neath Port Talbot Council defines a carer as employees with significant caring responsibilities that have a substantial impact on their working lives. These employees are responsible for the care and support of disabled, elderly or sick partners, relatives or friends who are unable to care for themselves. The activities that carers undertake are wide ranging, including help with personal care; help with mobility; managing medication; practical household tasks; emotional support; and help with financial matters or paperwork.

For the purpose of this policy the needs of carers are different to those employees with mainstream childcare issues. Caring can be unpredictable and emotionally upsetting; it can happen overnight, for example if an employee's parent has a stroke, or it can creep up on someone, for example if their partner develops a debilitating long term health condition. It is not like mainstream childcare as its circumstances and milestones are different and often more uncertain.

For example, with mainstream childcare, the child's journey is more predictable as he or she grows older, goes through schooling and becomes more independent. With caring, the milestones can be very different and go in the opposite direction; for example, an elderly parent becoming more frail and dependant or a disabled child continuing to have high support needs as they become an adult. It is also much easier (and often more acceptable) to talk about childcare in the workplace than it is to discuss caring for a parent with dementia or a partner with a disability, for example.

3. Commitment to supporting carers

The Council recognises that some people have caring responsibilities and that carers will constitute a part of its workforce. It also recognises that some employees may find it difficult to combine work and caring. We have, therefore, adopted the following code of good practice in order to support employees who are, or who are likely to become carers.

We believe that carers should have the same opportunity to obtain a job within the organisation and keep their job as everyone else and is committed to providing as much support as is reasonably practicable.

4. Identification and disclosure

Over two million people in the UK become carers every year and around the same number of people cease caring; carers are therefore not a static group and the same will be true within any workplace. The Council therefore acknowledges that it needs to strike a balance between recognising the special circumstances of caring and not classifying carers as a rigid or separate group as it will be a group whose members, and needs, will be constantly changing.

Employees may not recognise themselves as carers, for example employees who are caring at a distance - ie supporting someone such as an elderly parent who does not live with them – may be less likely to consider themselves as a carer.

Employees are not obliged to disclose to their line manager that they are caring for someone but are actively encouraged to do so. All line managers should ask whether staff they are supervising have caring responsibilities, and should have due regard to issues of confidentiality concerning this information.

Employees who don't feel able to disclose this information to their line manager can approach their trade union representative or HR Officer.

Once the carer has been identified the line manager should ensure that they are aware of and feel able to access the range of support the Council offers.

5. Flexible Working

All employees with caring responsibilities are entitled to request to work flexibly in order to attend to the needs of the individual whom they care for.

The Council offers various types of flexible working:

- **Flexi-time.** Employees are required to work within set times but outside of these 'core hours' have some flexibility in how they work their hours.
- **Home working / mobile working.** Employees spend part of their working week away from the workplace.
- **Job sharing.** Usually two employees share the work normally done by one person.

- **Reduced hours working.** Employees might work shorter days or fewer days in a week.
- **Term-time working.** Employees don't work during school holidays and either take paid or unpaid leave or their salary is calculated pro-rata over the whole year.
- **Compressed hours.** Employees work their total hours over fewer working days e.g. a ten day fortnight is compressed into a nine day fortnight.

All employees have the right to request flexible working. If agreed it would result in a permanent change to their terms and conditions. Only two requests are allowed in a year. The Council can refuse a request, but will give the employee good business reasons from a specific list which is set out in the Flexible Working Policy. Employees can appeal against this decision. For further information, please refer to the Flexible Working Policy on the HR Intranet.

Line managers should also consider informal arrangements such as use of a telephone, or private time/space to make calls, at work, in connection with their role as a carer.

6. Crisis situations

The Council recognises that employees with caring responsibilities are not always able to plan ahead - accidents or illnesses can occur without warning and care arrangements can break down unexpectedly. Emergency leave is therefore important to carers, who can be called home at short notice on such occasions. All carers are entitled to take time off in order to attend to the sudden needs of the individual whom they care for.

All employees have a statutory right to take "reasonable time off" to deal with unexpected situations involving a dependant. Employees must inform their line manager as soon as possible after the emergency has happened.

A dependant includes an employees' husband, wife or partner, child or parent, or someone living with them as part of their family. Others who rely on them for help in an emergency may also qualify.

The situations where emergency leave might be taken are:

- a disruption or breakdown in care arrangements
- when a dependant falls ill, has been assaulted or in an accident (including when the person is hurt or upset rather than physically injured)

- to make longer term arrangements for a dependant who is ill or injured (but not to provide long term care themselves)
- to deal with an incident involving a child during school hours
- to deal with the death of a dependant.

7. Carers Leave

The Council acknowledges that employees with caring commitments may need time off to deal with medical appointments/discharge from hospital etc.

As of April 2024 employees are legally entitled to a minimum of one week of unpaid leave per year (pro-rata) in order to care for a dependent with a long-term care need. This is defined as a long-term illness or injury (physical or mental) that requires (or is likely to require) care for more than three months, a disability as defined under the Equality Act 2010, or issues related to old age. The leave may be taken in either individual days or half days, up to a block of one week. In order to take the leave, notice of either twice as many days as the period of leave required, or three days (whichever is the greater) will have to be given. This right is applicable from the first day of the employee's service and requires no evidence to be provided other than self-certification.

Employees should discuss with line managers, in advance, any leave which they can reasonably expect to need for their caring commitments so that managers and the other members of the team can plan work, meetings and other leave around those dates.

Some types of medical appointments can be booked in advance and carers are expected to book these at the start or end of the working day, to minimise disruption at work. With prior approval, time off for planned appointments can normally be made up later, taken as flexi or annual leave or through use of the statutory entitlement of one week's unpaid leave.

The Council acknowledges that employees with caring responsibilities may need flexible leave arrangements as well as flexible working arrangements in order to manage all aspects of their caring role. It therefore provides the following options which should be discussed with the line manager:-:

- Parental Leave
- Time off for dependants
- Additional Annual Leave Purchase Scheme
- Career breaks

8. Other support for carers

All employees with caring responsibilities are entitled to use their telephone at work, in private, in connection with their role as a carer.

Information about external sources of support is also available, please see below:-

Carers UK - <https://www.carersuk.org/wales>

Dewis Cymru - <https://www.dewis.wales/support-for-carers>

NHS Direct Wales - <https://www.nhsdirect.wales.nhs.uk/livewell/carers/>

Carers Trust Wales - <https://carers.org/country/carers-trust-wales-cymru>

9. Employers for Carers (EfC)

As of November 2022 NPT Council is a member of Employers for Carers (EfC).

EfC allows employees to access support from the EfC digital platform, full of practical guides, e-learning and toolkits. The council also benefits from access to tailored, expert consultancy and training services.

This platform aims to support employees who are working carers by taking care of their mental and physical well-being, and to also help those who have caring responsibilities to remain at work.

There is support for line managers to receive support and training via EfC and working carers will have access to flexible working, carers leave, training sessions and more.

Create an account by visiting efcdigital.org and selecting 'create new account'. You will need our membership code to do this, which is: EFC4002

10. Role of line managers

Managers, especially line managers, are the gatekeepers to this policy and play a key role in its implementation. The Council recognises that each carer's situation is different and may require a different response from the manager, taking into account the whole range of organisational support available. Please

see Appendix A (Carer's Toolkit) for further support in facilitating these conversations with employees.

Employees need to feel able to take up these policies without feeling that they might be treated less favourably. Managers can help by creating an open workplace culture that is supportive to carers.

Creating a workplace culture that is supportive to carers also requires the endorsement of top-level management. This Policy has been approved by the Council's Personnel Committee.

11. Review

This policy will be reviewed in two years, following changes in legislation or as a result of operational issues.

Neath Port Talbot Council understands the difficulty that some carers face and is committed to providing as much support as is reasonably practicable.

The Council welcomes comments and suggestions from all staff on how the organisation may further improve the working environment so that it is better equipped to deal with the varying needs of carers in the workforce.

Appendix A – Carer’s Toolkit

Carers Toolkit

Summary

This Carer's Toolkit can be completed by anyone who has caring responsibilities. If you have caring commitments which affect your work now or may do in the near future, you may find it beneficial to complete this tool, you may also wish to do this with your manager. It can be a 'live' document that can be reviewed and updated when circumstances change, whether that is the demands of the job, or the nature of the caring responsibilities.

It is suggested as a minimum that the guidance document should be reviewed annually or as circumstances change.

We pride ourselves on being a supportive and inclusive employer, but we also have to balance the needs of our people with caring responsibilities with the needs of Neath Port Talbot Borough Council. This tool can support a conversation which helps to find this balance.

Employee Details

Forename	
Surname	
Employee Number	
Job Title	

Caring and Work

Thinking about your caring role and how it affects your work.

What are your caring responsibilities?

How does this affect your work?

What impact does work have on your caring responsibilities?

How do you expect your caring role (and its impact) could change in future?

Getting support

Are you aware of the Councils membership with Employers for Carers (Carers Wales)? Please find further details here. www.efcdigitalwales.org

Do you already receive any support in work to help combine caring with work?
Yes/No (add details)

What additional support would help you?

Are you aware of the following resources available to you outside of work?

- **Neath Port Port Talbot Carers Carers Service** [Carers Service | Neath Port Talbot Carers Service | Wales \(nptcarers.co.uk\)](http://Carers Service | Neath Port Talbot Carers Service | Wales (nptcarers.co.uk))
- **Government guidance** [Care and support statutory guidance - GOV.UK \(www.gov.uk\)](http://Care and support statutory guidance - GOV.UK (www.gov.uk))
- **Helplines for carers** Helpline and other support | Carers UK
- **Dewis Cymru – Find local and national organisations and services that can help you** <https://www.dewis.wales/>

Any other questions or issues?

Action

Please use this section to record any agreed action points for either the employee or the line manager.

Law relating to this document

Leading statutory authority

Work and Families Act 2006

Equality Act 2010

The Employment Rights Act 1996

Employment Relations Act 1999

Since April 2007 the Work and Families Act 2006 (The Work and Families (Northern Ireland) Order 2006 in Northern Ireland) has given carers, as well as parents, the right to request flexible working such as changing hours or working from home.

The Carers Leave Act 2023

The Act currently defines a carer as someone who cares for, or expects to care for, a spouse or partner, a relative such as a child, uncle, sister, parent-in-law, son-in-law or grandparent, or an adult who is not a relative but lives at the same address as the carer. Under the National Carers Strategy, published in June 2008, there was a government commitment to review the definition of 'carer' in the Flexible Working Regulations to consider extending it to the 20% of carers who currently miss out. These are carers who are not a close relation of the person they care for or who do not live with them. Evidence shows that most employers are open to requests from people not currently eligible under the new law, such as those that care for, say, an elderly neighbour.

This policy goes beyond what the law requires in offering the right to request flexible working to all employees with caring responsibilities.

Protection from discrimination

If an employee is looking after someone who is elderly or disabled, the law – under the Equality Act 2010 – will protect them against direct discrimination or harassment because of their caring responsibilities. This is because they are counted as being 'associated' with someone who is protected by the law because of their age or disability. Employers need to ensure that they do not discriminate against employees with caring responsibilities. Direct discrimination is where an employee is treated less favourably than someone else because they are caring for an elderly or disabled person. Examples of this could include someone being refused a job because of their caring responsibilities or an employee not being offered a promotion because of their caring responsibilities.

Impact Assessment - First Stage

1. Details of the initiative

Initiative description and summary: Carers Policy
Service Area: All employees covered by the JNC for Local Government Services
Directorate: All

2. Does the initiative affect:

	Yes	No
Service users		X
Staff	X	
Wider community		X
Internal administrative process only	X	

3. Does the initiative impact on people because of their:

	Yes	No	None/ Negligible	Don't Know	Impact H/M/L	Reasons for your decision (including evidence)/How might it impact?
Age		X				
Disability		X				
Gender Reassignment		X				
Marriage/Civil Partnership		X				
Pregnancy/Maternity		X				
Race		X				
Religion/Belief		X				

Sex		X				
Sexual orientation		X				

4. Does the initiative impact on:

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence used) / How might it impact?
People's opportunities to use the Welsh language		X				
Treating the Welsh language no less favourably than English		X				

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5. Does the initiative impact on biodiversity:

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence) / How might it impact?
To maintain and enhance biodiversity		X				
To promote the resilience of ecosystems, i.e. supporting protection of the wider environment,		X				

such as air quality, flood alleviation, etc.						
--	--	--	--	--	--	--

6. Does the initiative embrace the sustainable development principle (5 ways of working):

	Yes	No	Details
Long term - how the initiative supports the long term well-being of people	X		This initiative will ensure that employees are granted substantial leave to deal with caring responsibilities outside of work.
Integration - how the initiative impacts upon our wellbeing objectives	X		This initiative impacts positively on wellbeing objective 1 and 4.
Involvement - how people have been involved in developing the initiative	X		The trade unions have been consulted on their views regarding this revised policy and these were fully considered.
Collaboration - how we have worked with other services/organisations to find shared sustainable solutions	X		We have spoken to external organisations such as Employers for Carers to develop this initiative to benefit the employees of the Council.
Prevention - how the initiative will prevent problems occurring or getting worse		X	N/A – internal policy

7. Declaration - based on above assessment (tick as appropriate):

A full impact assessment (second stage) is not required	<input checked="" type="checkbox"/>
Reasons for this conclusion	
A full impact is not required as there is no impact on any protected group. It also has no negative impact on bio-diversity or the Welsh Language.	

A full impact assessment (second stage) is required	<input type="checkbox"/>
Reasons for this conclusion	

	Name	Position	Signature	Date
Completed by	Robyn Mort	HR Policy & Practice Development Officer	<i>R. Mort</i>	14/02/2024
Signed off by	Sheenagh Rees	Head of Service	<i>Sheenagh Rees</i>	20 th February 2024

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NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

11TH MARCH 2024

REPORT OF THE HEAD OF PEOPLE AND ORGANISATIONAL DEVELOPMENT – SHEENAGH REES

Matter for Decision

Wards Affected: All wards

Review of Social Media Policy

1. Purpose of Report:

The purpose of this report is to seek Member approval to revise the Council's Social Media Policy.

2. Executive Summary:

There are many benefits to using social media. Alongside other communications it can help Neath Port Talbot County Borough Council to communicate with citizens, to consult and engage and be more transparent and accountable.

The Council also values social media as a tool in the workplace and encourages employees to use it responsibly.

The policy outlines how employees of Neath Port Talbot County Borough Council should act and behave whilst using social media if they use it for work or identify themselves as an employee of Neath Port Talbot County Borough Council.

3. Background:

The current policy was introduced in 2015 and applies to all employees of the Council (excluding schools). However, since 2020 and the introduction of Hybrid Working, the policy needs updating to reflect the changes in work styles and working arrangements of our employees.

4. Review

The following amendments have been made to the Social Media Policy:

- Core hours have been removed to take on board the hybrid working framework and new ways of working
- There are now clear headings in the policy which includes using social media as a part of your job, using social media whilst you are working and in your personal time
- The policy outlines employees have a choice to disclose if they work for Neath Port Talbot Council, but they must be mindful when using social media if they decide to do this
- A guidance note to assist employees has been included within the policy as an appendix.

5. Communication of the Policy

Focus Groups were facilitated by the Future of Work Team in relation to the review of this policy. It is important that the revised policy is communicated widely across the Council. This will be done via 'The Sway', on NPT Connect and the Viva Engage platform. An email will also be sent to Accountable Managers to cascade to their teams. Alternative arrangements will be made with managers of front line services to ensure that these employees are also made aware of the revised policy.

6. Financial Impacts:

No impacts.

7. Integrated impact assessment:

A first stage impact assessment has been undertaken to assist the Council in discharging its legislative duties (under the Equality Act, the Welsh Language Standards (No.1) Regulations 2015, the Well-being of Future Generations (Wales) Act 2015 and the Environment (Wales) Act 2016). The first stage assessment, attached at appendix 2 has indicated that a more in-depth assessment is not required. A summary is included below:

"A full impact is not required as there is no impact on any protected group. It also has no negative impact on bio-diversity or the Welsh Language".

8. Valleys Communities Impacts:

No Impacts.

9. Workforce Impacts:

It is anticipated that the policy will positively impact on our workforce guiding them in understanding the benefits of social media, but also providing advice to be mindful whilst using it.

10. Legal Impacts:

No impact.

11. Risk Management Impacts:

No impact.

12. Crime and Disorder Impacts

No impact.

13. Counter Terrorism Impacts

No impact

14. Consultation:

There is no requirement under the Constitution for external consultation on this item. The proposed revisions to this policy have been fully endorsed by the Trade Unions as they have been involved in the review, together with our managers and employees during focus groups.

15. Recommendations:

It is **RECOMMENDED** that Members **APPROVE** the amended Social Media Policy.

FOR DECISION

16. Appendices:

Appendix 1 – Amended Social Media Policy
Appendix 2 – Integrated Impact Assessment Screening Form

17. List of background papers:

None.

18. Officer Contact

Sheenagh Rees, Head of People & OD, Email: s.rees5@npt.gov.uk

Amy Hutchings, HR Manager, Future of Work Team, a.hutchings@npt.gov.uk



Cyngor Castell-nedd Port Talbot
Neath Port Talbot Council

POLISI CYFRYNGAU CYMDEITHASOL SOCIAL MEDIA POLICY

Polisi cyfryngau cymdeithasol Social Media Policy

*Os hoffech dderbyn gohebiaeth mewn perthynas â'ch cyflogaeth yn Gymraeg,
cysylltwch â'ch Swyddog AD dynodedig.*

Version	Date	Action
1	September 2015	New Document
2	September 2018	Review and Amendment
2	November 2023	Review and Amendment

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1. Introduction

There are many benefits to using social media. Alongside other communications it can help Neath Port Talbot County Borough Council to communicate with citizens in the places they already are, to consult and engage and be more transparent and accountable.

The Council also values social media as a tool in the workplace and encourages employees to use it responsibly.

Under the new Hybrid working framework, the council understands that many service areas no longer have core working times, therefore this policy has been updated taking the framework into consideration.

Employees are able to access social media services and social networking sites at work either through the Council's IT systems or via their own personal devices. This must be done in an appropriate manner ensuring that there is no risk to your own personal health and safety or that of other individuals including colleagues and members of the public.

This policy describes the rules around social media within Neath Port Talbot Council and the responsibility of employees in relation to the use of social media at work. It sets out how staff should behave when accessing the Council's social media accounts. It also explains rules about using personal social media accounts at work.

2. Overview

This policy is contractual and applies to all employees and to anyone else working for the Council.

The use of social media, together with the wider use of Council IT resources, may be monitored to make sure that all users are complying with this policy. Whenever employees use Council IT resources and systems, they give the Council their consent to monitor their activities.

Employees who breach this policy may face action under the Disciplinary Policy and Procedure. Where there is a serious breach of the social media policy, this may result in dismissal in line with the Council's Disciplinary Policy and Procedure. You may also be required to remove any social media content that in itself breaches this policy and this may invoke the disciplinary procedure if you fail to do so. In addition, if comments you post about the Council or named individuals are found to have harmed their reputation, you could face legal proceedings.

3. What is Social Media?

Social media can be defined as websites and applications that allow users to create and share content and/or take part in online networking. The most popular sites include the following:

- Facebook
- X (formerly known as Twitter)
- LinkedIn
- YouTube
- Instagram
- Pinterest
- Flickr
- Tumblr
- Reddit.
- WhatsApp
- TikTok

4. Using Social Media in the Workplace

You may use Council IT resources and your own equipment to access social media during work hours as long as it is during comfort breaks and not whilst you are working, ,

You should follow this policy and ensure you are not involved in creating any inappropriate or unprofessional content. Your use must also not interfere with your duties, or put your own health and safety or the health and safety of others at risk.

You should not have any corporate property on your own personal device e.g have Microsoft teams logged into your personal mobile phone as this is prohibited.

5. Using Social Media as part of your Job

Some roles may require employees to use social media. If so you must:

- Gain permission from your line manager prior to posting anything on social media platforms
- Follow the same etiquette as all other employees listed in this policy
- Inform your line manager of all passwords and usernames for platforms to ensure they can access in your absence

- Not share passwords or usernames with anyone other than your line manager, unless otherwise stated by your line manager. always respect copyright and always check whether or not a third party's content is protected before you reuse or repost it.
- Do not post personal content on any Council social media account that you are authorised to use. These accounts belong to the Council and access will be stopped if there is abuse of this policy in any way. When an employee leaves the Council, access will also be stopped and your user names and passwords requested. The Council may also request them at any other time and in either case, these must be supplied on request.
- If employees wish to set up service specific Council Social Media Account, please [click here](#).
- Managers should notify the comms team when people leave their team

6. Your responsibilities when using social media outside of work

- If your social media accounts identify you working the Authority which can include wearing a NPT uniform in any pictures on your platform, you must always identify yourself and make it clear your opinions are your own and you are not speaking on the Council's behalf. You might consider doing this in a disclaimer.
- Use a personal email address, not your Council email address, and do not create a social media account that could be mistaken for a Council account we have set up, or could set up. It is your duty to protect the Council's interests and you must not publish anything that could directly or indirectly damage these or compromise our reputation.
- You must never speak on the Council's behalf on social media unless authorised to do so and you must always make sure anything you do post is accurate and lawful.
- Always get your colleagues' permission before posting images of them or any of their personal details.
- You must take personal responsibility for your social media content. If you can be identified as working for the Council, you must make sure your profiles, and anything you post or like, are congruent with how we expect you to present yourself to the public, stakeholders, and colleagues.

You are obliged to respect Council confidentiality at all times and not to use social media to comment on sensitive matters, including — but not restricted to — the following:

- Our intellectual property
 - Information on other employees
 - Information on service users
 - Any information intended for internal use only
 - Anything else that is not already in the public domain.
- We also insist that you never use the Council logo or other corporate artwork in anything you post or as part of any of your social media profiles.
- You may share posts/messages from council accounts (*corporate and/or service*) that contain these elements, however, any comments you share in relation to these must comply with this policy.
- You must remain aware at all times of the public nature of social media. Even content posted on a restricted forum can quickly be shared across other social media and you must assume that anything you publish anywhere will reach the public domain.
- When you share content posted by others, remember that you may be seen as giving tacit approval to opinions that could bring the Council into disrepute.
- You must never air grievances about the Council or any of its activities on social media. Should you wish to make a complaint, you should raise it first with your manager. If the issue remains unresolved, you must then follow the appropriate Procedure.

If an employee comes across anything posted to a social media site that breaches this policy or otherwise brings the Council into disrepute, they should report this to their manager in the first instance.

7. Etiquette and Behaviour

You must always show respect to others when using social media. You must never criticise the Council, our service users, suppliers, your colleagues or anybody else you come into contact through working for the Council. Our other policies — in particular those covering Dignity at Work and the Employee Code of Conduct — provide guidance on the type of behaviour we consider unacceptable in the workplace, and we expect you to maintain the same high standards when using social media. Specifically, we will not tolerate any of the following:

- abusive or threatening language
- Sexually explicit language
- Unlawful or disrespectful comments

- False or misleading statements
- Impersonating your colleagues or third parties
- Inciting somebody to commit a crime
- Anything that could reasonably be construed as inciting or encouraging someone to commit a breach of health and safety rules

If another Council employee is bullying, harassing, or victimising you using social media, you must follow the process laid out in our Dignity at Work Policy which can be accessed via the HR Intranet or via your line manager or trade union representative.

Please see Appendix 1 for further guidance whilst using social media.

Appendix 1

Useful Guidance when using Social Media

- If you do not name the Council as your employer, people who know you and where you work may still make an unwelcome association with the Council. If you are in any doubt about what is and is not acceptable, please talk to your manager.
- Keep your communications clear, positive, polite and professional. Plain language helps. Many people use abbreviations.
- Avoid being ironic or sarcastic, it can be misinterpreted.
- On Facebook, you will need to monitor and, if necessary, censor the contributions that other people make to your site; delete them if they do not match your required standards of behaviour or language.
- Be careful of making derogatory comments relating to sex, gender reassignment, race (including nationality), disability, sexual orientation, religion or belief or age.
- Defamatory and offensive language will be attributed to the publisher as well as the original author and could incur financial liability.
- It is up to you to decide if you want to remove posts that disagree with your political position, however if you do remove them you may be accused of censoring contributions on political grounds. So even in your personal on-line networking you need to bear in mind the effect your posts could have on Neath Port Talbot County Borough Council.
- Local authorities are required by section 4(1) of the Act as amended by section 27 of the Local Government Act 1988 to have regard to the Code of recommended practice in coming to any decision on publicity. Please [click here](#) to find out more about the code.

Important Rules

- Think before you post on social media. Do not say anything, post views, or opinions that you would not be prepared to discuss face to face with the person you are speaking about and discuss and defend with anyone who sees it.
- Remember that once you have said something it may be seen by millions including the press and could be re-tweeted around the world in minutes. Once it is published on the internet, you have no control over where it might end up.
- Keep your messages professional, polite, and positive.
- Remember to try to keep social media posts and texts separate – many people use social media to post comments that they would previously have texted someone privately;
- Don't enter into unhelpful online arguments; remember all of your followers or friends will be witnessing this online. Ignore people or block them if they persist in vexatious comments.

- Don't post on social media when you are "tired" or under the influence of alcohol. It's probably sensible to turn off your phone at any time when you think your judgement may be impaired.
- Do not allow anyone else access to your social media accounts; protect your passwords, especially if you use a public computer.

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Impact Assessment - First Stage

1. Details of the initiative

Initiative description and summary: Social Media Policy Changes
Service Area: All Council Employees (excluding schools)
Directorate: All

2. Does the initiative affect:

	Yes	No
Service users		x
Staff	x	
Wider community		x
Internal administrative process only	x	

3. Does the initiative impact on people because of their:

	Yes	No	None/ Negligible	Don't Know	Impact H/M/L	Reasons for your decision (including evidence)/How might it impact?
Age		x				The change in policy does not impact on people with any protected characteristic, as all employees under the scope of this policy are able to use it.
Disability		x				As above
Gender Reassignment		x				As above
Marriage/Civil Partnership		x				As above
Pregnancy/Maternity		x				As above
Race		x				As above
Religion/Belief		x				As above

Sex		x				As above
Sexual orientation		x				As above

4. Does the initiative impact on:

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence used) / How might it impact?
People's opportunities to use the Welsh language		x				
Treating the Welsh language no less favourably than English		x				

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5. Does the initiative impact on biodiversity:

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence) / How might it impact?
To maintain and enhance biodiversity		x				
To promote the resilience of ecosystems, i.e. supporting protection of the wider environment,		x				

such as air quality, flood alleviation, etc.						
--	--	--	--	--	--	--

6. Does the initiative embrace the sustainable development principle (5 ways of working):

	Yes	No	Details
Long term - how the initiative supports the long term well-being of people	x		Changes made to the Social Media Policy will support our employees who use social media in their roles and also in their personal time, if they disclose they work for Neath Port Talbot County Borough Council. The policy includes guidance on how to behave whilst using social media and should enhance their long term well-being.
Integration - how the initiative impacts upon our wellbeing objectives	x		As above. The changes of the Social Media Policy will be an aid to ensuring the wellbeing objectives are met.
Involvement - how people have been involved in developing the initiative	x		Two focus group was held, one for managers and one for employees. Participants who are managers were asked the following questions: What do you think should be included? How rigid are you on employee's using social media throughout the working day? Where are the issues? Participants who were not in managerial positions were asked the following questions: Is there a clear understanding how social media should be used whilst in work? Is there a clear understanding how social media should be used whilst outside of work?

			<p>Is there enough guidance?</p> <p>Do you use social media as a part of your job?</p> <p>Responses from the questions above were taken into consideration and used when reviewing the policy.</p> <p>The Council's Joint Trade Unions have also been consulted with.</p>
Collaboration - how we have worked with other services/organisations to find shared sustainable solutions		x	N/A – this is a Neath Port Talbot Council Policy.
Prevention - how the initiative will prevent problems occurring or getting worse	x		It will enhance our current suite of policies which are in place to support employees across the Council.

7. Declaration - based on above assessment (tick as appropriate):

A full impact assessment (second stage) is not required	x
Reasons for this conclusion	

A full impact is not required as there is no impact on any protected group.
 It also has no negative impact on bio-diversity or the Welsh Language.

A full impact assessment (second stage) **is** required

Reasons for this conclusion

(This area is currently blank for providing reasons for the conclusion.)

	Name	Position	Signature	Date
Completed by	Lucy Miles- Colwell	HR Policy and Practice Development Officer	LMilesColwell	14th December 2023
Signed off by	Sheenagh Rees	Head of Service/Director	<i>Sheenagh Rees</i>	20 th February 2024

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NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

11th March 2024

Report of the Head of People and Organisational Development – Sheenagh Rees

Matter for information

Wards affected: all wards

Pay Policy Statement 2024 / 2025

Purpose of the Report:

To provide Members of the Committee with the Pay Policy Statement for 2024 / 2025 prior to presentation for approval at Council on 20th March 2024. The Statement is attached as Appendix 1.

Executive Summary:

It is a requirement of the Localism Act 2011 that the Council produces a Pay Policy Statement for each financial year, setting out specific information in relation to the pay of the Council's workforce. The Statement that has been prepared for 2024 / 2025, and attached at Appendix 1, has been developed in line with guidance produced by the Welsh Government "Pay Accountability within Local Government" published in November 2021 and to reflect national and local developments in pay.

Background:

The Localism Act 2011 requires local authorities to produce a Pay Policy Statement for each financial year articulating its policy towards a range of issues relating to the pay of its workforce, particularly in relation to senior staff and the lowest paid within the workforce. This is with the aim of increasing accountability, transparency and fairness in the setting of local pay.

The statement must be prepared annually, considered and approved by full Council and published on the Council's website.

An initial Pay Policy statement was developed and approved by this Council in March 2012. As required by legislation, the Pay Policy Statement must be reviewed at least annually, and then approved and published by 31st March each subsequent year.

The Pay Policy Statement for 2024 / 2025 is attached at Appendix 1. The format of the document has been developed with reference to the guidance produced by the Welsh Government “Pay Accountability within Local Government” published in November 2021 and the content has been updated to take account of national and local pay related developments, outlined in this report.

Pay related developments

It is the Council’s policy that any nationally agreed pay awards, negotiated at a national level by the local government employers in conjunction with the recognised Trade Unions will be applied, unless full Council determines otherwise.

The attached statement reflects pay awards agreed for Chief Executive, Chief Officers, and Local Government Services applying from 1st April 2023, and Youth & Community Workers and Soulbury Officer applying from 1st September 2023.

Pay Multiples

Whilst the Localism Act excludes schools from the scope of local authority Pay Policy Statements, the Pay Policy Statement for this Council sets out details of pay multiples both including and excluding employees who are appointed and managed by schools:

Basis	Pay Multiple
Lowest paid employee earnings: Chief Executive’s earnings	1 : 6.81
Median employee FTE* earnings: Chief Executive	1 : 5.29
Lowest paid employee earnings: average Chief Officer earnings	1 : 4.39
Median employee FTE* earnings: average Chief Officer earnings	1 : 3.41

* FTE= Full Time Equivalent

Financial impacts:

The Council spends 48.6% of gross expenditure on its workforce (NB this figure will fluctuate throughout the year).

Integrated impact assessment:

A first stage impact assessment has been undertaken to assist the Council in discharging its legislative duties (under the Equality Act, the Welsh Language Standards (No.1) Regulations 2015, the Well-being of Future Generations (Wales) Act 2015 and the Environment (Wales) Act 2016. The first stage assessment, attached at appendix 1 has indicated that a more in-depth assessment is not required. A summary is included below:

“A full impact is not required as there is no impact on any protected group as a result of this report – the Pay Policy Statement reflects pay decision already taken, and is simply a statement summarising those decisions. It also has no negative impact on bio-diversity or the Welsh Language. However, it should be noted that, in determining pay and remuneration, the Council complies with relevant employment legislation, including the Equality Act 2010, the Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002, Agency Workers Regulations 2010 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations. The Council has sought to ensure that there is no pay discrimination within its pay structures and that pay differentials can be objectively justified primarily through the use of an equality proofed job evaluation mechanism which directly relates basic pay to the requirements, demands and responsibilities of each job role”.

Valleys Communities Impacts:

No implications

Workforce impacts:

The Pay Policy Statement sets out the impact of the Council's pay strategy on pay relativities within the workforce, and particularly the relationship between the highest and the lowest paid within the organisation.

Legal impacts:

It is a requirement under the Localism Act 2011 that the Council produces a Pay Policy Statement for the financial year 2024 / 2025 and that it is considered and approved by full Council, and subsequently published on the Council's website.

Risk Management Impacts:

Failure to consider and approve a Pay Policy Statement for the financial year 2024 / 2025 will place the Council in breach of the Localism Act 2011.

Consultation:

There is no requirement under the Constitution for external consultation on this item.

Recommendation:

It is recommended that Members note the Pay Policy Statement for 2024 / 2025 for presentation to Council on 20th March 2024.

FOR INFORMATION

Appendices:

Appendix 1 – Pay Policy Statement 2024 / 2025

List of Background Papers:

Localism Act 2011

Officer contact:

Sheenagh Rees, Head of People and Organisational Development, telephone number: 01639 763315, email: s.rees5@npt.gov.uk



Cyngor Castell-nedd Port Talbot
Neath Port Talbot Council

Pay Policy Statement 2024 / 2025

Version	Date	Action
Version 1	March 2011	Approved by Council
Version 13	March 2024	Approved by Council
Version 14	March 2025	For approval by Council

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This Council is committed to being open and transparent and as Leader I want to ensure that the Council tax payers of Neath Port Talbot County Borough Council have access to information about how we pay people.

Council services are delivered by people, and most of the people we employ live and work in this County Borough. I want to ensure that Council services are the best they can be, so our pay policy seeks to ensure we can attract, retain and motivate the best employees with the right skills to deliver our services.

This, of course, has to be balanced against the need to ensure value for money for the local Council taxpayer.

The Council is one of the main employers in this area and it is important that the Council can offer good quality employment on reasonable terms and conditions and fair rates of pay. This will have a beneficial impact on the quality of life within the community as well as on the local economy.

Cllr S Hunt
Leader of Council

Introduction

This is Neath Port Talbot County Borough Council's (NPT) thirteenth annual Pay Policy Statement. This Statement covers the period 1st April 2024 to 31st March 2025.

This Pay Policy Statement provides the framework for decision making on pay and in particular decision making on senior pay. Preparing and publishing this statement is a requirement under the Localism Act 2011. The provisions in the Act do not apply to the staff of local authority schools and therefore teaching staff are not included in the scope of this document.

This Pay Policy Statement has been approved by council on 20th March 2024.

Legislative Framework

The council has the power to appoint staff under Section 112 of the Local Government Act 1972 and complies with all relevant employment legislation in determining the pay and remuneration of its staff.

Terms and Conditions of Employment

The council employs approximately 6, 400 employees. The posts they are employed within are covered by a range of terms and conditions drawn from either:

- National Joint Council for Local Government Services
- Joint National Council for Chief Executives
- Joint National Council for Chief Officers
- Soulbury Committee
- The Joint National Council for Youth and Community Workers
- Teachers (not within the scope of this statement)

The following payscales are provided as Appendices to this policy:

- **Appendix A** Local Government Services Employee
- **Appendix B** JNC Chief Executive and Chief Officers
- **Appendix C** Soulbury Officers
- **Appendix D** JNC Youth & Community Workers

We publish a breakdown of staff numbers by pay band and gender in the **Annual Equalities in Employment Report**, published separately. Linked to this is the **Gender Pay Gap Report**.

National Pay Awards

For all employee groups, any nationally agreed pay awards, negotiated at a national level by the local government employers in conjunction with the recognised Trade Unions will be applied. The council will pay these nationally agreed pay awards as and when determined unless full council decides otherwise.

Job Evaluation

In 2008 the council completed a Job Evaluation exercise in relation to jobs which are governed by the NJC for LGS' terms and conditions of employment. A new pay and grading structure, based on the outcome of the Job Evaluation exercise, was developed in partnership with, and agreed with, our trade unions via a Collective Agreement and introduced in 2008. The pay and grading structure is based on the NJC for LGS' nationally negotiated pay spine as the basis for its pay and grading structure. In order to implement the new LGS pay spine to apply from 1st April 2019, revisions to the pay and grading structure were again agreed via Collective Agreement reached with our trade unions in January 2019 to both implement the new pay spine, and at the same time ensure that arrangements remain equality proofed. These arrangements applied with effect from 1st April 2019.

The council seeks to maintain the equality proofed pay and grading structure by subjecting any newly established job or jobs which have significantly changed to a job evaluation assessment. A Joint Job Evaluation Panel, comprising of trained management and trade union representatives continues to meet on a regular basis to consider and determine Grading Appeals.

Starting salaries

It is the council's policy that all appointments to jobs with the council are made at the minimum of the relevant pay grade, although this can be varied where necessary, e.g. to secure the services of the best available candidate/s.

Heads of Service can authorise a variation of starting salary for all jobs below Head of Service level. The Special Appointments Committee, a committee with delegated authority from Personnel Committee, will determine the starting salary of Heads of Service.

The Welsh Government recommends that in addition to agreeing the parameters for setting the pay of chief officers, full council should be offered the opportunity to vote on large salary packages which are to be offered in respect

of new appointments in accordance with their agreed pay policy statements. The Welsh Ministers consider £100,000 is the right level for that threshold.

For this purpose, salary packages should be consistent with the categories defined for remuneration in the Accounts and Audit (Wales) Regulations 2014. This will include salary, bonuses, fees, allowances routinely payable, any expenses allowance chargeable to UK income tax, the relevant authorities' contribution to the officer's pension and any other benefits in kind to which the officer is entitled as a result of their employment.

In accordance with this:

- Full Council will approve the commencement of the appointment process for all Chief Officer posts which exceed this threshold.
- Council will confirm the maximum salary that would be offered and delegate responsibility for the final determination to the Special Appointments Committee.
- The process then continues with the Special Appointments Committee for all Chief Officer posts above the Strategic Manager pay grade (with the exception of Directors and Chief Executive which remain with Full Council).

Other pay-related allowances

All other pay-related allowances, e.g. overtime payments, are the subject of national and/or locally negotiated arrangements and subject to Member approval at personnel committee or full council, as appropriate (refer to Decision Making for more information).

The terms and conditions of employment relating to annual leave, hours of work, overtime payment, weekend working arrangements and sick pay for all employee groups (with the exception of teaching staff) are set out in **Appendix E**.

Travel and Subsistence Payments

The Council's Travel and Subsistence Payment Scheme requires employees to use the most cost effective method of transport for all journeys at all times. To ensure that all business journeys are absolutely necessary, whether inside or outside the County Borough area and that the most cost effective method of travel is used by all employees, the scheme provides a checklist to be completed by employees before the line manager authorises the use of the employees own vehicle. Rates payable are in line with HMRC mileage allowances. The Scheme is available online or on request from the HR Team.

Acting Up and Honoraria Payments

There may be occasions when an employee is asked to carry out duties which are additional to those of their substantive post, for a period of time, or to 'act up' into a more senior job within the council, covering the full range of duties of the higher job. In such circumstances an additional payment may be made in line with the council's policy on payment of acting up or honoraria. The schemes, which apply to LGS employees only, have been reviewed, and revised versions approved by Personnel Committee in December 2023. The Schemes are available online or on request from the HR Team.

Personnel committee must approve any acting up or honoraria payments proposed for officers who are not within the scope of the scheme. Where the acting up or honoraria payment would result in the total pay package exceeding £100,000 approval must be sought from full council.

Market Pay Scheme

Job evaluation has enabled the council to set appropriate pay levels based on internal job size relativities within the council. However, in exceptional circumstances, it may be necessary to take account of the external pay market in order to attract and retain employees with the necessary specific knowledge, skills and experience.

The council has a Market Pay Scheme to ensure that the requirement for any market pay supplements is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources. The Scheme is available online or on request from the HR Team. It is the council's policy that any such additional payments are kept to a minimum and reviewed on a regular basis so that they can be withdrawn where no longer considered necessary.

The principles underpinning the Market Pay Scheme are applied to all employee groups within the council. Heads of Service can authorise market pay supplements following a recommendation from the Head of People and Organisational Development. Where it is proposed to apply a market supplement to a Chief Officer post within the council, approval is sought from the council's personnel committee. Should the market supplement result in the total pay package exceeding £100,000 approval must be sought from full council.

Local Government Pension Scheme (LGPS)

To help people save more for their retirement, the government now requires employers to automatically enrol their workers into a workplace pension scheme. Neath Port Talbot Council participates in the Local Government Pension Scheme. If an employee has a contract of employment for at least 3 months (and is under 75 years of age), they will be automatically enrolled into the LGPS, from the date employment commenced. Opt out provisions apply.

The employee contribution rates, which are defined by statute, currently range between 5.5 per cent and 12.5 per cent of pensionable pay depending on full time equivalent salary levels. The Employer contribution rate is set by Actuaries advising the City and County of Swansea LGPS Pension fund and reviewed on a triennial basis in order to ensure the scheme is appropriately funded.

The employer contribution rate effective from 1st April 2023 was 22.1% following the latest triennial valuation.

Other employee benefits

The council believes that it has a responsibility to help support the health, wellbeing and welfare of its employees in order to ensure that they are able to perform at their best. As part of this approach and in common with other large employers the council provides a small number of non-pay benefits such as eye test vouchers for users of display screen equipment at work, childcare vouchers via a salary sacrifice scheme (following the Government's closure of such schemes, this benefit is now only available for those who joined the scheme prior to October 2018) and participation in the Cycle to Work scheme.

Employees who are members of the LGPS (see above) have the opportunity to join the Salary Sacrifice Shared Costs Additional Voluntary Contributions (AVC) Scheme, assisting employees who wish to increase pension benefits at retirement by paying additional voluntary contributions into the Local Government AVC Scheme.

Decision making

In accordance with the constitution of the council, the council's personnel committee has delegated authority for decision-making in relation to staff pensions, staff terms and conditions, i.e. related matters such as job evaluation strategies, national / local pay negotiations, operational conditions of service policies e.g. sickness, Directorate structural / staffing changes, including early retirement / redundancy policies, and industrial disputes.

Under the Local Authorities (Standing Order) (Wales) (Amendment) Regulations 2014 any decision to determine or vary the remuneration of chief officers, or those to be appointed as chief officers, must be made by full council (please see page 6 [Starting Salaries](#)).

Collective bargaining arrangements with trade unions

The council recognises the following trade unions:

NJC for Local Government Services

UNISON

GMB

UNITE

JNC for Chief Officers

UNISON

GMB

Soulbury Committee

AEP

PROSPECT

JNC for Youth & Community Workers

UNISON

GMB

Teachers

NAHT

NASUWT

NEU

UCAC

ASCL

Recognition is for the purposes of consultation and negotiation on a collective basis in relation to relevant matters, which are not determined by National Negotiating bodies, which both parties agree are appropriate / beneficial to be determined by agreement. Negotiations are conducted with the aim of reaching agreement and avoiding disputes. Recognition also relates to representation on an individual trade union member basis.

Senior Pay

The Chief Executive

The Chief Executive is the senior officer who leads and takes responsibility of the council. The Chief Executive is the statutory appointed Chief Executive Officer pursuant to S56 of the Local Government and Elections (Wales) Act 2021. The Council is a large and complex organisation with a multi-million pound budget. It has a very wide range of functions and has responsibility for the provision of a wide range of essential services, employing some 6,400 staff.

The role of Chief Executive is a full time and permanent position. The post holder is selected on merit, against objective criteria, following public advertisement. The Chief Executive is appointed by full council.

The Chief Executive works closely with Elected Members to deliver the strategic aims of the council, including the well-being objectives:

- All children get the best start in life
- All communities are thriving and sustainable
- Our local environment, culture and heritage can be enjoyed by future generations
- Local people are skilled and can access high quality, green jobs

The Chief Executive routinely works in the evenings and on weekends as well as the standard Monday to Friday business week. The Chief Executive also heads the 'on call' arrangements particularly to cover emergency planning arrangements.

The current Chief Executive, Mrs Karen Jones, has been in post since January 2021. Mrs. Jones has over 20 years' experience with the council, working in a number of senior positions; prior to her appointment Mrs. Jones was the council's Assistant Chief Executive and Chief Digital Officer.

With effect from 1st April 2023, the Chief Executive's salary falls within the pay band £141,811 to £155,792 per annum (please see **Appendix B** for more details).

The council has a statutory duty to appoint a Returning Officer for specified Elections and Referenda and has appointed the Council's Chief Executive to this role. The Returning Officer is personally responsible for a wide range of functions in relation to the conduct of Elections and Referenda and is paid for discharging these functions in accordance with prescribed fees.

Details of the Chief Executive's pay, including any additional payments are published in the Statement of Accounts. This document is published separately.

Expenses such as for train, car mileage, overnight accommodation and parking are claimed back in accordance with the council's **Travel and Subsistence Payments Policy**.

The Chief Executive is currently a member of the Local Government Pension Scheme.

The notice period for the role is 6 months.

Senior Staff

The current definition for senior posts is classed as:

Statutory Chief Officers:

- The Director of Education, Leisure and Lifelong Learning
- The Director of Social Services, Health and Housing
- The Chief Finance Officer who undertakes the role of Section 151 Officer
- The Head of Legal and Democratic Services who undertakes the role of Monitoring Officer
- The Democratic Services Manager* who undertakes the role of Head of Democratic Services

** NB: whilst this post has the status in law as a statutory Chief Officer, pay and conditions are in line with the NJC for Local Government Services pay and conditions of employment.*

Non-statutory Chief Officers - non-statutory posts that report directly to the Chief Executive Officer:

- The Director of Environment and Regeneration
- The Director of Strategy and Corporate Services

Deputy Chief Officers - officers that report directly to statutory or non-statutory Chief Officers:

- The Chief Digital Officer
- The Head of Adult Services
- The Head of Children and Young People Services
- The Head of Early Years, Inclusion and Partnerships
- The Head of Education Development
- The Head of Engineering and Transport
- The Head of Housing and Communities
- The Head of Leisure, Tourism, Heritage and Culture
- The Head of People and Organisational Development
- The Head of Planning and Public Protection
- The Head of Property and Regeneration
- The Head of Streetcare
- The Head of South Wales Trunk Road Agency
- The Head of Support Services and Transformation

Pay

From 1st April 2023, Corporate Director posts attract a salary within the pay band £117,379 to £126,424 per annum (please see **Appendix B** for more details).

From 1st April 2023, the Chief Finance Officer post attracts a salary within the pay band of £95,609 to £105,213 per annum (please see **Appendix B** for more details).

From 1st April 2023, Heads of Service posts attract a salary within the pay band of £81,966 to £89,958 per annum (please see **Appendix B** for more details).

Details of senior staff pay are published in the Statement of Accounts.

Number of senior posts remunerated over £100,000

Four posts attract a remuneration package over £100,000. Remuneration in relation to chief officers for the purposes of pay policy statements (as defined in section 43(3) of the Act) includes:

- salary (for chief officers who are employees) or payment under a contract for services (for chief officers who are self-employed)
- bonuses
- charges, fees and allowances
- benefits in kind
- any increase or enhancement of the chief officer's pension entitlement where that increase is a result of a resolution of the authority
- any amounts payable on the chief officer ceasing to hold office or to be employed by the authority (future severance payments)

In line with the Welsh Government guidance, the council is required to set out this information in bands of £5,000, as follows (effective from 1st April 2023):

£100,000 - £105,000 – one post

£105,000 - £110,000 – N/A

£110,000 - £115,000 – N/A

£115,000 - £120,000 – one post

£120,000 - £125,000 – one posts

£125,000 - £130,000 – two posts

£135,000 - £140,000 – N/A

£140,000 - £145,000 – N/A

£145,000 - £150,000 – N/A

£150,000 - £155,000 – N/A

£155,000 - £160,000 – one post

Recruitment of Senior Officers

The council's Policy and Procedures with regard to the recruitment of Chief Officers is contained within the Officer Employment Procedure Rules as set out in the council's constitution available online.

The determination of the remuneration to be offered to any newly appointed Chief Officer will be in accordance with the pay structure and relevant Council policies in place at the time of recruitment. Any salary package that exceeds the threshold of £100,000 must be approved beforehand by full council.

Additions to Chief Officers' Pay

The council pays a standard mileage rate of 45 pence per mile to Chief Officers (and all other employees) where the Chief Officer uses his or her private vehicle on Council business. The council also reimburses any other reasonable expenses, incurred by the Chief Officer on behalf of the council whilst on council business, on production of receipts and in accordance with JNC conditions and other local conditions.

The cost of membership by the Chief Executive and Corporate Directors of one professional body is met by the council.

Independent Remuneration Panel

Section 143A of the Local Government (Wales) Measure 2011 refers to the Independent Remuneration Panel in Wales ("the IRP") and sets out their functions in relation to salaries of heads of paid service. The IRP may make recommendations about any policy in this Pay Policy Statement which relates to the salary of the council's Chief Executive and any proposed change to the salary of the council's Chief Executive. The council, will, as required, consult the IRP in relation to any change to the salary of the Chief Executive which is not commensurate with a change of the salaries of the council's other staff, and will have regard to any recommendation received from the IRP when deciding whether or not to proceed with making the change.

The council is required to identify in this pay policy statement whether any such referral has been made to the IRP, and if so, the nature of the referral, the IRP's decision and the council's response.

An authority which chooses not to follow the advice of the Panel may become subject to a Ministerial direction to reconsider their position. The Act also provides that authorities will be able to reduce (but not increase) the salary payable to their Chief Executive in advance of a recommendation from the IRP, so long as the contract under which the salary is payable does not prevent the authority from changing the salary after receiving a recommendation.

The council has not made a referral to the IRP relating to the salary payable to the Chief Executive.

Talent management

The council's key tool for talent management and succession planning is through the Succession Planning Toolkit which requires each management team to set out their planned arrangements to develop the workforce of the future. The Performance Appraisal process, as well as placing an emphasis on performance, seeks to put in place individual learning plans, developing the skills necessary not only for current roles, but with a future focus to support career development and succession planning.

The Learning, Training and Development team provide a very wide range of in-house and externally provided training and development options, to support the development of employees at every level in the organisation. A range of corporate events support succession planning, including:

- Aspiring Corporate Directors (SOLACE)
- Aspiring Heads of Services (SOLACE)
- Managing and Motivating Hybrid Teams
- The Springboard Programme for women aspiring to management or in their first management role (Academi Wales)
- The NPT Leadership and Management Development Pathway
- My First Year as a Manager
- Managers Forum
- ILM Qualifications
- Coaching Network
- Mentoring Programme
- Managing and Leading in Disruptive Times (Cranfield Institute)
- Women in Local Government Leadership
- The Learning, Training & Development Programme for 2024/25 (suite of leadership and management training)

Performance related pay

The council expects high levels of performance from all employees and has implemented a Performance Appraisal Scheme to monitor, evaluate and manage employee performance on an ongoing basis.

No bonus or performance-related pay mechanism applies, although the maximum incremental pay point of the pay grades for the Chief Executive and Corporate Directors are only payable if there is a satisfactory outcome to their respective annual performance appraisal.

The Performance Management Policy and Procedure is available online or on request from the HR Team.

Support for lower paid staff

The council has committed to continuing discussions with Trade Unions with the objective of introducing the Living Wage on an affordable and sustainable basis when circumstances allow. The lowest spinal column point on the LGS pay spine, SCP 2, currently equates to £11,59 per hour which is just below the Real Living Wage Foundation's national living wage rate of £12.00 per hour.

In 2019 the council committed to working with Chwarae Teg as part of the Chwarae Teg Fair Play Employer Scheme. Chwarae Teg initially supported the Council by carrying out a Gender Equality Audit of the council's policy and practices, and this has been used to inform the development of a Gender Equality Action Plan. Whilst Chwarae Teg have now sadly closed due to lack of funding, the council continues to deliver the Action Plan which includes specific actions to reduce the Council's Gender Pay Gap as well as actions to support low paid women. This is particularly important, as whilst the Council's overall gender profile is 71% female, 97% of those employed in the Council's lowest pay band, Grade 1, are female. In 2020 / 21 through the Fair Play Employer Scheme we were able to provide career development sessions for low paid employees, to gain skills and confidence, and in 2021 / 2022 we ran reward and recognition workshops for managers to help them engage and motivate employees.

In 2023 / 24 we worked with Chwarae Teg to launch a mentoring scheme, 'NPT Ment2Be' aimed at supporting low paid women in the workplace. The aim of this programme is to offer opportunities to staff who are interested in career progression in areas of the Council that they are not necessarily currently working in – and want to know more, or areas that they are working within, but they are unsure where to go next in their careers. Whilst the scheme aims to support low paid women, access to the scheme will not be limited to low paid women, and will be an inclusive opportunity available to all employees to access. The Council was delighted to be the recipient of the Women Inspire Fair Play Employer Award for this work in the final ever Chwarae Teg Awards in October 2023.

The Council's Learning Training & Development Team provide confidential support to employees who want to improve their '**Essential Skills**', and can design a bespoke programme for employees which can include 'Calculating with Confidence', Literacy, 'Improve your Spelling', Report Writing, Form Filling, 'Develop your IT Skills', 'Internet and Email' and Communication Skills. Whilst not exclusively aimed at lower paid employees, this support is aimed at supporting employees to gain new confidence in their skills and abilities and in order to help them progress in their careers.

In a similar vein, the internal network of **Digital Partners (DPs)** aims to help employees gain digital confidence and overcome any barriers to getting digitally

active in both the workplace and their personal lives. DPs complete the following training package:

- 'Digital Champions Essentials',
- 'Helping your colleagues with digital skills',
- 'Using your role to help customers get online',
- 'Working with people with learning difficulties and / or disabilities'
- 'Visual impairment and technology'
- 'Working with learners who are deaf or hard of hearing'
- 'Working with people with memory loss'
- 'Using the internet to help people love later life'

Exit Policy

Early Retirement, Voluntary Redundancy and Compulsory Redundancy

The council's Exit Policy for employees prior to reaching normal retirement age, is set out within its Early Retirement, Voluntary Redundancy and Compulsory Redundancy (ER / VR / CR) Scheme, in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006. Please refer to **Appendix F**.

Please note that a separate scheme operates for those employed on Teacher terms and conditions of employment.

Under the ER / VR / CR Scheme, all Early Retirement and Voluntary Redundancy expressions of interest are subject to a robust business case, seeking to limit discretionary compensation to an affordable limit, as well as considering the costs of any consequential organisational / pay grade changes.

When calculating the value of a severance package, the following payments should be included:

- salary paid in lieu of notice
- lump sum redundancy / severance payment
- cost to the council of the strain on the pension fund arising from providing early access to an unreduced pension.

Any severance package in respect of early termination of employment that exceeds a threshold of £100,000 must be approved beforehand by full council.

The council has operated a Voluntary Redundancy Scheme during the financial year 2023 / 2024 and details of all employees who exited the council's employment under this Scheme can be found in the annual Statement of Accounts.

Recovery Provisions

The UK Government intends to introduce Regulations that will enable the recovery of exit payments made to employees who leave the public sector and return within 12 months, although the timetable for these regulations is not as clear. The minimum salary to which the recovery provisions will apply is £80,000 per annum. If the UK Government introduces these Regulations, council policies will be updated, as appropriate, to take this into account.

Re-employment

Employees who leave the council's employment on the grounds of early retirement (ER) or voluntary redundancy (VR) who are employed on LGS Grades 11, 12 and 13 or equivalent, will not normally be permitted to return to any paid temporary or permanent NPT council employment (which includes schools) or be re-engaged as an agency worker or on a consultancy basis. However, in exceptional circumstances, re-employment may be permitted if the "employing" Head of Service is able to provide a robust business case for doing so which is acceptable to the Chief Finance Officer and Head of People and Organisational Development, in consultation with the relevant trade union/s.

All other employees who leave the council's employment on the grounds of early retirement (ER) or voluntary redundancy (VR) will not be permitted to return to employment with the council for a period of 12 months following their leaving date. However, again, and in exceptional circumstances, earlier re-employment may be permitted if the "employing" Head of Service is able to provide a robust business case for doing so which is acceptable to the Chief Finance Officer and Head of People and Organisational Development, in consultation with the relevant trade union/s.

Flexible retirement

Employees are permitted to take flexible retirement in accordance with the provisions of the Local Government Pension Scheme and the council's Flexible Retirement Scheme.

Off Payroll arrangements

Where the council is unable to recruit to a job under a contract of service, or where there is a need for specialist support for a specific project, the council will, where necessary, consider engaging individuals under a contract for service. These will be sourced through the relevant procurement process under the council's Contract Procedure Rules, ensuring the council is able to demonstrate value for money from competition in securing the relevant service.

Where the contract for service is to provide cover for a vacant post, in addition to ensuring adherence to Contract Procedure Rules, decision making in relation to the appointment will be in line with the council's rules in relation to appointments i.e. council will determine appointments at Director level, Special Appointments Committee will determine appointments at Head of Service level,

and Heads of Service or those acting under their authority will determine appointments at Strategic Manager level and below.

With effect from April 2017, the UK Government introduced “Intermediaries Legislation”, known as IR35, reforming tax rules for off-payroll working in the public sector and the council has implemented the new rules in line with the legislation.

Pay relativities in the council

The lowest paid employee is on £22,366 per annum, in accordance with the minimum spinal column point (SCP 1) of the NJC pay spine for Local Government Services employees. This excludes apprentices who are engaged on different arrangements with training being the main feature of the arrangement and it also excludes agency staff.

The highest paid employee is the Chief Executive and the pay band minimum is £141,811 rising to the pay band maximum of £155,792. The current post holder earns £155,792.

The median salary in the council is £28,770.

The pay multiple between the lowest paid (full time equivalent) employee and the Chief Executive is a ratio of 1:6.81 and the pay multiple between the lowest paid employee and average Chief Officer is a ratio of 1:4.39.

The pay multiple between the median full time equivalent earnings and the council’s Chief Executive is a ratio of 1:5.29 where all council employees are taken into account and the same where employees appointed and managed by head teachers/Governing Bodies are excluded from the calculation, as required by the provisions of the Localism Act 2011.

The multiple between the median full time equivalent earnings and the average council Chief Officer is 1:3.41 where all council employees are taken into account and the same where employees appointed and managed by head teachers/Governing Bodies are excluded from the calculation, as required by the provisions of the Localism Act 2011.

APPENDIX A**Local Government Services Employees Pay Grades Effective 1st April 2023**

Grade 1 scale point 1 deleted with effect from 1/4/2023

Grade	Point	Annual £	Monthly £	Hourly £
1	2	22,366	1,863.83	11.5929
2	2	22,366	1,863.83	11.5929
	3	22,737	1,894.75	11.7852
3	3	22,737	1,894.75	11.7852
	4	23,114	1,926.17	11.9806
	5	23,500	1,958.33	12.1807
4	5	23,500	1,958.33	12.1807
	6	23,893	1,991.08	12.3844
	7	24,294	2,024.50	12.5922
	8	24,702	2,058.50	12.8037
	9	25,119	2,093.25	13.0198
5	10	25,545	2,128.75	13.2407
	11	25,979	2,164.92	13.4656
	12	26,421	2,201.75	13.6947
	14	27,334	2,277.83	14.1679
	15	27,803	2,316.92	14.4110
	17	28,770	2,397.50	14.9123
6	17	28,770	2,397.50	14.9123
	18	29,269	2,439.08	15.1709

Grade	Point	Annual £	Monthly £	Hourly £
	19	29,777	2,481.42	15.4342
	20	30,296	2,524.67	15.7032
	21	30,825	2,568.75	15.9774
	22	31,364	2,613.67	16.2568
7	22	31,364	2,613.67	16.2568
	23	32,076	2,673.00	16.6258
	24	33,024	2,752.00	17.1172
	25	33,945	2,828.75	17.5946
	26	34,834	2,902.83	18.0554
8	26	34,834	2,902.83	18.0554
	27	35,745	2,978.75	18.5276
	28	36,648	3,054.00	18.9956
	29	37,336	3,111.33	19.3522
	30	38,223	3,185.25	19.8120
9	30	38,223	3,185.25	19.8120
	31	39,186	3,265.50	20.3111
	32	40,221	3,351.75	20.8476
	33	41,418	3,451.50	21.4680
	34	42,403	3,533.58	21.9786
10	34	42,403	3,533.58	21.9786
	35	43,421	3,618.42	22.5063

Grade	Point	Annual £	Monthly £	Hourly £
	36	44,428	3,702.33	23.0282
	37	45,441	3,786.75	23.5533
	38	46,464	3,872.00	24.0835
11	38	46,464	3,872.00	24.0835
	39	47,420	3,951.67	24.5790
	40	48,474	4,039.50	25.1254
	41	49,498	4,124.83	25.6561
12	41	49,464	4,124.83	25.6561
	42	50,512	4,209.33	26.1817
	43	51,515	4,292.92	26.7016
13	44	52,619	4,384.92	27.2738
	45	53,765	4,480.42	27.8678
	46	54,932	4,577.67	28.4727

JNC Chief Executive and Chief Officers Pay GradesEffective 1st April 2023

CHIEF EXECUTIVE				
Point 1	Point 2	Point 3	Point 4	Point 5*
£141,811	£145,306	£148,802	£152,296	£155,792

* subject to performance

CORPORATE DIRECTOR				
Point 1	Point 2	Point 3	Point 4	Point 5*
£117,379	£117,942,	£120,768	£123,596	£126,424

* subject to performance

CHIEF FINANCE OFFICER				
Point 1	Point 2	Point 3	Point 4	Point 5
£95,609	£98,010	£100,412	£102,820	£105,213

HEAD OF SERVICE				
Point 1	Point 2	Point 3	Point 4	Point 5
£81,966	£83,964	£85,959	£87,960	£89,958

STRATEGIC MANAGER				
Point 1	Point 2	Point 3	Point 4	Point 5
£58,771	£60,241	£61,711	£63,179	£64,649

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL**NATIONAL PAY GRADES – SOULBURY****EDUCATIONAL PSYCHOLOGISTS - SCALE A**

SPINE POINT	Pay – with effect from 01.09.23
1.	42,422
2.	44,474
3.	46,525
4.	48,575
5.	50,627
6.	52,678
7.	54,609
8.	56,540
9.	58,348
10.	60,160
11.	61,848
12.	62,540*
13.	63,836*
14.	65,120*

Notes:

1. Pay scales to consist of 6 consecutive points, based on the duties and responsibilities attaching to posts and the need to recruit, retain and motivate staff.
2. *Extension to scale to accommodate structured professional assessment points.

SENIOR & PRINCIPAL EDUCATIONAL PSYCHOLOGISTS – SCALE B

SPINE POINT	Pay – with effect from 01.09.23
1.	52,678
2.	54,609
3.	56,540
4.	58,348
5.	60,160
6.	61,848*
7.	62,540

SPINE POINT	Pay – with effect from 01.09.23
8.	63,836
9.	65,120
10.	66,425
11.	67,706
12.	69,010
13.	70,337
14.	71,621
15.	72,966
16.	74,297
17.	75,637**
18.	76,976**
19.	80,055**
20.	83,257**
21.	86,587**

Notes:

Salary scales to consist of not more than four consecutive points based on the duties and responsibilities attaching to posts and the need to recruit retain and motivate staff.

*Normal minimum point for the principal educational psychologist undertaking the full range of duties at this level.

**Extension to range to accommodate discretionary scale points and structured professional assessments

TRAINEE EDUCATIONAL PSYCHOLOGISTS

SPINE POINT	Pay – with effect from 01.09.23
1	
2	29,872
3	31,770
4	33,673
5	35,572
6	37,473

ASSISTANT EDUCATIONAL PSYCHOLOGISTS

SPINE POINT	Pay – with effect from 01.09.23
1	
2	35,228
3	36,531
4	37,828
	39,341

YOUNG PEOPLE'S / COMMUNITY SERVICE MANAGERS

SPINE POINT	Pay – with effect from 01.09.23
1	41,972
2	43,281
3	44,587
4	45,922*
5	47,278
6	48,601
7	49,953**
8	51,490
9	52,338
10	53,648
11	54,950
12	56,255
13	57,550
14	58,858
15	60,157
16	61,481
17	62,800
18	64,113
19	65,417
20	66,749***
21	68,106***
22	69,496***
23	70,912***

24	72,356***
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Notes:

The minimum Youth and Community Service Officers' scale is 4 points. Other salary scales to consist of not more than four consecutive points based on duties and responsibilities attaching to posts and the need to recruit retain and motivate staff.

* normal minimum point for senior youth and community officers undertaking the full range of duties at this level

** normal minimum point for principal youth and community service officer undertaking the full range of duties at this level

*** extension to range to accommodate discretionary scale points and structured professional assessments.

EDUCATIONAL IMPROVEMENT PROFESSIONALS (EIPs)

SPINE POINT	Pay – with effect from 01.09.23
1	40,540
2	41,920
3	43,224
4	44,545
5	45,857
6	47,170
7	48,550
8	49,878*
9	51,425
10	52,805
11	54,166
12	55,484
13	56,976**
14	58,308
15	59,777
16	61,106
17	62,440
18	63,748
19	65,097
20	65,794***
21	67,133

SPINE POINT	Pay – with effect from 01.09.23
22	68,301
23	69,586
24	70,739
25	71,971
26	73,173
27	74,403
28	75,650
29	76,899
30	78,146
31	79,382
32	80,637
33	81,894
34	83,180
35	84,465
36	85,784
37	87,083
38	88,396
39	89,691
40	90,985
41	92,285
42	93,585
43	94,883
44	96,189
45	97,490
46	98,794
47	100,102
48	101,399
49	102,700
50	104,004
51	108,164****
52	112,491****

Notes: Salary scales to consist of not more than four consecutive points, based on the duties and responsibilities attaching to posts and the need to recruit and motivate staff.

- * normal minimum point for EIP undertaking the full range of duties at this level
- ** normal minimum point for senior EIP undertaking the full range of duties at this level
- *** normal minimum point for leading EIP undertaking the full range of duties at this level
- **** extension to range to accommodate structured professional assessments.

NATIONAL PAY GRADES – JNC YOUTH AND COMMUNITY WORKERS

YOUTH AND COMMUNITY SUPPORT WORKER RANGE	
SPINE POINT	Pay – with effect from 01.09.23
5	£23,496
6	£23,825
7	£24,121
8	£24,799
9	£25,664
10	£26,341
11	£27,434
12	£28,501
13	£29,606
14	£20,750
15	£31,528
16	£32,341
17	£33,141

PROFESSIONAL RANGE	
SPINE POINT	Pay – with effect from 01.09.23
13	£29,606
14	£30,750
15	£31,528
16	£32,341
17	£33,141
18	£33,946
19	£34,745
20	£35,547
21	£36,447
22	£37,467
23	£38,461
24	£39,459
25	£40,465
26	£41,470
27	£42,475
28	£43,493
29	£44,502
30	£45,513
31	£46,195
32	£47,316

All Employee Groups - Main Conditions of Service

ANNUAL LEAVE (pro rata for part time employees)	
❖ Chief Executive ❖ Chief Officers	34 days pa (includes one day allocated at Christmas)
❖ Local Government Services	33 days after 5 years service; 26 days pa initially (includes one day allocated at Christmas)
❖ Soulbury	32 days after 5 years service; 25 days pa initially (includes one day allocated at Christmas)
❖ Youth & Community Workers	35 days after 5 years service; 30 days pa initially (includes one day allocated at Christmas)
HOURS OF WORK	
❖ Chief Executive ❖ Chief Officers	Minimum of 37 hours per week, together with additional evening, weekend and bank holiday working as required
❖ Local Government Services ❖ Soulbury ❖ Youth & Community Workers	Standard working week is 37 hours
OVERTIME PAYMENTS	
❖ Chief Executive	

❖ Chief Officers	None payable
❖ Soulbury	
❖ Local Government Services	Time plus 30% for weekdays and weekends; double time on Bank Holidays, except Christmas Day which is triple time
❖ Youth and Community Workers	Time plus 30% for weekdays and weekends; double time on Bank Holidays
WEEKEND WORKING PAYMENTS	
❖ Chief Executive	
❖ Chief Officers	
❖ Soulbury	None payable
❖ Youth & Community Workers	
❖ Local Government Services	Time plus 30%
SICK PAY SCHEME	
❖ Chief Executive	
❖ Chief Officers	
❖ Local Government Services	
❖ Soulbury	
❖ Youth & Community Workers	1 month's full pay at commencement of employment, increasing year on year, after 5 years service, to up to 6 months at full pay, followed by up to 6 months at half pay

ER/VR/CR Scheme



Human Resources

APPROVED BY

Personnel
Committee

DATE

15/10/2018

EDITION/VERSION

3

REVIEW DATE

31/03/2024

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1. SCOPE

This Scheme is applicable to all NPT Council employees, excluding Teachers.

2. VOLUNTARY REDUNDANCY (VR)

The Council may, from time to time, in accordance with the needs of the service and within a specified period, invite expressions of interest in voluntary redundancy (VR) as part of its Workforce Strategy to reduce employee costs. It is unlikely that all volunteers will be allowed to leave the Council's employment under this Scheme as the Council will have an ongoing need to retain employees with the necessary skills and competencies to both deliver and transform a range of services.

The Council will consider "bumped" redundancies, where appropriate. In these circumstances, employees may apply for voluntary redundancy, thereby making available their post for employees with transferable skills whose job has or will become redundant and who do not wish to leave the employment of the Council. Such "bumping" of a redundancy will be considered across service areas, with appropriate funding arrangements being agreed by the Heads of Service or Head teachers involved.

All VR expressions of interest will be considered at management's sole discretion, based on a robust business case (including the cost of any consequential organisational/pay grade changes). All VR expressions of interest will need to be authorised by the relevant Head of Service and Directorate Management Team.

The Council's grievance procedure will not apply in the case of VR, but the Head of People and Organisational Development has an advisory and monitoring role in this respect.

3. EARLY RETIREMENT (ER)

Applications for Early Retirement (ER), where a job loss does not take place, will be granted in exceptional circumstances only, and on the basis of "in the interests of efficiency of the service" (due to the range of alternative, and usually more cost-effective, measures available to manage capability issues). All such ER decisions will be subject to a robust business case (including the cost of any consequential organisational/pay grade changes) being approved by the relevant Head of Service and Directorate Management Team, or Head teacher and School Governing Body, as appropriate.

The Council's grievance procedure will not apply in the case of ER, but the Head of People and Organisational Development has an advisory and monitoring role in this respect.

4. FLEXIBLE RETIREMENT

The Council's Flexible Retirement Policy will remain available to eligible employees alongside this ER/VR/CR Scheme.

5. COMPULSORY REDUNDANCY (CR)

It is the Council's policy to prevent compulsory redundancies from arising to the greatest extent possible. However, where unavoidable, selection for compulsory redundancy (CR) will take place in accordance with relevant management of change and associated employment policies.

6. SCHEME PAYMENTS, COSTS AND FUNDING (ER/VR/CR)

VR and CR Payments

Subject to **the total cost to the Council of early release of pension and/or severance payment being limited to the equivalent of 52 weeks' pay** for the employee concerned (see Note 1), the following provisions will apply in cases of Voluntary Redundancy (VR) and Compulsory Redundancy (CR):

early release of pension for "qualifying" employees (see Note 2);

lump sum **statutory redundancy payment** (see Note 3), using the 30 week Statutory Redundancy table (Appendix A);

Lump sum **discretionary compensation payment**, using the Council's 45 week table (Appendix B), (reduced by the statutory redundancy payment referred to above).

Where the total cost of early access to pension and the cost of statutory redundancy payments equates to more than 52 weeks' pay, the payback period may be extended "up to 104 weeks", **but subject to only early access to pension plus statutory redundancy pay being applicable (i.e. no discretionary severance payment)**

ER Payments

Subject to **the total cost to the Council of early release of pension being limited to the equivalent of 52 weeks' pay** (see Note 1), the following will apply in cases of Early Retirement (ER): Early release of pension for "qualifying" employees (see Note 2).

ER, VR and CR Funding

Early retirement, statutory redundancy and discretionary compensation payment costs will all be met by the employing Directorate, with the exception of school Governing Bodies where the costs will be met from a separately identified element of schools' delegated budgets.

Any severance package in respect of early termination of employment that exceeds a threshold of £100,000 must be approved beforehand by Full Council.

7. POST EMPLOYMENT NOTICE PAY (PENP)

With effect from 6th April 2018, the HMRC has changed the way employers must deal with termination payments.

The changes introduce the concept of post-employment notice pay (PENP), which represents the amount of basic pay the employee will not receive because their employment was terminated without full notice being given. PENP is calculated by applying a formula for the total amount of the payment, or benefits paid in connection with the termination of employment. This element of the payment will be subject to tax and National Insurance Contributions (NICs). Any remaining balance of the termination payment, which is not a PENP may be included within the overall £30,000 exemption for tax purposes and is free from NICs.

What this means for employees considering taking VR is if the contractual notice is worked, then no tax and national insurance would be deducted from the VR payment. However, if the contractual notice period is not worked then tax and national insurance would be deducted from the VR payment, at an amount depending on the termination date and the date the VR acceptance is signed.

This change applies to payments, or benefits received on, or after, 6 April 2018 in circumstances where the employment also ended on, or after, 6 April 2018.

Further guidance is available by visiting:-

<https://www.gov.uk/government/news/new-rules-for-taxation-of-termination-payments>

7. OTHER ER/VR/CR PROVISIONS

In cases of **compulsory redundancy (CR)**, there will be a presumption that employees will continue to be employed during the statutory notice period, particularly as this will maximise the prospects of potential redeployment. Employees in this situation must arrange to take any outstanding annual leave during the notice period but, if not practicable and certified accordingly by the relevant Head of Service, an employee will be paid for any untaken annual leave which remains outstanding on expiry of the notice period. Any annual leave entitlement exceeded will be recovered from pay. Exceptionally, pay in lieu of notice, which is subject to tax and National Insurance, may be granted.

Employees leaving the Council's employment on the grounds of **ER or VR** will do so on the basis of a **mutually agreed termination date, with no notice period being applicable on either side** and with **no extra payment being made** for any outstanding holidays, time off in lieu or flexi leave.

Employees who leave the Council's employment on the grounds of early retirement (ER) or voluntary redundancy (VR) who are employed on LGS Grades 11, 12 and 13 or equivalent, will not normally not be permitted to return to any paid temporary or permanent NPT Council employment (which includes schools) or be re-engaged as an agency worker or on a consultancy basis. However, in exceptional circumstances, re-employment may be permitted if the "employing" Head of Service is able to provide a robust business case for doing so which is acceptable to the Chief Finance Officer and Head of People and Organisational Development, in consultation with the relevant trade union/s.

All other employees who leave the Council's employment on the grounds of early retirement (ER) or voluntary redundancy (VR) will not be permitted to return to employment with the Council for a period of 12 months following their leaving date. However, in exceptional circumstances, earlier re-employment may be permitted if the "employing" Head of Service is able to provide a robust business case for doing so which is acceptable to the Chief Finance Officer and Head of People and Organisational Development, in consultation with the relevant trade union/s.

8. NOTES

Note 1: All employees who are made redundant are entitled to a statutory redundancy payment (see Note 3 below).

"Qualifying" employees are also entitled to early release of pension if their employment is terminated on the grounds of redundancy (or in the interest of efficiency of the service). Statutory redundancy payments may be enhanced through the payment of discretionary compensation payments and will be calculated having regard to the total cost of:

- (a) early release of pension,
- (b) statutory redundancy payments and
- (c) discretionary compensation payments not exceeding - in total – the equivalent of 52 weeks' pay for the employee concerned.

For example, where an employee's entitlement under the 45 week table takes the total cost above the value of his/her annual pay, the number of weeks of redundancy and/or discretionary compensation payments and/or the weekly pay calculator rate will be adjusted downwards as necessary.

The definition of a "week's pay" will be in accordance with statutory provisions for redundancy pay calculation purposes.

In summary, this will be the gross amount payable for a week's work in accordance with the employee's contract of employment as applicable on the "calculation date", which will be the pay period immediately preceding the first day of his/her notice period. If an employee's remuneration is variable, a 12 weekly average will be calculated. Sections 220 to 229 and Section 234 of ERA 1996 further define the calculation of a "week's pay".

Note 2: "Qualifying" generally means aged 55 years, or over, with 3 months' membership of the Local Government Pension Scheme (LGPS). The definition of "qualifying" is covered by LGPS Regulations and may change as a result of future legislative changes.

Note 3: To use the statutory redundancy table in Appendix A, firstly look up the employee's age and number of years' continuous service with the Council (& its predecessor authorities). Where the two intersect on the table, this is the number of weeks' pay which becomes payable. The "week's pay" to be used to calculate the lump sum statutory redundancy payment will be in accordance with statutory provisions (maximum of £508 per week with effect from 6th April 2018).

STATUTORY REDUNDANCY TABLE

Age	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
17	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
18	1	1½	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
19	1	1½	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
20	1	1½	2	2½	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
21	1	1½	2	2½	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-
22	1	1½	2	2½	3	3½	-	-	-	-	-	-	-	-	-	-	-	-	-
23	1½	2	2½	3	3½	4	4½	-	-	-	-	-	-	-	-	-	-	-	-
24	2	2½	3	3½	4	4½	5	5½	-	-	-	-	-	-	-	-	-	-	-
25	2	3	3½	4	4½	5	5½	6	6½	-	-	-	-	-	-	-	-	-	-
26	2	3	4	4½	5	5½	6	6½	7	7½	-	-	-	-	-	-	-	-	-
27	2	3	4	5	5½	6	6½	7	7½	8	8½	-	-	-	-	-	-	-	-
28	2	3	4	5	6	6½	7	7½	8	8½	9	9½	-	-	-	-	-	-	-
29	2	3	4	5	6	7	7½	8	8½	9	9½	10	10½	-	-	-	-	-	-
30	2	3	4	5	6	7	8	8½	9	9½	10	10½	11	11½	-	-	-	-	-
31	2	3	4	5	6	7	8	9	9½	10	10½	11	11½	12	12½	-	-	-	-
32	2	3	4	5	6	7	8	9	10	10½	11	11½	12	12½	13	13½	-	-	-
33	2	3	4	5	6	7	8	9	10	11	11½	12	12½	13	13½	14	14½	-	-
34	2	3	4	5	6	7	8	9	10	11	12	12½	13	13½	14	14½	15	15½	-
35	2	3	4	5	6	7	8	9	10	11	12	13	13½	14	14½	15	15½	16	16½
36	2	3	4	5	6	7	8	9	10	11	12	13	14	14½	15	15½	16	16½	17
37	2	3	4	5	6	7	8	9	10	11	12	13	14	15	15½	16	16½	17	17½
38	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	16½	17	17½	18
39	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	17½	18	18½
40	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	18½	19
41	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	19½
42	2½	3½	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½
43	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
44	3	4½	5½	6½	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½
45	3	4½	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
46	3	4½	6	7½	8½	9½	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½
47	3	4½	6	7½	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
48	3	4½	6	7½	9	10½	11½	12½	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½
49	3	4½	6	7½	9	10½	12	13	14	15	16	17	18	19	20	21	22	23	24
50	3	4½	6	7½	9	10½	12	13½	14½	15½	16½	17½	18½	19½	20½	21½	22½	23½	24½
51	3	4½	6	7½	9	10½	12	13½	15	16	17	18	19	20	21	22	23	24	25
52	3	4½	6	7½	9	10½	12	13½	15	16½	17½	18½	19½	20½	21½	22½	23½	24½	25½
53	3	4½	6	7½	9	10½	12	13½	15	16½	18	19	20	21	22	23	24	25	26
54	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	20½	21½	22½	23½	24½	25½	26½
55	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22	23	24	25	26	27
56	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	23½	24½	25½	26½	27½
57	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25	26	27	28
58	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	26½	27½	28½
59	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28	29
60	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	29½
61+	3	4½	6	7½	9	10½	12	13½	15	16½	18	19½	21	22½	24	25½	27	28½	30

Department for Business, Innovation and Skills URN 09/1371

45 WEEK DISCRETIONARY COMPENSATION PAYMENTS TABLE

	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
17	1.50																		
18	1.50	2.25																	
19	1.50	2.25	3.00																
20	1.50	2.25	3.00	3.75															
21	1.50	2.25	3.00	3.75	4.50														
22	1.50	2.25	3.00	3.75	4.50	5.25													
23	2.25	3.00	3.75	4.50	5.25	6.00	6.75												
24	3.00	3.75	4.50	5.25	6.00	6.75	7.50	8.25											
25	3.00	4.50	5.25	6.00	6.75	7.50	8.25	9.00	9.75										
26	3.00	4.50	6.00	6.75	7.50	8.25	9.00	9.75	10.50	11.25									
27	3.00	4.50	6.00	7.50	8.25	9.00	9.75	10.50	11.25	12.00	12.75								
28	3.00	4.50	6.00	7.50	9.00	9.75	10.50	11.25	12.00	12.75	13.50	14.25							
29	3.00	4.50	6.00	7.50	9.00	10.50	11.25	12.00	12.75	13.50	14.25	15.00	15.75						
30	3.00	4.50	6.00	7.50	9.00	10.50	12.00	12.75	13.50	14.25	15.00	15.75	16.50	17.25					
31	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	14.25	15.00	15.75	16.50	17.25	18.00	18.75				
32	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	15.75	16.50	17.25	18.00	18.75	19.50	20.25			
33	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	17.25	18.00	18.75	19.50	20.25	21.00	21.75		
34	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	18.75	19.50	20.25	21.00	21.75	22.50	23.25	
35	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	20.25	21.00	21.75	22.50	23.25	24.00	24.75
36	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	21.75	22.50	23.25	24.00	24.75	25.50
37	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	22.50	23.25	24.00	24.75	25.50	26.25
38	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	22.50	24.00	24.75	25.50	26.25	27.00
39	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	22.50	24.00	25.50	26.25	27.00	27.75
40	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	22.50	24.00	25.50	27.00	27.75	28.50
41	3.00	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	22.50	24.00	25.50	27.00	28.50	29.25
42	3.75	5.25	6.75	8.25	9.75	11.25	12.75	14.25	15.75	17.25	18.75	20.25	21.75	23.25	24.75	26.25	27.75	29.25	30.75
43	4.50	6.00	7.50	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	22.50	24.00	25.50	27.00	28.50	30.00	31.50
44	4.50	6.75	8.25	9.75	11.25	12.75	14.25	15.75	17.25	18.75	20.25	21.75	23.25	24.75	26.25	27.75	29.25	30.75	32.25
45	4.50	6.75	9.00	10.50	12.00	13.50	15.00	16.50	18.00	19.50	21.00	22.50	24.00	25.50	27.00	28.50	30.00	31.50	33.00
46	4.50	6.75	9.00	11.25	12.75	14.25	15.75	17.25	18.75	20.25	21.75	23.25	24.75	26.25	27.75	29.25	30.75	32.25	33.75
47	4.50	6.75	9.00	11.25	13.50	15.00	16.50	18.00	19.50	21.00	22.50	24.00	25.50	27.00	28.50	30.00	31.50	33.00	34.50
48	4.50	6.75	9.00	11.25	13.50	15.75	17.25	18.75	20.25	21.75	23.25	24.75	26.25	27.75	29.25	30.75	32.25	33.75	35.25
49	4.50	6.75	9.00	11.25	13.50	15.75	18.00	19.50	21.00	22.50	24.00	25.50	27.00	28.50	30.00	31.50	33.00	34.50	36.00
50	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	21.75	23.25	24.75	26.25	27.75	29.25	30.75	32.25	33.75	35.25	36.75
51	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.00	25.50	27.00	28.50	30.00	31.50	33.00	34.50	36.00	37.50
52	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	26.25	27.75	29.25	30.75	32.25	33.75	35.25	36.75	38.25
53	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	28.50	30.00	31.50	33.00	34.50	36.00	37.50	39.00
54	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	30.75	32.25	33.75	35.25	36.75	38.25	39.75
55	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.00	34.50	36.00	37.50	39.00	40.50
56	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.75	35.25	36.75	38.25	39.75	41.25
57	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.75	36.00	37.50	39.00	40.50	42.00
58	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.75	36.00	38.25	39.75	41.25	42.75
59	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.75	36.00	38.25	40.50	42.00	43.50
60	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.75	36.00	38.25	40.50	42.75	44.25
61	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.75	36.00	38.25	40.50	42.75	45.00
62	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.75	36.00	38.25	40.50	42.75	45.00
63	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.75	36.00	38.25	40.50	42.75	45.00
64	4.50	6.75	9.00	11.25	13.50	15.75	18.00	20.25	22.50	24.75	27.00	29.25	31.50	33.75	36.00	38.25	40.50	42.75	45.00

Business Case – Voluntary Redundancy



Human Resources

APPENDIX C

TO BE COMPLETED BY MANAGEMENT

BUSINESS CASE – VOLUNTARY REDUNDANCY

Part A – Introduction

1. All decisions concerning voluntary redundancy are subject to a business case being approved by the “employing” Head of Service. The Head of People and Organisational Development has an advisory and monitoring role.
2. Once Parts B-E have been completed, this form should be forwarded to your designated HR Officer.
3. All requests for Pensions estimates must be sent to the City & County of Swansea Pension Section by HR/Payroll, not by the individual or his/her line manager

Part B – Employee Details

Full Name	
Job Title and Workplace	
Directorate	
National Insurance Number	
Post Reference Number	
Payroll Number	
Date of Birth	
Proposed Leaving Date	

Part C – Further Required Information

Please explain how it is proposed that the service area concerned will operate in future if this employee (and any other(s)) leaves the Council’s employment in accordance with this Scheme.
Full supporting details to be attached.

If this business case is supported, will the person qualify for the early payment of their pension benefits? (see Note 2 of Transitional VR Scheme)	Yes		No	
Leaving Reason				
Please tick the relevant box below to confirm which Leaving Reason this employee's employment will be terminated on:-				
VOLUNTARY REDUNDANCY	Yes		No	
VR – WITH SETTLEMENT AGREEMENT	Yes		No	
VR – BUMPED REDUNDANCY (Please state which post/grade on structure is being deleted):	Yes		No	
VR – BUMPED REDUNDANCY WITH SETTLEMENT AGREEMENT (Please state which post/grade on structure is being deleted)	Yes		No	
Part D - Declaration				
<ol style="list-style-type: none"> 1. I have not made, and will not make, an agreement with this employee concerning re-employment by the Council in any paid capacity. 2. My support for this application is not as a result of any capability or disciplinary issues or concerns in relation to this employee 3. There are no outstanding concerns or formal processes regarding this employee's ability to attend work on a regular basis; 4. The savings which will accrue from implementation of this business case cannot be achieved in a different way through the non-filling of vacancies, or known leavers, and no suitable alternative employment is available within the Council for this employee; 5. This business case is supported by the relevant Directorate Management Team, as appropriate, and has been recorded accordingly. 				
Signed Head of Service		Date		
If you cannot give this declaration, please state the reason below:				

Part E – Fixed Term or Temporary Employees			
Is the employee engaged on a temporary or fixed term contract?	Yes		No
If yes, please give start and end dates and state whether grant-funded.	Start Date:		End Date:
Part F - Value of 52 weeks' pay – HR to complete from database			
Value of 52 weeks' pay is	£		
Part G – Costs for Voluntary Redundancy – HR to complete from database			
Cost Centre Code			
Cost of Early Release of Pension	£		
Statutory Redundancy Payment	£		
Discretionary Compensation payment (reduced by (2) above)	£		
Total Cost	£		
<p>The total cost under (G) must not exceed the cost under (F).</p> <p>If (G) exceeds (F) the Discretionary Compensation payment must be reduced.</p> <p>****where the total cost of early access to pension and the cost of statutory redundancy payments equates to more than 52 weeks' pay, the payback period may be extended "up to 104 weeks", but subject to only early access to pension plus statutory redundancy pay being applicable (i.e. no discretionary severance payment) If the lump sum Discretionary Compensation payment becomes zero, and (G) is still larger than (F), the weekly rate will be reduced until (G) = (F) subject to the £508 per week provision not being contravened.</p> <p>If this condition still cannot be met, the application for voluntary redundancy will be refused.</p>			
Part I – Business Case Approval			
Head of Service (or Director, where a Head of Service is the subject of this approval)			
Approved			Not Approved
Signed		Date	

ADMINISTRATIVE CHECKLIST FOR HR	
Employee expresses an interest in voluntary redundancy	
Head of Service has agreed that the post can be “lost”	
HR Officer updates VR database and sends request to Payroll	
Payroll Officer emails request/s for estimates of benefits to Pension Section (if over 55)	
Estimate of Benefits received from Pension Section	
Copy of Estimate given to employee (and Line Manager if necessary). Retain one copy on file.	
Outcome discussed with employee and he/she confirms they wish to leave on grounds of VR	
Business Case to be completed by HR and Head of Service, for signature	
Head of Service returns Business Case signed and HR Officer issues letter offering VR	
HR Officer to remind Line Manager to make suitable arrangements about the employee’s leaving date, outstanding annual leave etc.	
HR Officer to “terminate” employee on Vision	
HR Officer to send memo to Pensions and Payroll regarding termination. Include a copy of the offer letter. Pensions to process termination.	
Copy of all documents retained on iDocs	
HR Officer to complete Post Details Form with Post Reference, Number of Hours and JEID and discuss with Workforce Information Team to ensure correct post is being disestablished/bumped redundancy/restructure	

Impact Assessment - First Stage

1. Details of the initiative

Initiative description and summary: Approval of the Council's Pay Policy Statement for 2024 / 2025
Service Area: All Council Employees.
Directorate: All

2. Does the initiative affect:

	Yes	No
Service users		X
Staff	X	
Wider community		X
Internal administrative process only	X	

3. Does the initiative impact on people because of their:

	Yes	No	None/ Negligible	Don't Know	Impact H/M/L	Reasons for your decision (including evidence)/How might it impact?
Age		X				The approval of the Statement does not have an impact on protected characteristics, as it simply reflects pay decisions already made, and which will have been subject to a full impact assessment. The Statement for 2024 / 2025 does not introduce any changes to pay or conditions of service.
Disability		X				
Gender Reassignment		X				
Marriage/Civil Partnership		X				
Pregnancy/Maternity		X				
Race		X				
Religion/Belief		X				
Sex		X				
Sexual orientation		X				

4. Does the initiative impact on:

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence used) / How might it impact?
People's opportunities to use the Welsh language		X				
Treating the Welsh language no less favourably than English		X				The Statement, once approved by Members, will be translated into Welsh and made publicly available in Welsh.

5. Does the initiative impact on biodiversity:

	Yes	No	None/ Negligible	Don't know	Impact H/M/L	Reasons for your decision (including evidence) / How might it impact?
To maintain and enhance biodiversity		X				
To promote the resilience of ecosystems, i.e. supporting protection of the wider environment, such as air quality, flood alleviation, etc.		X				

6. Does the initiative embrace the sustainable development principle (5 ways of working):


	Yes	No	Details
Long term - how the initiative supports the long term well-being of people			N/A
Integration - how the initiative impacts upon our wellbeing objectives			N/A
Involvement - how people have been involved in developing the initiative			N/A
Collaboration - how we have worked with other services/organisations to find shared sustainable solutions			N/A
Prevention - how the initiative will prevent problems occurring or getting worse			N/A

7. Declaration - based on above assessment (tick as appropriate):

A full impact assessment (second stage) is not required	X
Reasons for this conclusion	
<p>A full impact is not required as there is no impact on any protected group as a result of this report – the Pay Policy Statement reflects pay decision already taken, and is simply a statement summarising those decisions. It also has no negative impact on bio-diversity or the Welsh Language. However, it should be noted that, in determining pay and remuneration, the Council complies with relevant employment legislation, including the Equality Act 2010, the Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002, Agency Workers Regulations 2010 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations. The Council has sought to ensure that there is no pay discrimination within its pay structures and that pay differentials can be objectively justified primarily through the use of an equality proofed job evaluation mechanism which directly relates basic pay to the requirements, demands and responsibilities of each job role.</p>	

A full impact assessment (second stage) is required	
Reasons for this conclusion	

--

	Name	Position	Signature	Date
Completed by				
Signed off by	Sheenagh Rees	Head of People & OD		31 st January 2024

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Cyngor Castell-nedd Port Talbot
Neath Port Talbot Council

NEATH PORT TALBOT COUNCIL

PERSONNEL COMMITTEE

11TH MARCH, 2024

REPORT OF THE HEAD OF PEOPLE AND ORGANISATIONAL DEVELOPMENT – SHEENAGH REES

Matter for information

Wards Affected: All wards

Workforce Information Report

Purpose of Report

The purpose of this report is to provide Members with the 2023/24 Quarter 3 Workforce Information report. The report is attached at Appendix 1.

Executive Summary:

This report provides Members with a range of data and information in relation to the workforce of the Council.

Workforce Information:

This data set has been developed to provide Members with:

- an overview of the Council's workforce, including how many people we employ, where we employ them, how we employ them (work patterns), their protected characteristics and Welsh language ability.
- data on joiners and leavers by service area, age and grade and includes the top ten reasons for leaving the Council.
- information on key aspects of sickness absence.

Understanding how our workforce is distributed across the Council and analysing trends in workforce activity helps inform workforce planning, strategies and key decision making.

Joiners / Leavers

530 new employees started work for the council between the periods of 1st April, 2023 – 31st of December, 2023, compared with 576 leavers. 48% of leavers were from Schools where temporary contracts are prevalent.

The top leaving reason in Quarter 3 was end of contract, closely followed by Resignation – No Reason provided. The no reason provided is now obsolete and can no longer be selected as a leaving reason for future leavers. Moving forward, we should start to see more meaningful reasons for resignations and why employees are leaving via resignation.

Sickness absence data

The sickness absence data presented in this report includes the distribution of sickness levels across the council, and the top ten reasons for sickness absences. This data enables trends and areas to be further analysed and scrutinised.

The average number of days absent due to sickness absence was 9.2. This has slightly decreased when compared to 9.5 from last year (Q3 22/23).

In Quarter 3 of this year, long-term absences contribute to three quarters of the entire FTE days lost for 2023/2024 Q3. Long term absences have increased by 9% whereas short term absences have decreased when compared to Q2 22/23.

The report sets out the 'Top 10 Reasons for Sickness Absence', and we can see that stress, bereavement and post op continue to represent the top three reasons for sickness absence for this quarter the same as the last quarter. All have seen increases this quarter when compared to Q2 22/23. Coronavirus – Confirmed is continuing to decrease as expected. However, sickness absence due to Covid-19 is still having an impact on some services that are public facing or deal with the community, such as Schools and Adult Services.

The highest average FTE days absent for quarter 3 were in Streetcare Services (14 days) Adult Services (12 days) and Children & Young People Services/School Support Staff/Support Services & Transformation (11 days per service). However, Adult Services has seen a decrease when compared to the same quarter last year.

Digital Services continues to have a substantial decrease in FTE days when compared to the same quarter last year. However, Support Services & Transformation have seen FTE days increase the most compared to Q2 22/23. Housing & Communities and Leisure, Tourism Heritage and Culture are relatively new service areas that did not exist on the structure in the same quarter last year. Therefore, there is no comparative sickness data for this service from last year.

Financial Impacts:

Sickness absence has a financial impact on the council, where posts have to be covered, this will add to the council's overall paybill.

Integrated impact assessment:

There is no requirement to undertake an Integrated Impact Assessment as this report is for monitoring / information purposes.

Valleys Communities Impacts:

No implications

Workforce Impacts:

Workforce information support workforce planning activity and the development of workforce strategies.

Legal Impacts:

No implications.

Risk Management Impacts:

No implications.

Consultation:

There is no requirement under the Constitution for external consultation on this item.

Appendices

Appendix 1 – Workforce Information Report

Recommendations:

It is recommended that Members note the workforce information report.

FOR INFORMATION**Officer contact**

Sheenagh Rees, Head of People and Organisational Development,
Email: s.rees5@npt.gov.uk or tel. 01639 763315

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Cyngor Castell-nedd Port Talbot
Neath Port Talbot Council

WORKFORCE INFORMATION REPORT

Data set out in this report relates to Quarter 3 2023/24

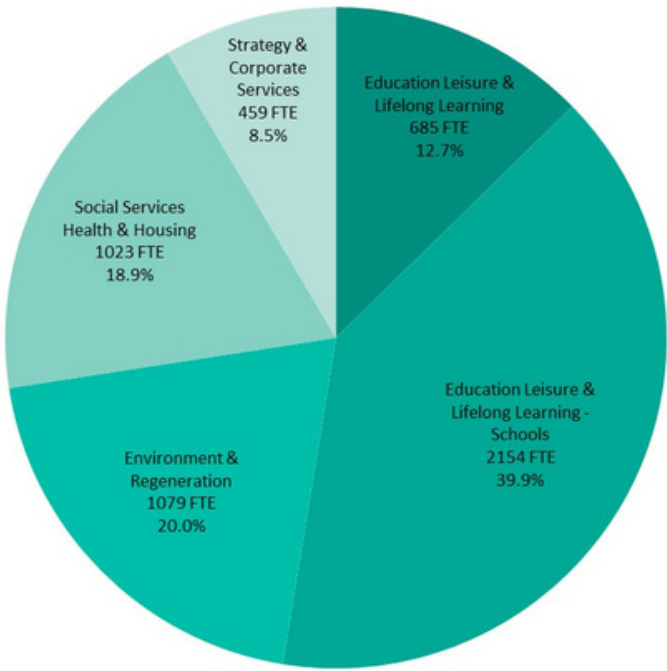
Overview of the Council's Workforce

6,499 Headcount

Staffing costs account for
48.7 % or £186.5 million^{YTD}
of gross expenditure*



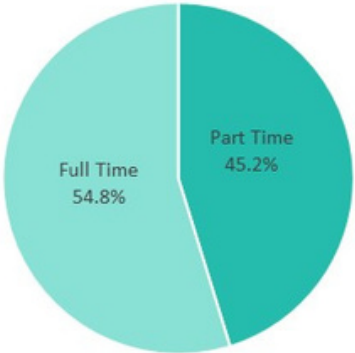
Employees - FTE by Directorate



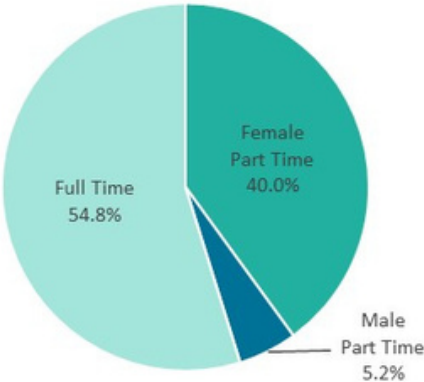
(FTE - Full-time equivalent)

Working Patterns

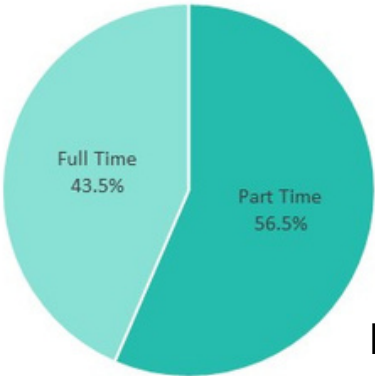
Total Workforce



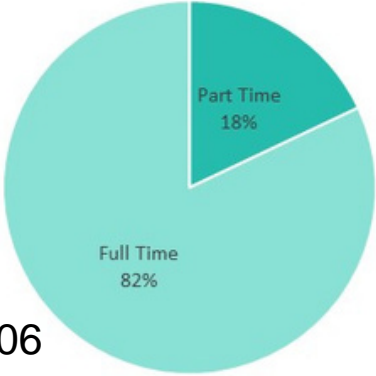
Total Workforce



Female Employees

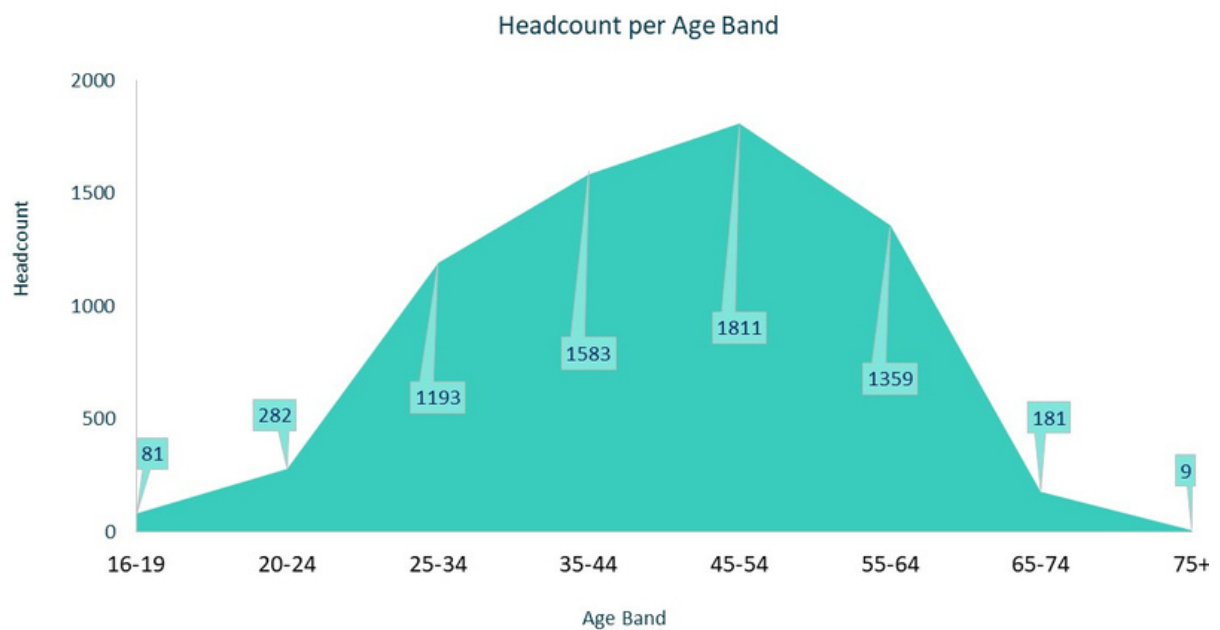


Male Employees



Protected Characteristics - Employees

Sex



3%

of employees have identified themselves as having a Disability

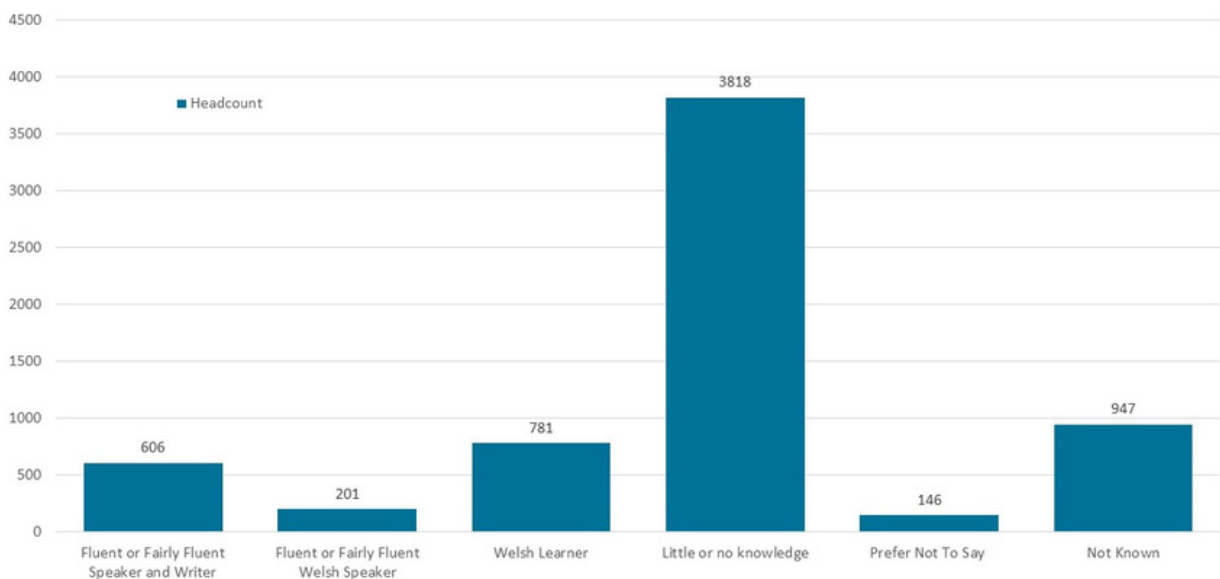
The overall proportion of Black, Asian & Minority Ethnic employees is

1.5%

2%

of employees identify as being Lesbian, Gay, Bisexual, Transgender or other

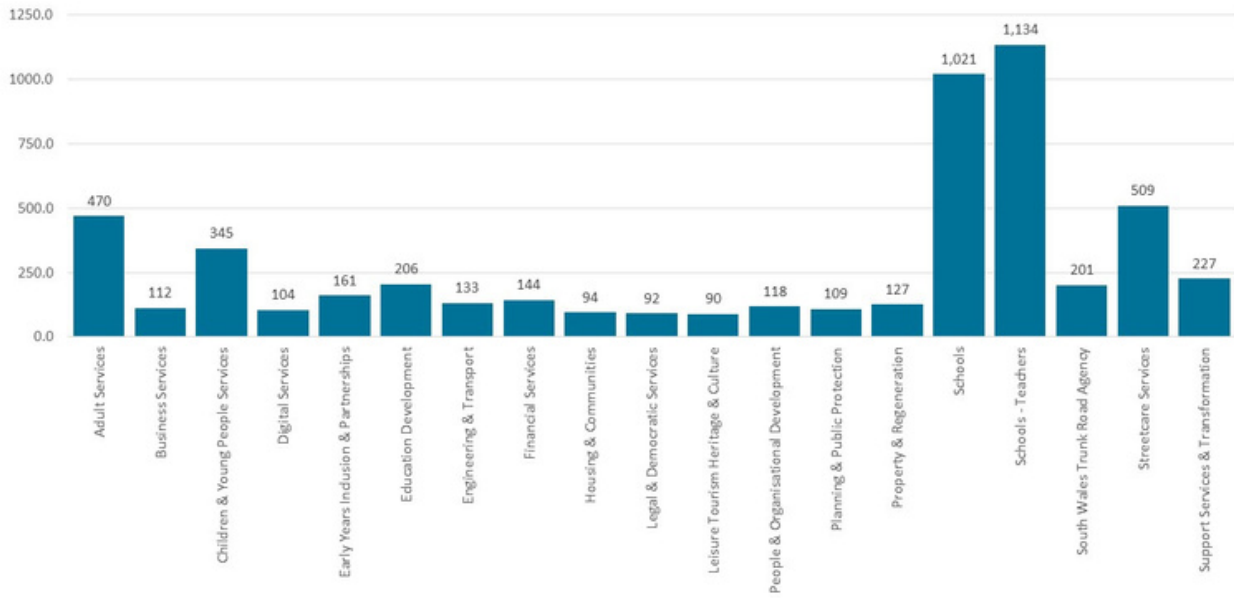
Employees' Welsh Language Ability



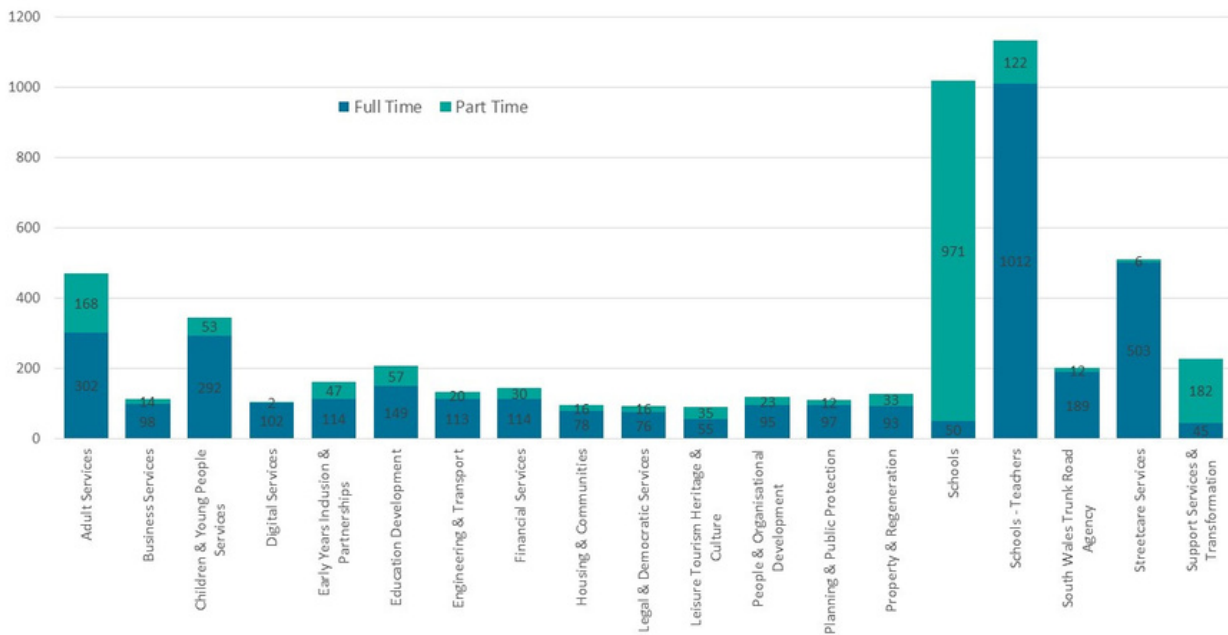
- These figures are self-reported by employees

Employees by Service Area

Full Time Equivalent Per Service Area



Full Time/Part Time FTE Per Service Area



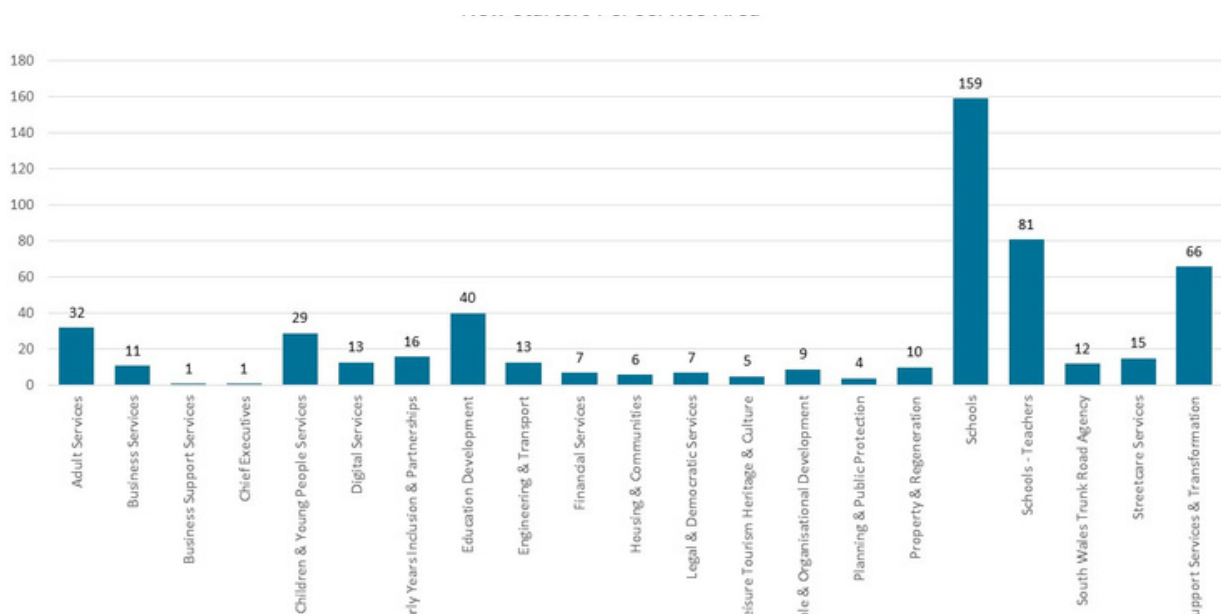
Joiners

530 employees have joined the Council between 1st April 2023 and 31st December 2023

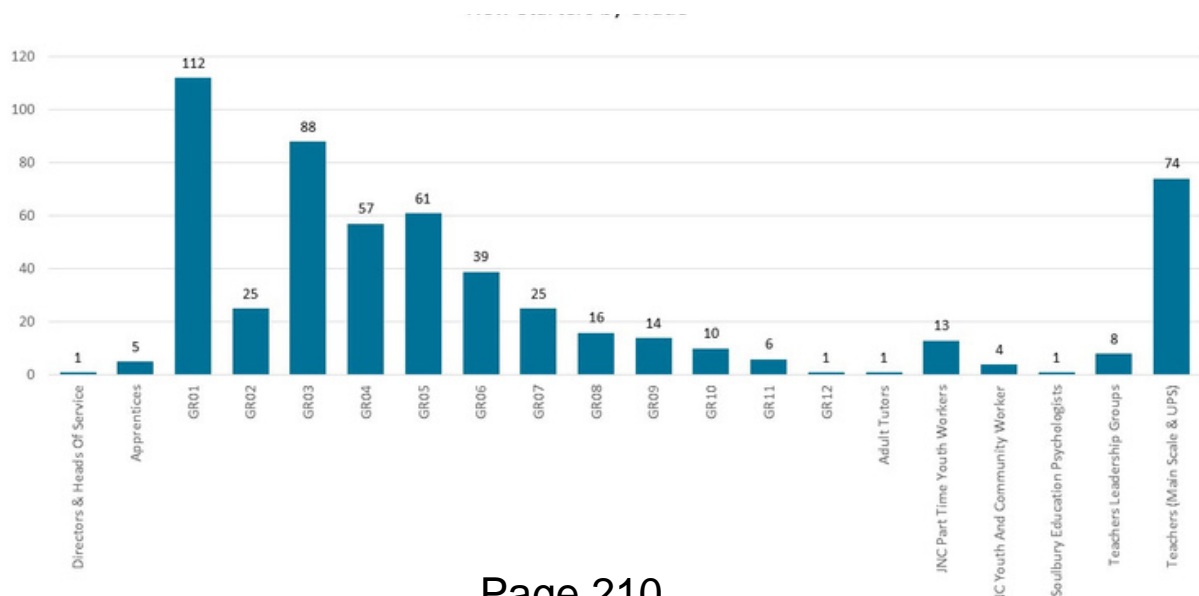
Joiners - these are employees new to the Authority

Headcount of Joiners may vary from the totals shown under service area and grade as some employees had multiple posts

Joiners per Service Area



Joiners by Grade



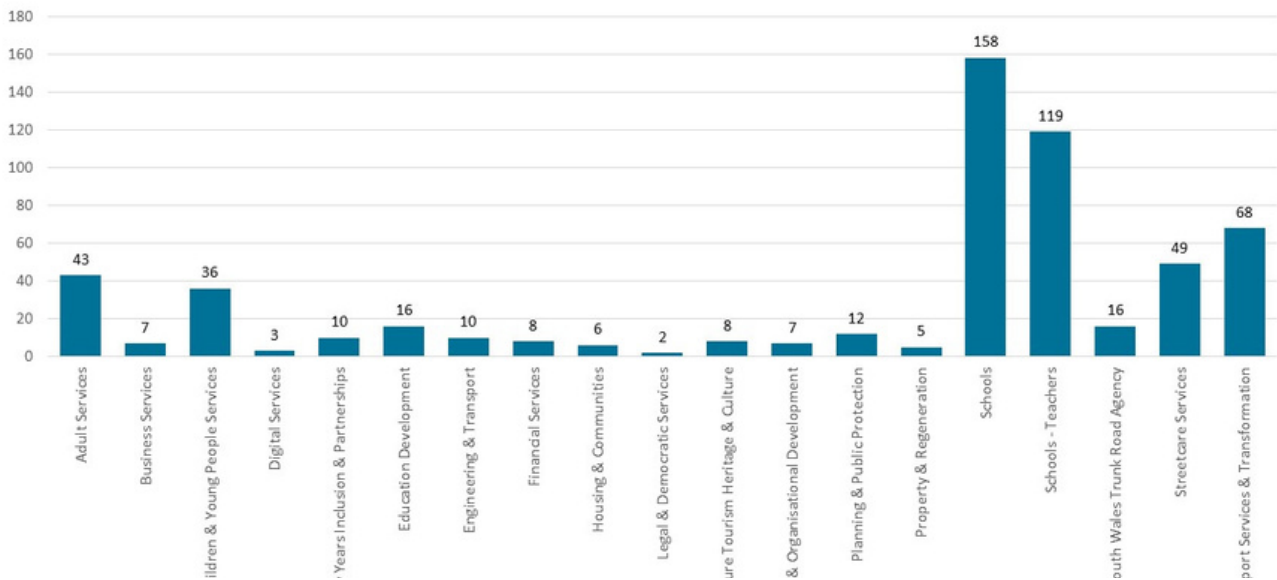
Leavers

576 employees have left the Council between 1st April 2023 and 31st December 2023

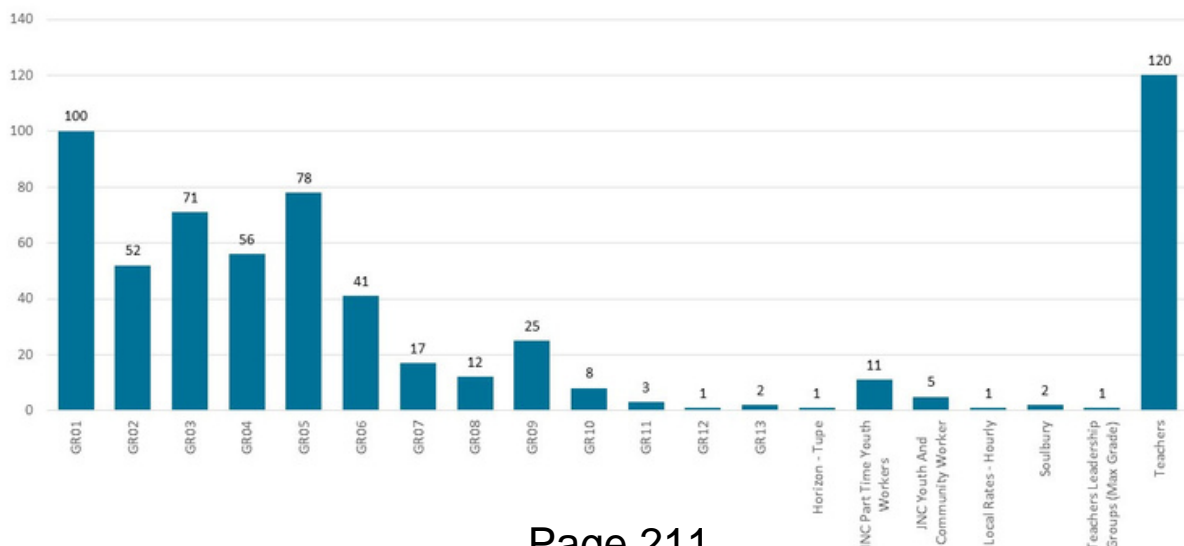
Leavers - these are people who have left all jobs with the Authority

Headcount of Leavers may vary from the totals shown under service area and grade as some employees had multiple posts

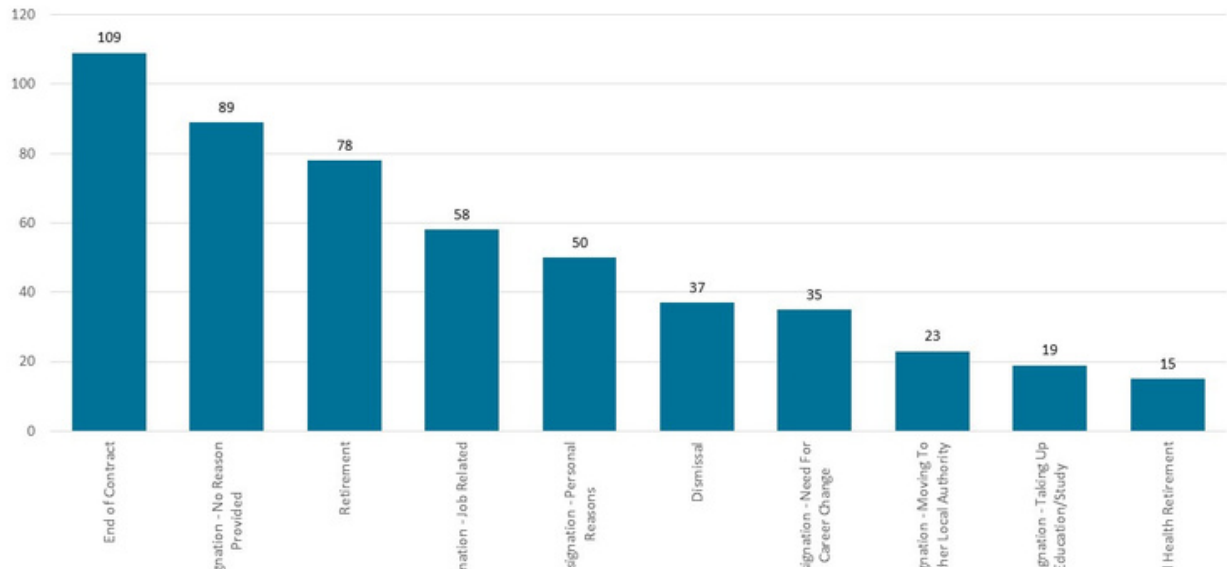
Leavers per Service Area



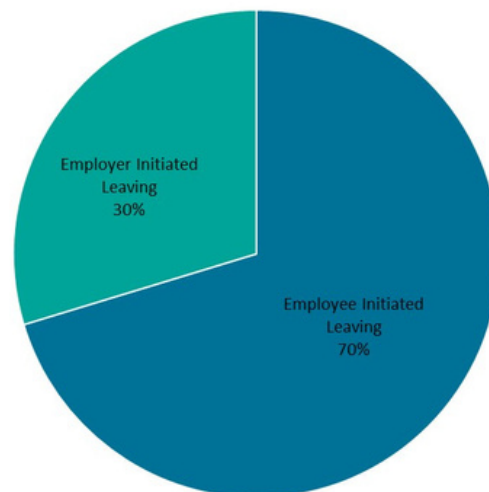
Leavers per Grade



Leavers by top 10 Leaving Reasons



Employer / Employee initiated Leaving Reasons



Between 1st April 2023 and 31st December 2023

- 1 Voluntary Redundancy
- 7 Voluntary Redundancies (Schools)
- 1 Compulsory Redundancies (Schools)

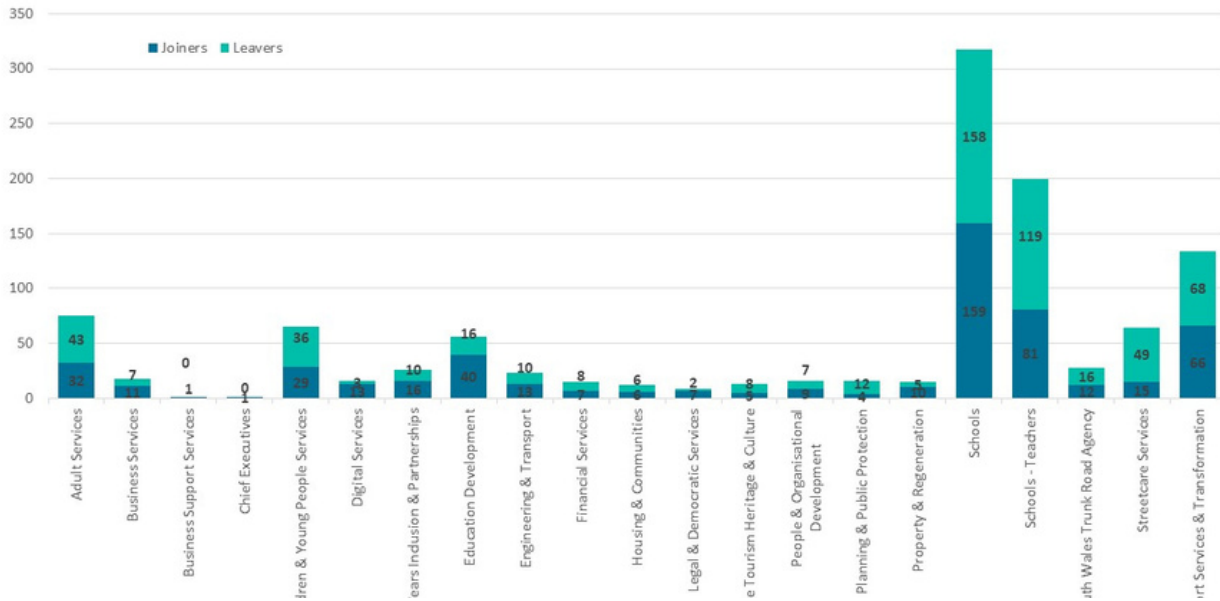
Joiners/Leavers

Joiners - employees who are new to the authority *

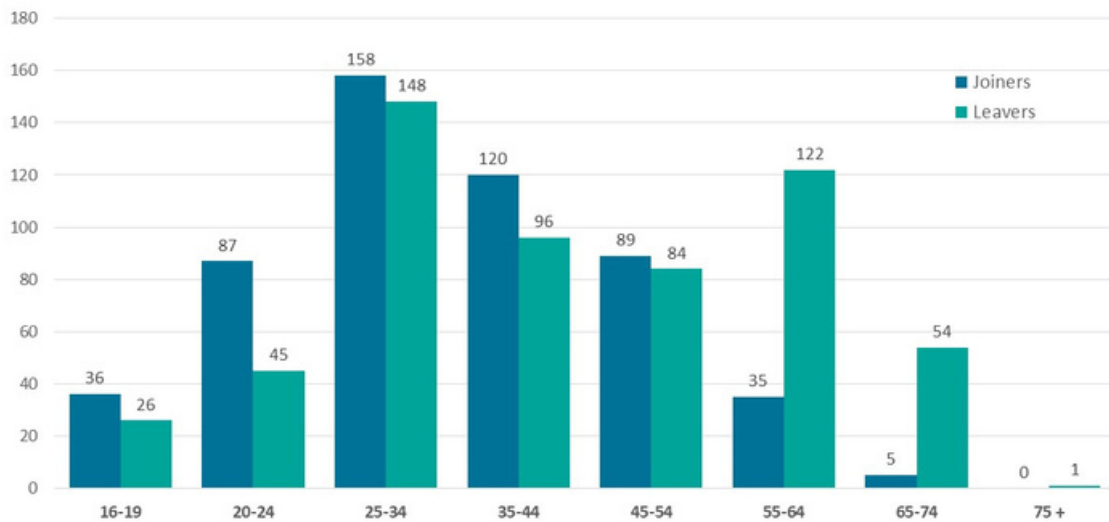
Leavers - employees who have left all jobs with the authority

**employees with multiple roles will be counted per role*

Joiners/Leavers per Service Area



Joiners / Leavers per Age Band





Sickness Absence Quarter 3 2023/24

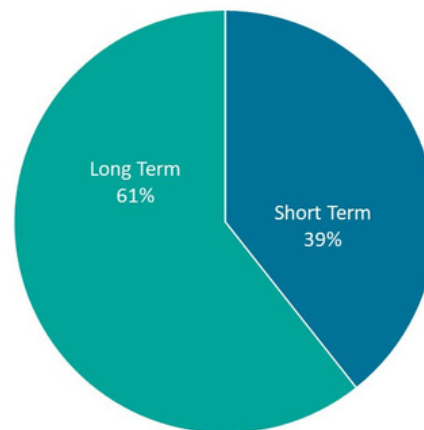
Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence during the year

ID	Measure	Data Item(s)	Staff (exc teachers)	Teachers	All staff Q3 2023/24	All staff Q3 2022/23
PAM/001	Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence during the year	Number of working days/shifts lost to short-term sickness absence during the year	11711.58	3016.88	14728.46	19920.93
		Number of working days/shifts lost to long-term sickness absence during the year	30764.67	4135.2	34899.87	30706.42
		Number of working days/shifts lost to sickness absence during the year	42476.25	7152.08	49628.33	50627.35
		Average number of full-time equivalent (FTE) employees	4245.86	1144.86	5390.72	5327.45
		PI Value			9.2	9.5

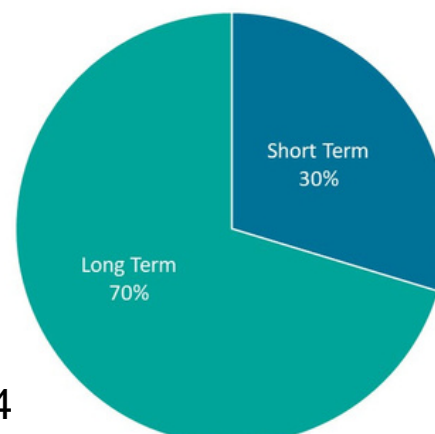
Ratio of short and long term sickness - number of FTE days lost (Including teachers)

Quarterly Comparisons

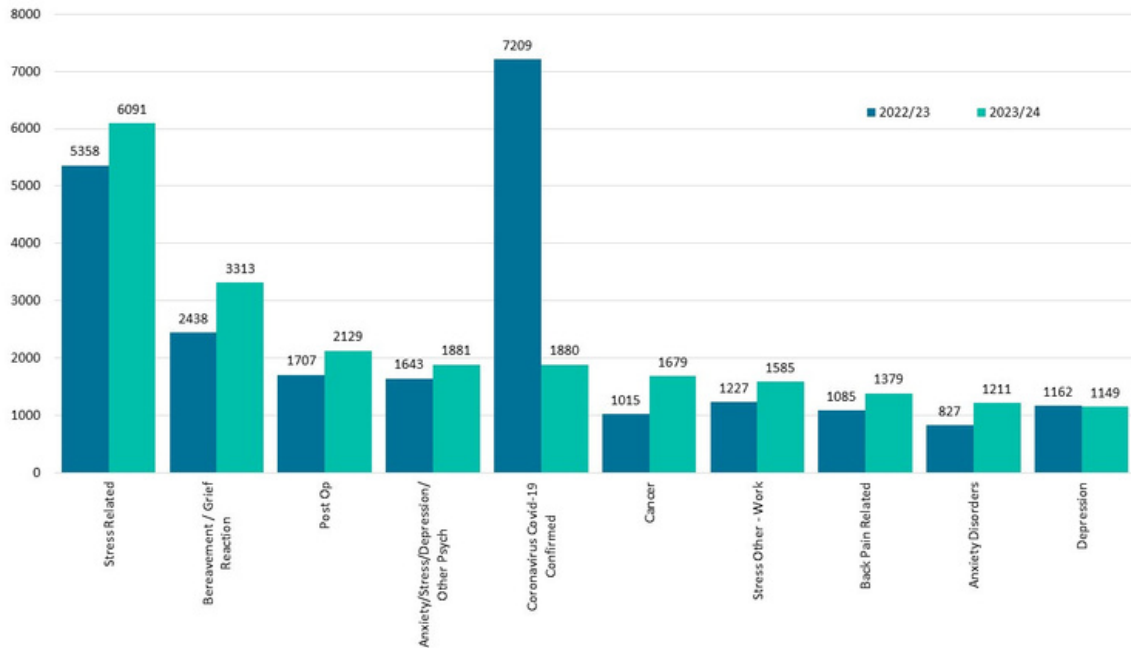
1st April 2022
to
31st December 2022



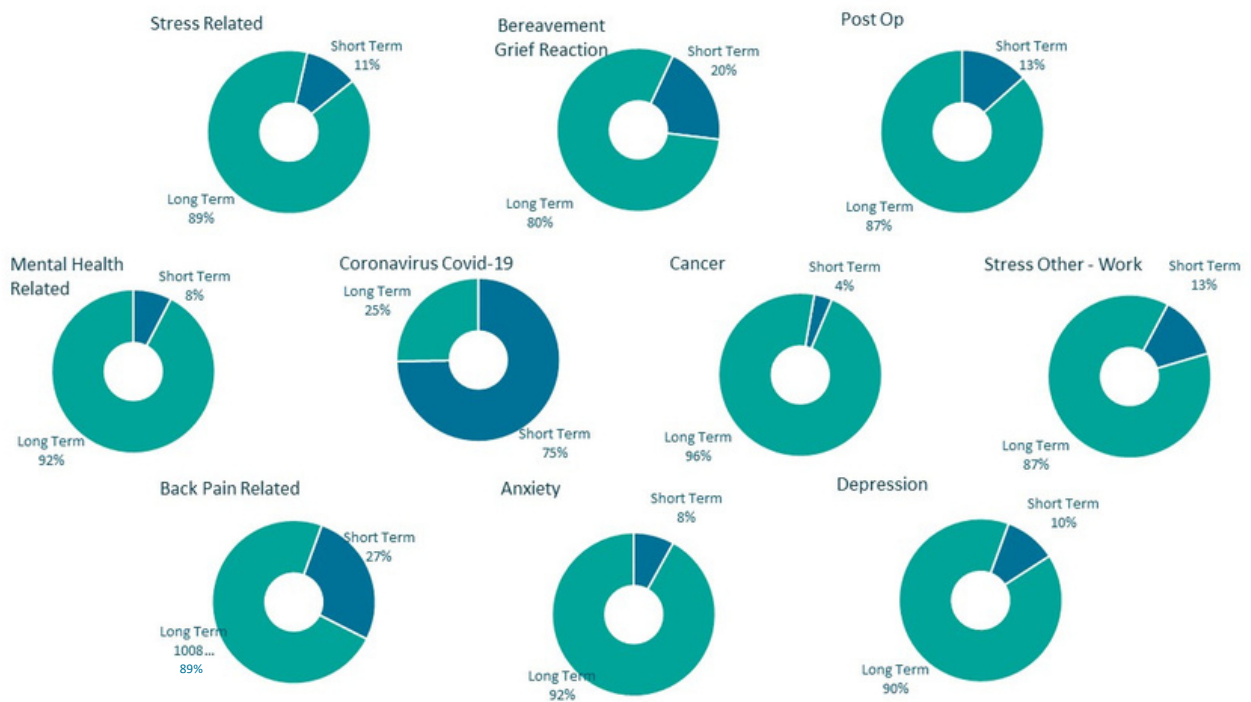
1st April 2023
to
31st December 2023



Sickness Absence Reasons - Top Ten



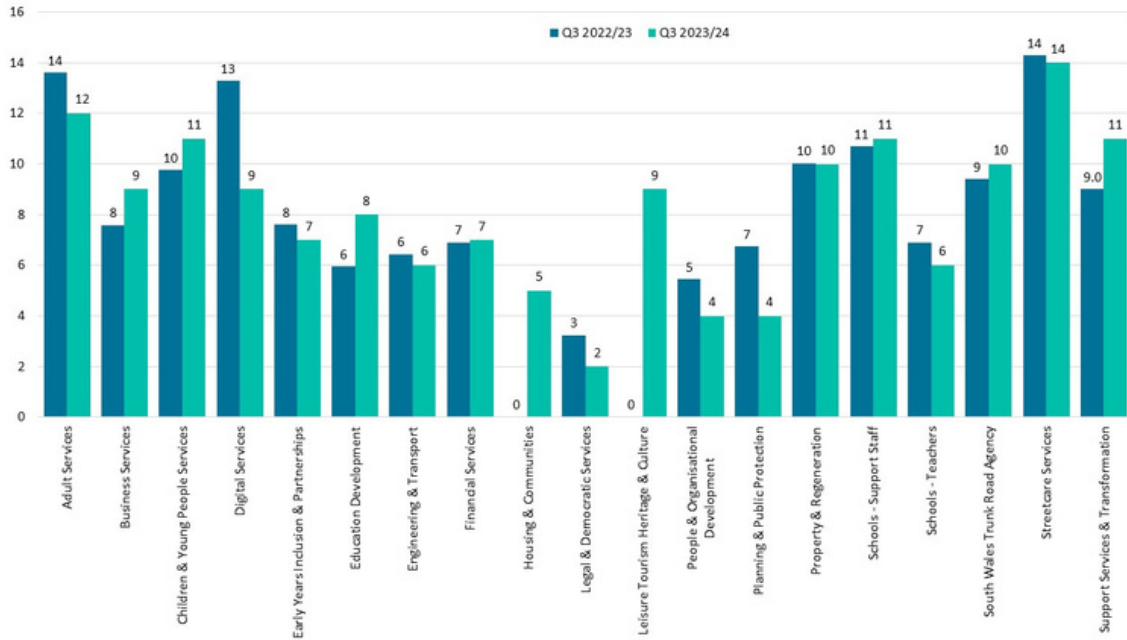
Long Term / Short Term Comparison (Top 10 reasons)



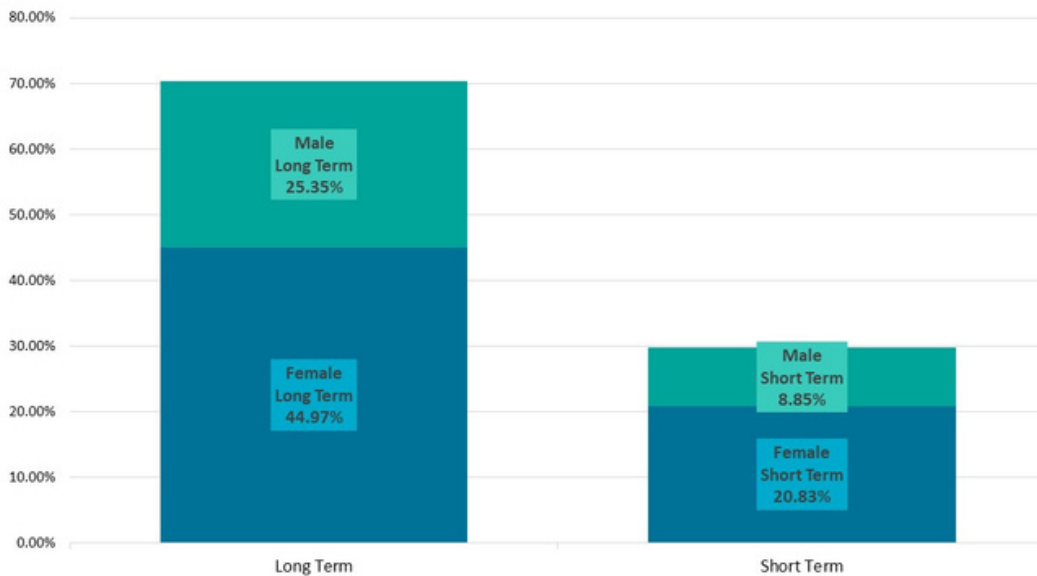
Overview of Sickness per Service Area

Average number of Sick days per Full Time Equivalent Employee

Quarter 3 2022/23 and 2023/24 comparison

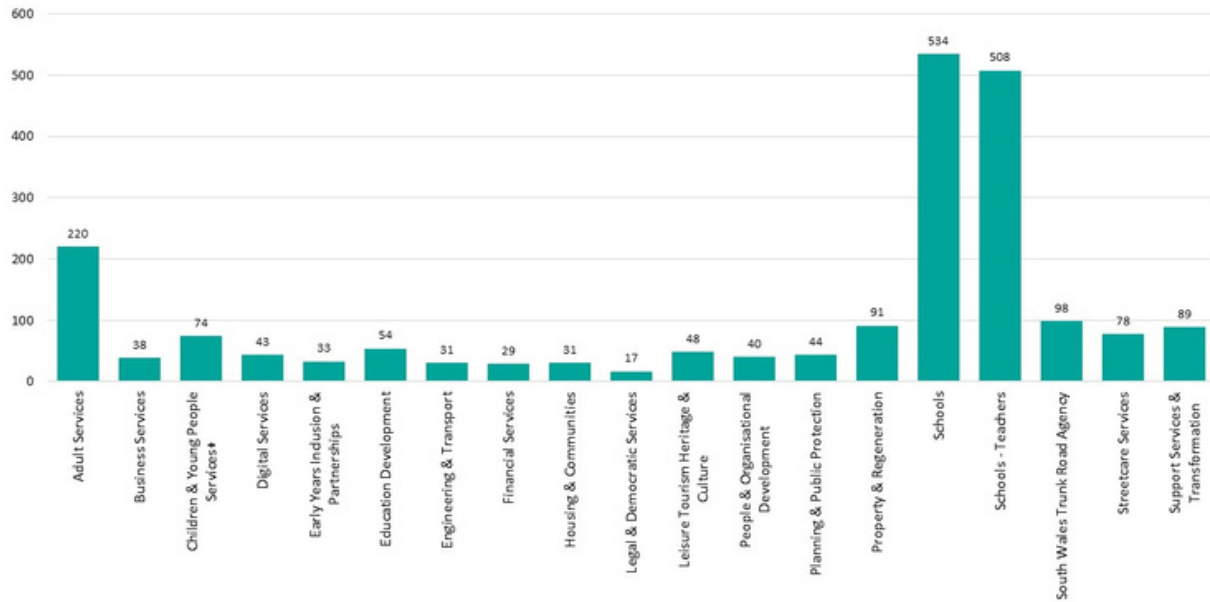


Long Term / Short Term Sickness per Gender

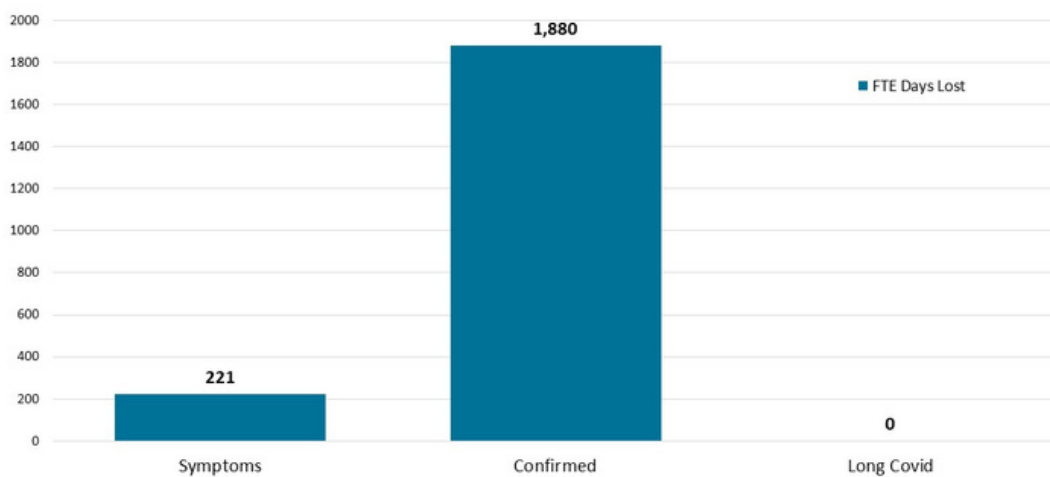


COVID - 19 Sickness Absence

Total number of FTE Working Days Lost Per Service



Total number of FTE Working Days Lost



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