



PERSONNEL COMMITTEE

2.00 PM - MONDAY, 2 DECEMBER 2019

COUNCIL CHAMBER - PORT TALBOT CIVIC CENTRE

PART 1

1. Declarations of Interest
2. Human Resources Chatbot (*Pages 3 - 6*)
3. Workforce Information Report (*Pages 7 - 20*)
4. Equalities Employment Information 2018/2019 (*Pages 21 - 56*)
5. Workforce Plan Action Plan Update (*Pages 57 - 78*)
6. Fair Play Employer Scheme Update (*Pages 79 - 118*)
7. The Menopause Project (*Pages 119 - 124*)
8. Revised Domestic Abuse and Special Leave Policies (*Pages 125 - 162*)
9. Time to Change Wales Employer Pledge - Action Plan (*Pages 163 - 174*)
10. Amendments to the Local Government Pension Scheme Discretions (*Pages 175 - 200*)
11. Urgent Items
Any urgent items at the discretion of the Chairperson pursuant to Section 100B(4)(b) of the Local Government Act 1972.
12. Access to Meetings

That pursuant to Section 100A(4) and (5) of the Local Government Act 1972, the public be excluded for the following items of business which involved the likely disclosure of exempt information as defined in Paragraph 12 and 15 of Part 4 of Schedule 12A of the above Act.

PART 2

13. Pay Update (*Pages 201 - 206*)

S.Phillips
Chief Executive

Civic Centre
Port Talbot

Tuesday, 26 November 2019

Committee Membership:

Chairperson: **Councillor D.Jones**

Vice **Councillor D.Cawsey**
Chairperson:

Members: Councillors R.G.Jones, A.J.Taylor,
S.E.Freeguard, E.V.Latham, S.Miller, S.Bamsey,
J.Hale, N.T.Hunt, S.A.Knoyle and J.Jones

Non-Voting Councillors P.D.Richards, C.Clement-Williams,
Members: A.Wingrave, A.R.Lockyer, P.A.Rees and L.Jones



Cyngor Castell-nedd Port Talbot
Neath Port Talbot Council

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Personnel Committee

2nd December 2019

Report of the Head of Human Resources

Matter for Information

HR Chatbot

1. Purpose of the Report:

The purpose of this report is to provide information to Members in relation to the pilot of a HR Chatbot within the Human Resources Team.

2. Background:

The HR Team has trialled the new Chatbot technology on behalf of the Council as a proof of concept. A short demonstration will be delivered at Committee to provide Members with an insight into the technology and what it can be used for.

3. Queries dealt with by the HR Chatbot

At present, the HR Chatbot deals with queries in relation to annual leave and flexi leave as the HR Team spend a lot of their time dealing with queries of this nature. It is anticipated that by using the Chatbot for the more straightforward type of queries, it will free up relevant officers within the HR Team to

deal with more complex queries and other more pro-active work.

Work is currently being undertaken to add queries in relation to the Council's Maternity Scheme to be programmed into the HR Chatbot, as this area too generates a lot of queries for the team.

4. Financial Impacts

The HR Chatbot is being developed jointly by the HR and ICT Teams so there are no financial implications associated with this development.

5. Integrated Impact Assessment:

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

6. Valleys Communities Impacts:

No implications.

7. Workforce Impacts

There are no workforce implications in relation to the introduction of the HR Chatbot. The reason for its introduction is to pilot this technology for the Council and also to open up a new communication method with our employees who regularly use this technology outside work.

8. Legal Impacts

No implications.

9. Risk Management Impacts:

No implications.

10. Consultation:

There is no requirement for external consultation on this item'

11. Recommendations

It is RECOMMENDED that this report be NOTED.

FOR INFORMATION.

12. Appendices

None.

13. List of Background Papers

None

14. Officer Contact

Sheenagh Rees, Head of Human Resources. Email:
s.rees5@npt.gov.uk. Tel: 01639 763315

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NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

2ND DECEMBER 2019

REPORT OF THE HEAD OF HUMAN RESOURCES – 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 2019 / 20 Quarter 2 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, Welsh language ability and this report focuses on the key area 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.

At the last meeting of this committee Members asked that we include data in relation to job reductions (redundancy and redeployment), a gender breakdown in relation to sickness absence, and the average FTE sickness absence in each service area. The report now includes this data.

The data presented in this report may raise questions for Members, so for example, where Members see fluctuations in sickness absence levels in particular services, they may want to take the opportunity to refer this to the relevant scrutiny committee for further investigation.

Sickness absence

The Local Government All Wales benchmarking figures for sickness absence in 2018 / 2019 show an average FTE days lost across the 22 councils of 10.48 FTE days. Neath Port Talbot's end of year figure of 9.79 FTE days places the Council at 7th place in the benchmarking table and with average absence lower than the Welsh average.

Quarter 2 data for 2019 / 2020, compared with the same period last year, shows a 16% increase in days lost to sickness absence.

To understand why absence has increased this year when compared with last year, it is interesting to note the trend in long term absence. Chart 5 provides an overview of the breakdown between long term absence (continuous absence of 28 days or more) and short term absence (continuous absence of less than 28 days). Long term absence has seen an increase of 5%.

If we look then to why employees are absent from work, Chart 6 sets out data in relation to the top ten reasons for sickness absence. This shows a 12% increase in stress related absence, and a significant 42% increase in work related stress related absence. Members will receive a separate report at Committee in relation to the implementation of the Time to Change Wales Action Plan, the mental health strategy the Council signed up to in September 2019. This clearly data indicates that the mental health of our workforce is a priority for action.

Chart 7 sets out Quarter 1 sickness absence by service area, with a comparison to the same period last year. This data is now presented as average FTE absence per service area.

Financial Impacts:

No implications.

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 Human Resources, Email:
s.rees5@npt.gov.uk or tel. 01639 763315



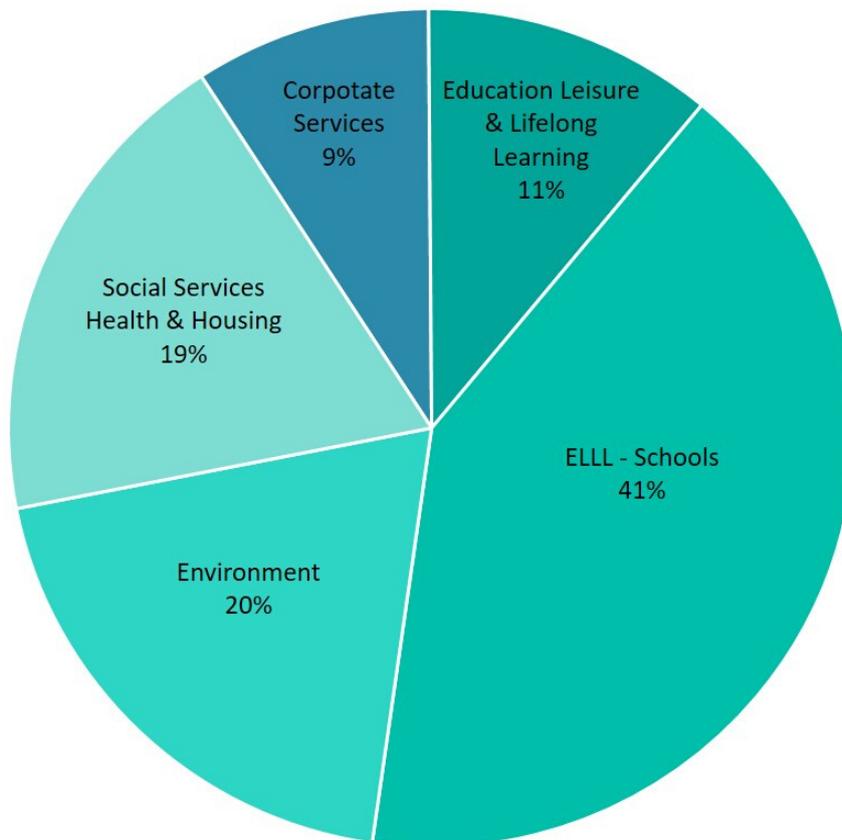
WORKFORCE INFORMATION REPORT

Overview of the Council's Workforce

Data set out in this report relates to Quarter 2 2019/20

Chart 1

FTE per Service Area



6,791 employees

£ 97 million YTD

47% of gross expenditure

54%

of employees work
Part Time

17.8%

of employees are
teachers

79%

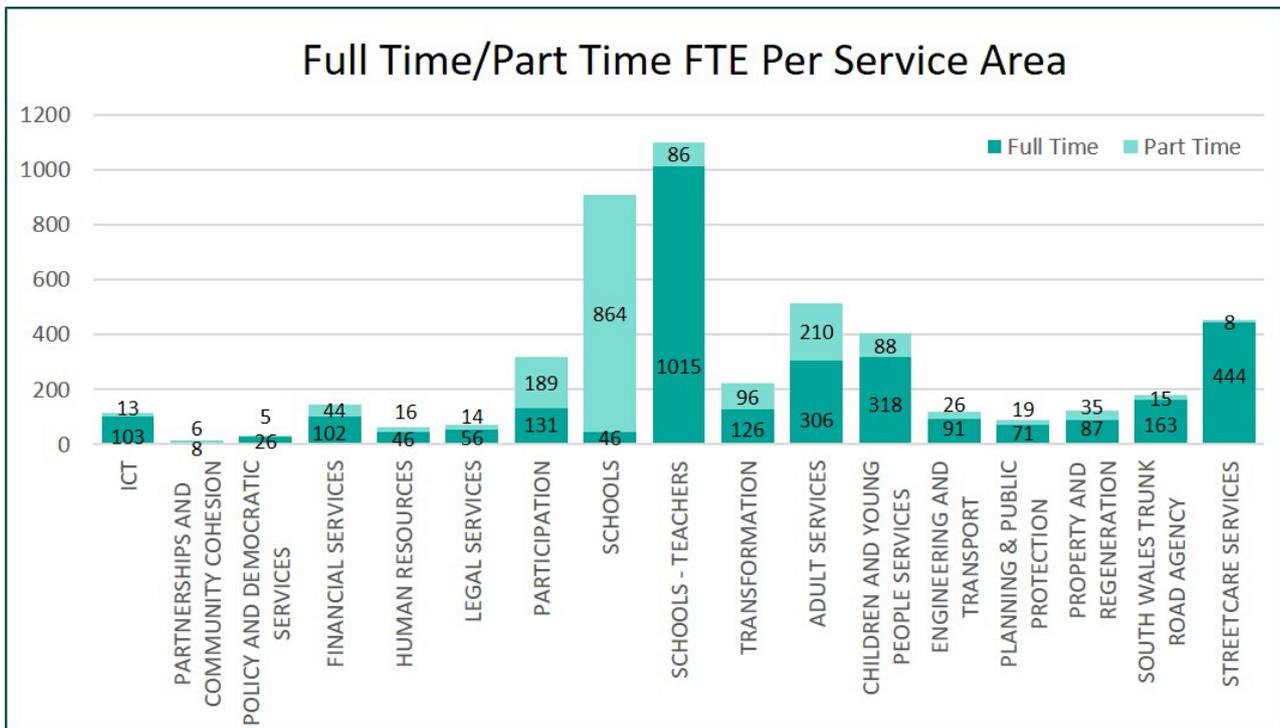
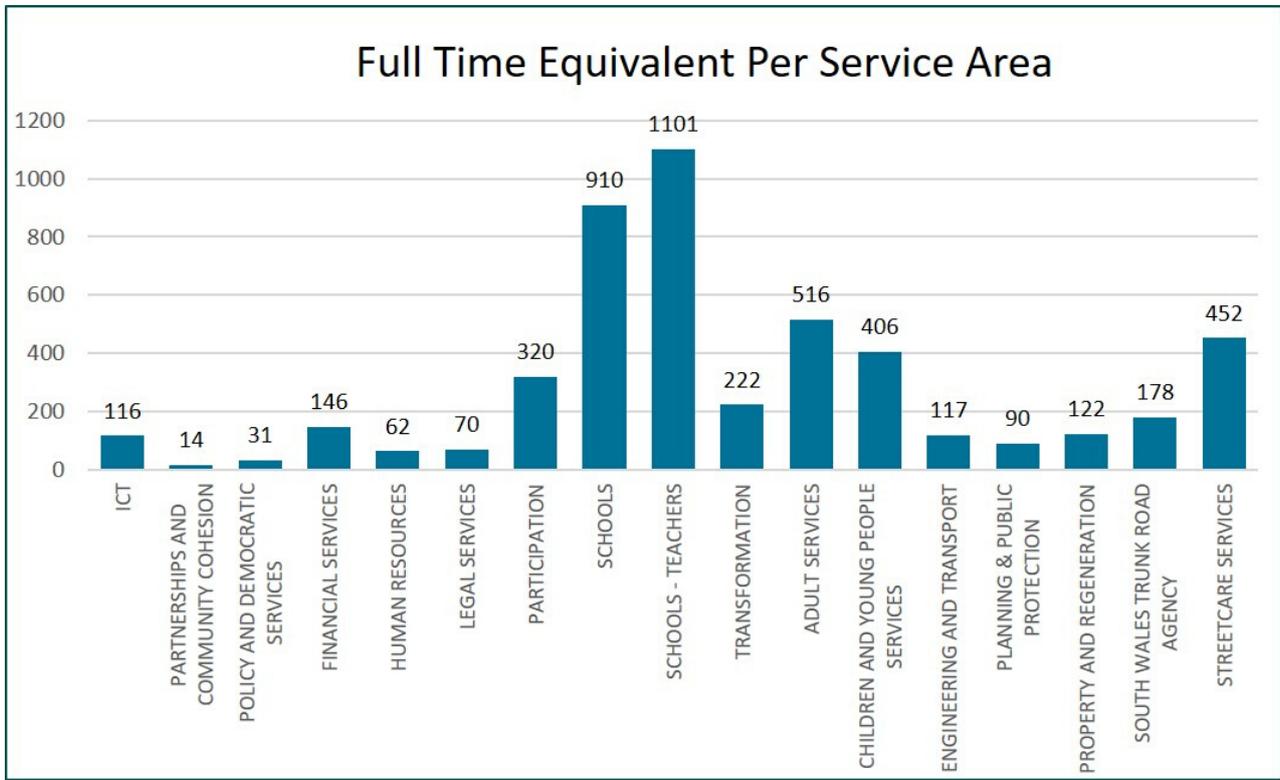
of employees are
LGS/Green Book

41%

of employees are
employed in our
Schools

Employees by Service Area

Chart 3



Protected Characteristics - the Workforce

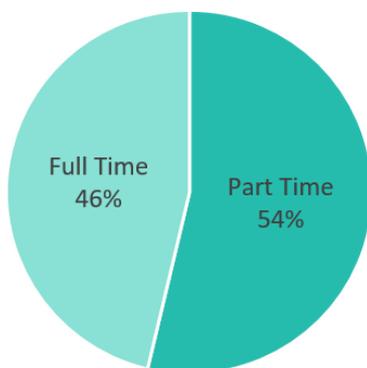
Sex

Chart 4

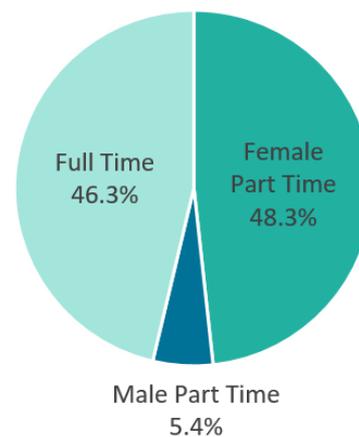


Working Patterns

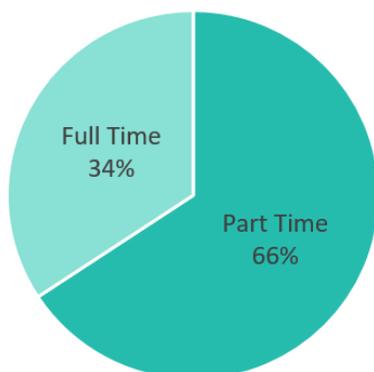
Total Workforce



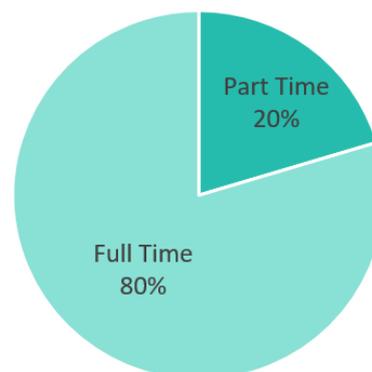
Total Workforce



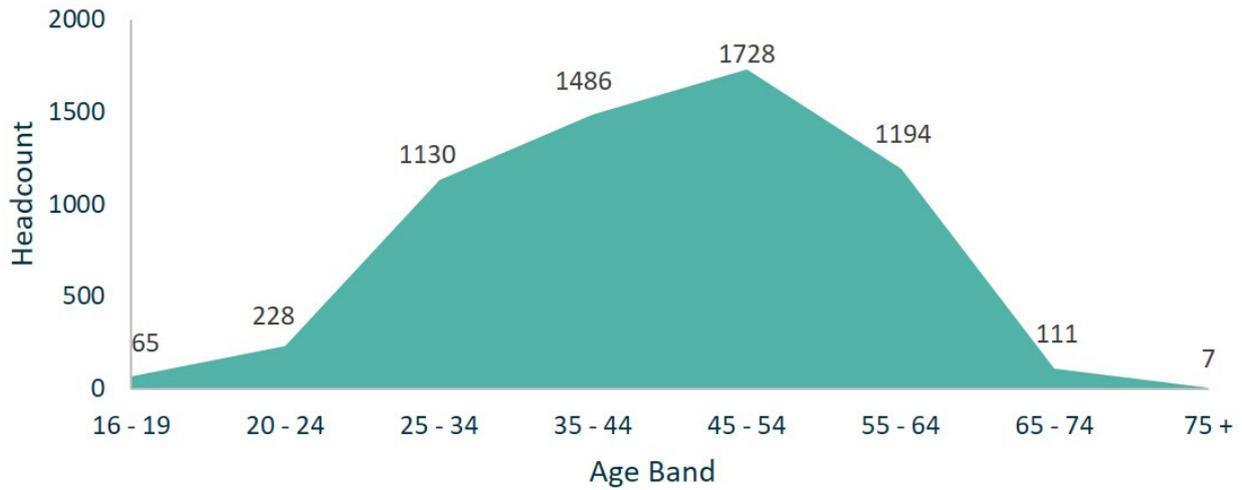
Female Employees



Male Employees



Headcount per Age Band



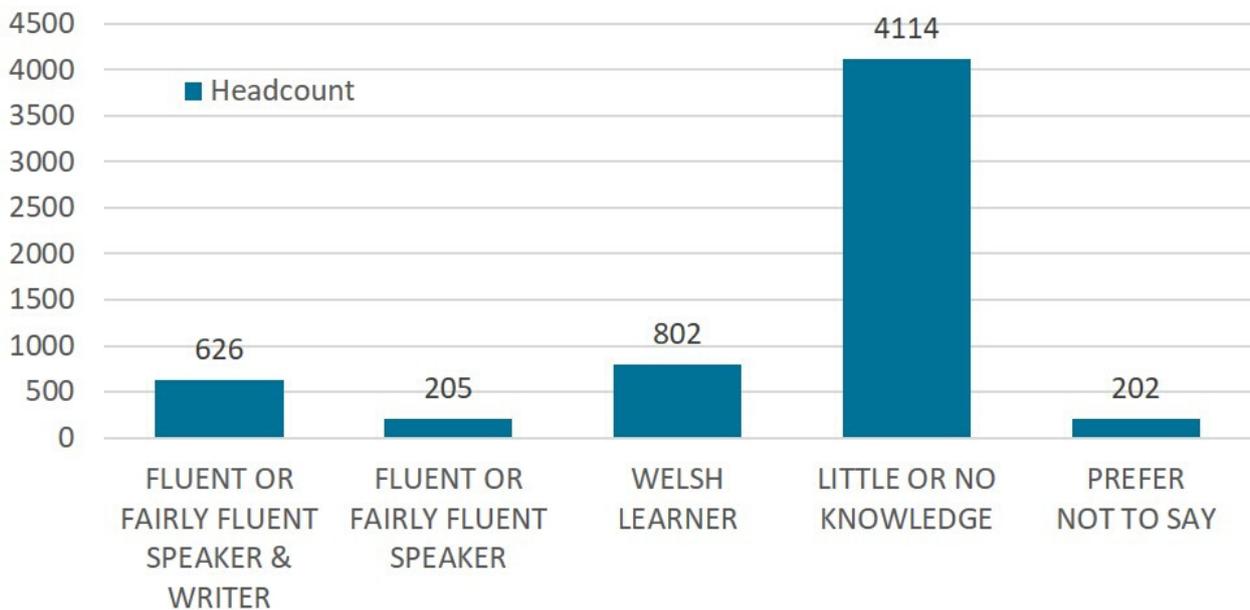
2.6%

of employees have identified themselves as having a Disability

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

1.3%

Welsh Language

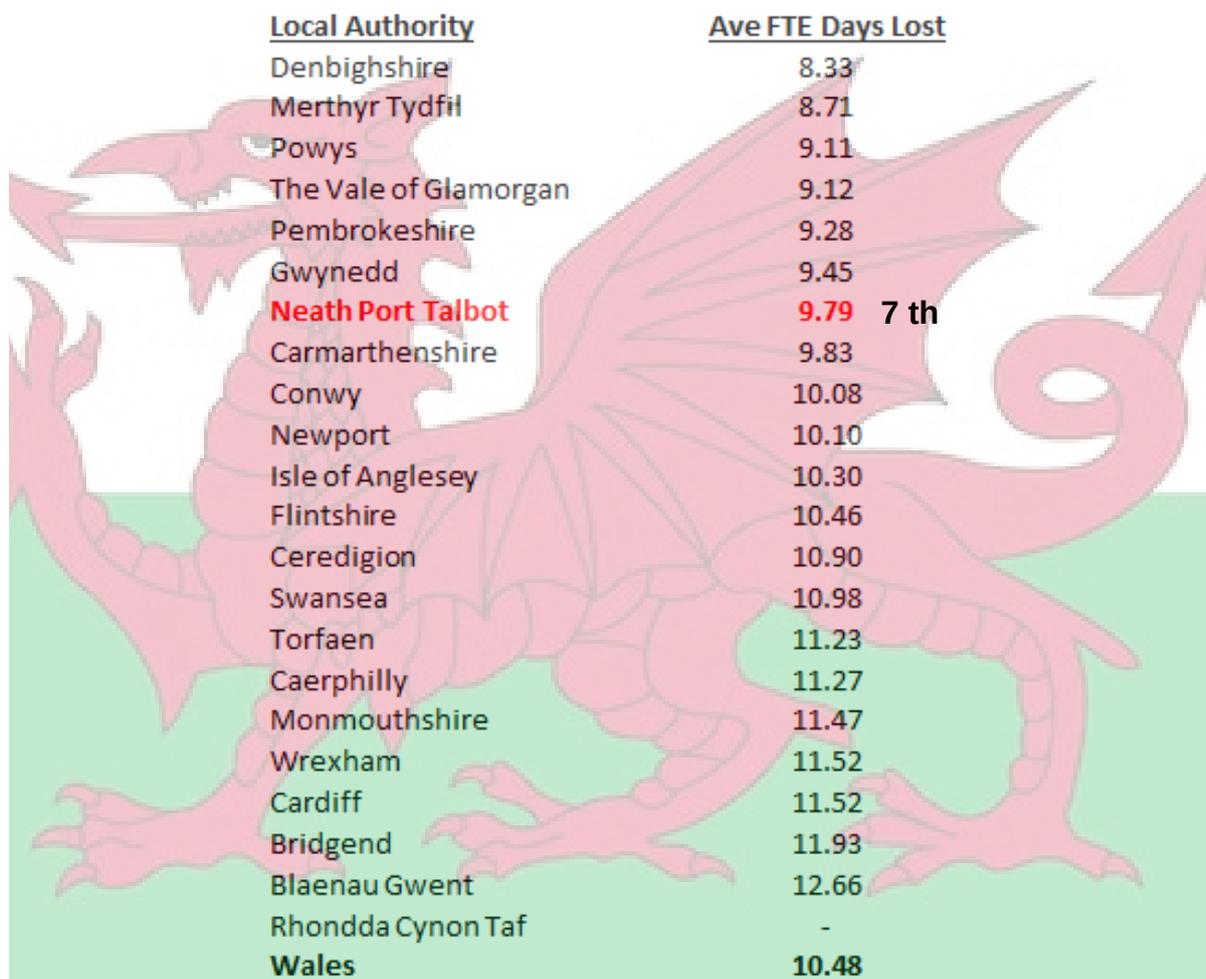


Sickness Absence Quarter 2 2019/20

2018-2019 Sickness Absence

Performance Comparison – NPT compared to All Wales

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

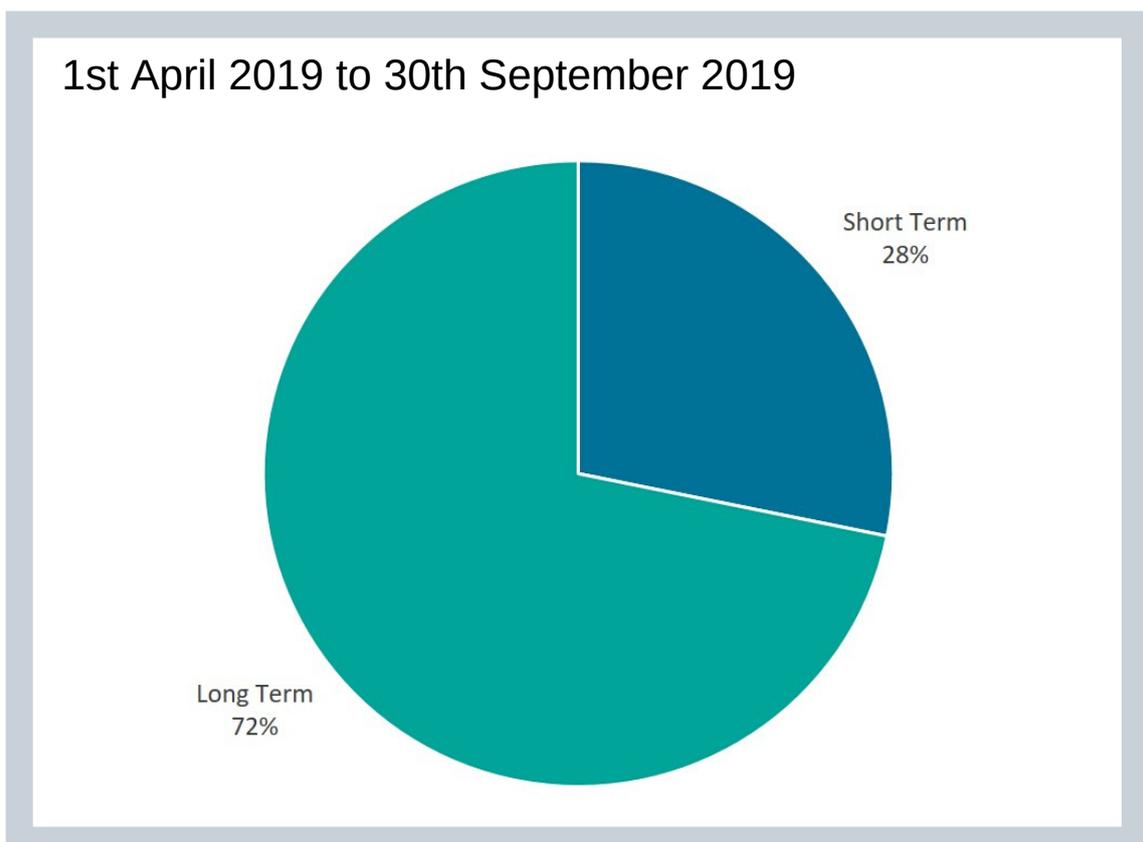
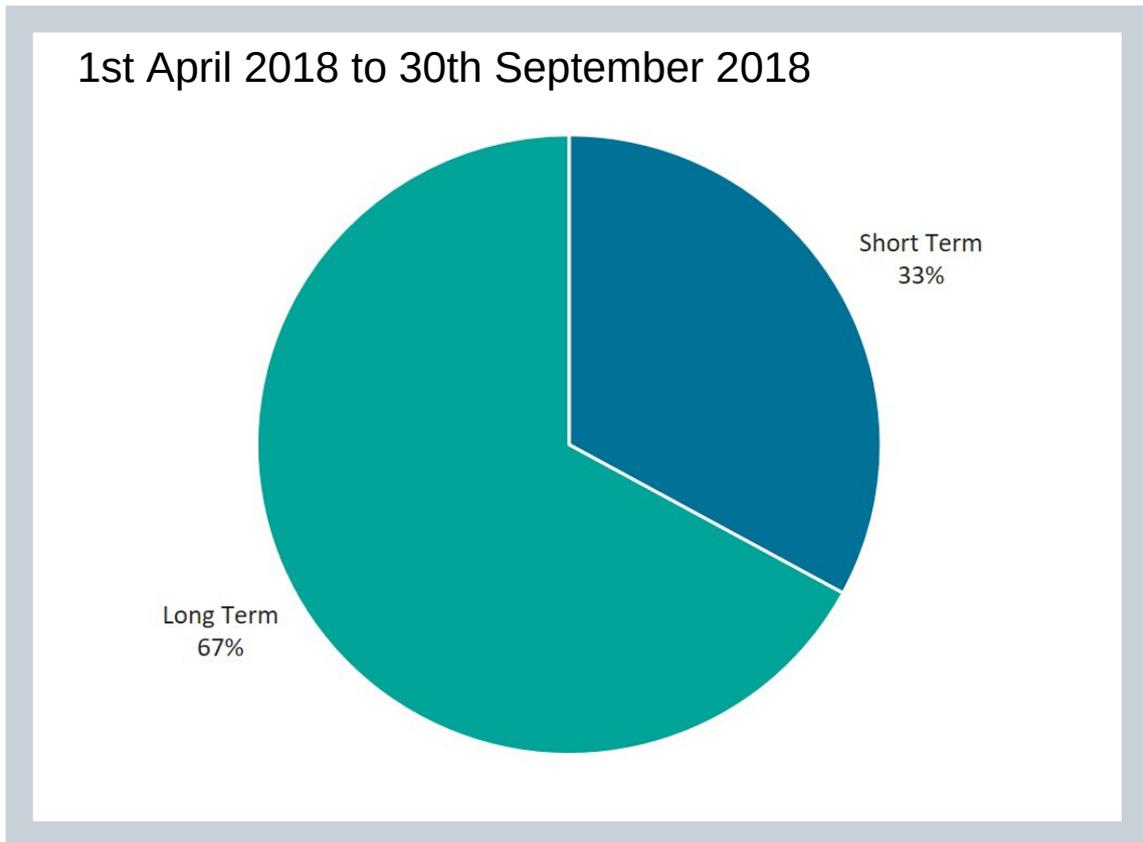


ID	Measure	Data Item(s)	Staff (exc teachers)	Teachers	All staff Q2 2019/20	All staff Q2 2018/19
PAM/001	Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence during the year	Number of working days/shifts lost to short-term sickness absence during the year	9431.99	1633.00	11064.99	14876.98
		Number of working days/shifts lost to long-term sickness absence during the year	13047.78	1427.55	14475.33	7312.30
		Number of working days/shifts lost to sickness absence during the year	22479.77	3060.55	25540.32	22189.28
		Average number of full-time equivalent (FTE) employees	3933.82	1104.92	5038.74	5065.59
		PI Value	5.71	2.77	5.07	4.38

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

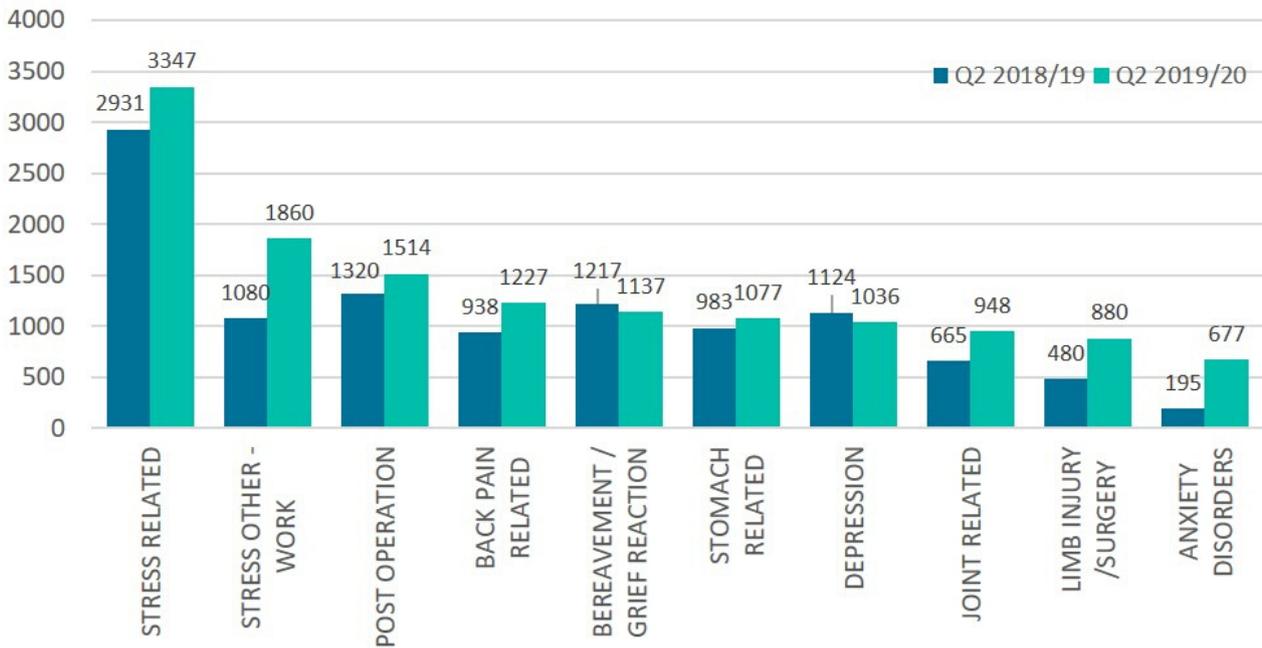
Quarter 2 Comparisons

Chart 5

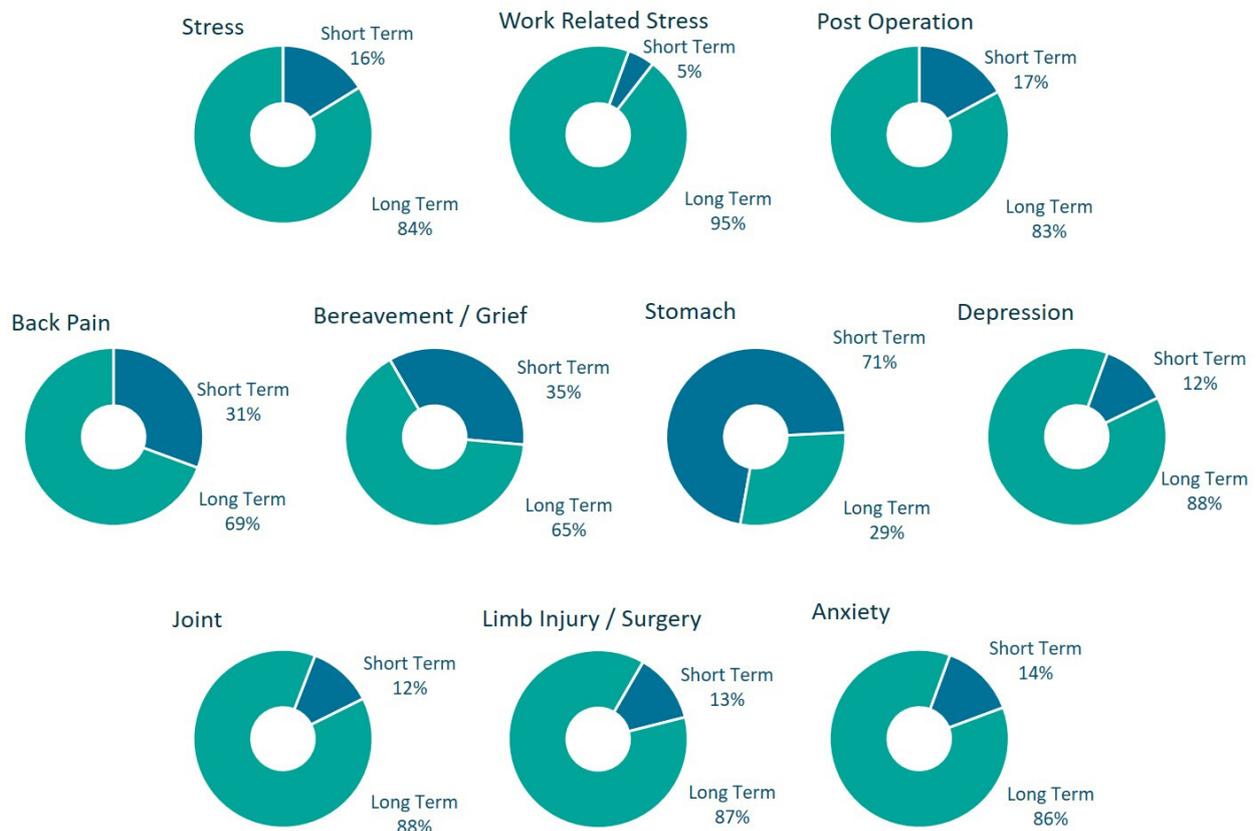


Sickness Absence Reasons - Top Ten

Chart 6



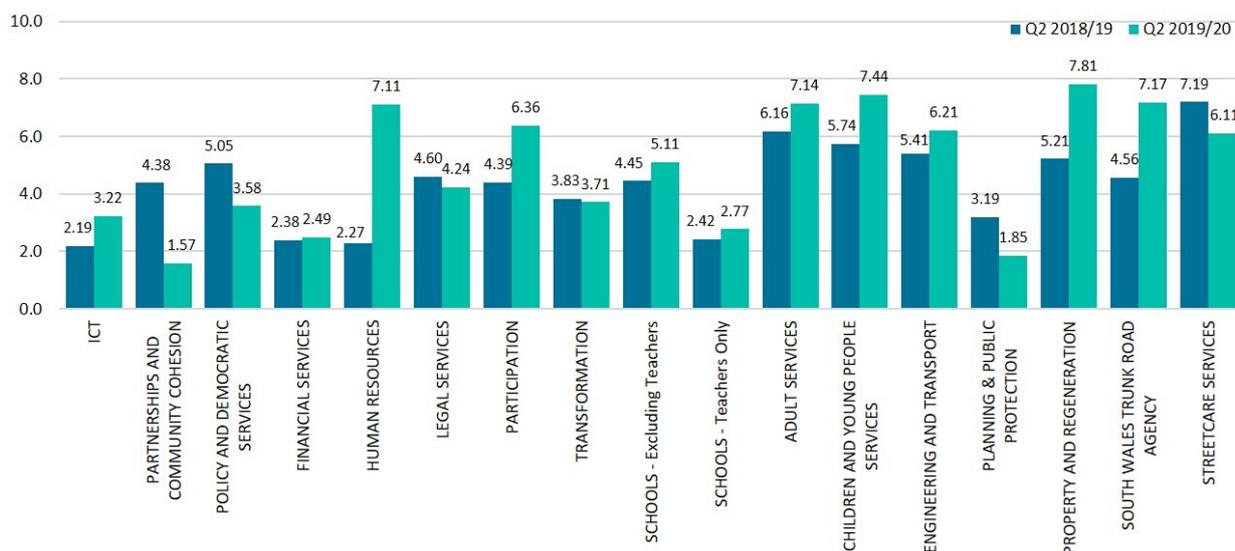
Long Term / Short Term Comparison (Top 10 reasons) Quarter 2



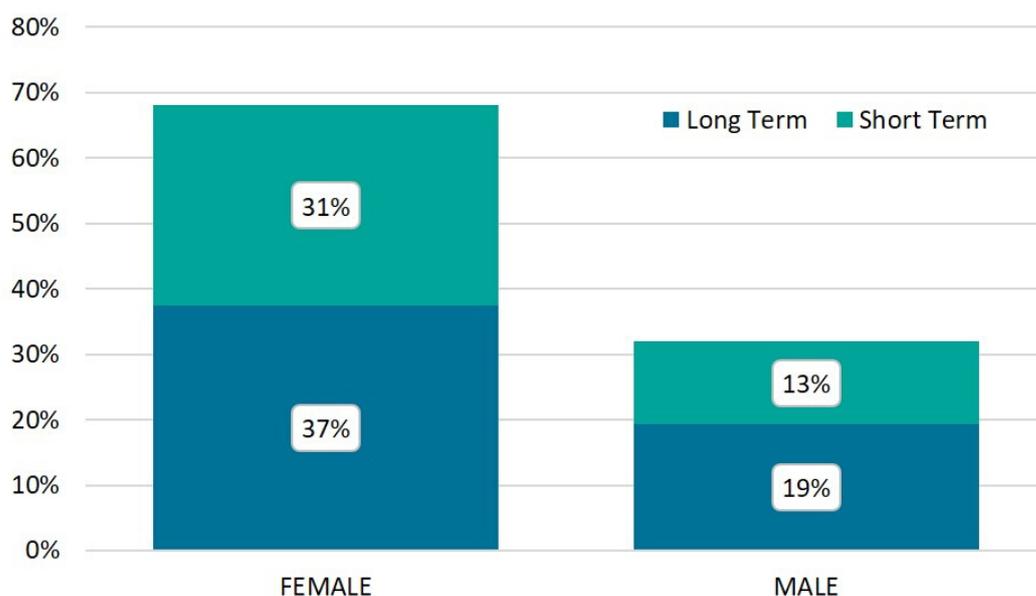
Overview of Sickness per Service Area

Chart 7

Average number of Sick days per Full Time Equivalent Employee
Quarter 2 2018/19 and 2019/20 comparison



Long Term / Short term Sickness per Gender Quarter 2 2019/20



Leaver Data - Quarter 2 2019/20

Between 1st April 2019 and
30th September 2019

15 Employees were
successful redeployments

12 Voluntary Redundancies

54 Voluntary Redundancies
in Schools

8 Compulsory Redundancies
in Schools

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

2nd December 2019

Report of the Head of Human Resources - Sheenagh Rees

Matter for Decision

Wards Affected:

All Wards

Equalities Employment Information 2018/2019

1. Purpose of the Report

The purpose of this report is to provide Members with the equalities employment information for the year 2018 - 2019, before its publication on the Council's website.

2. Background

The general public sector equality duty under the Equality Act 2010 came into force in April 2011 and it requires public bodies to:

- 1) Eliminate discrimination
- 2) Advance equality of opportunity
- 3) Foster good relations between different groups.

In addition to the general equality duty there are specific duties which came into force within 2011. Under the specific duties, Public Bodies are required to:

Prepare and publish one or more equality objectives

Publish information to demonstrate compliance with the general equality duty. This includes information relating to persons who share a relevant protected characteristic who are its employees or other persons affected by its policy and practice

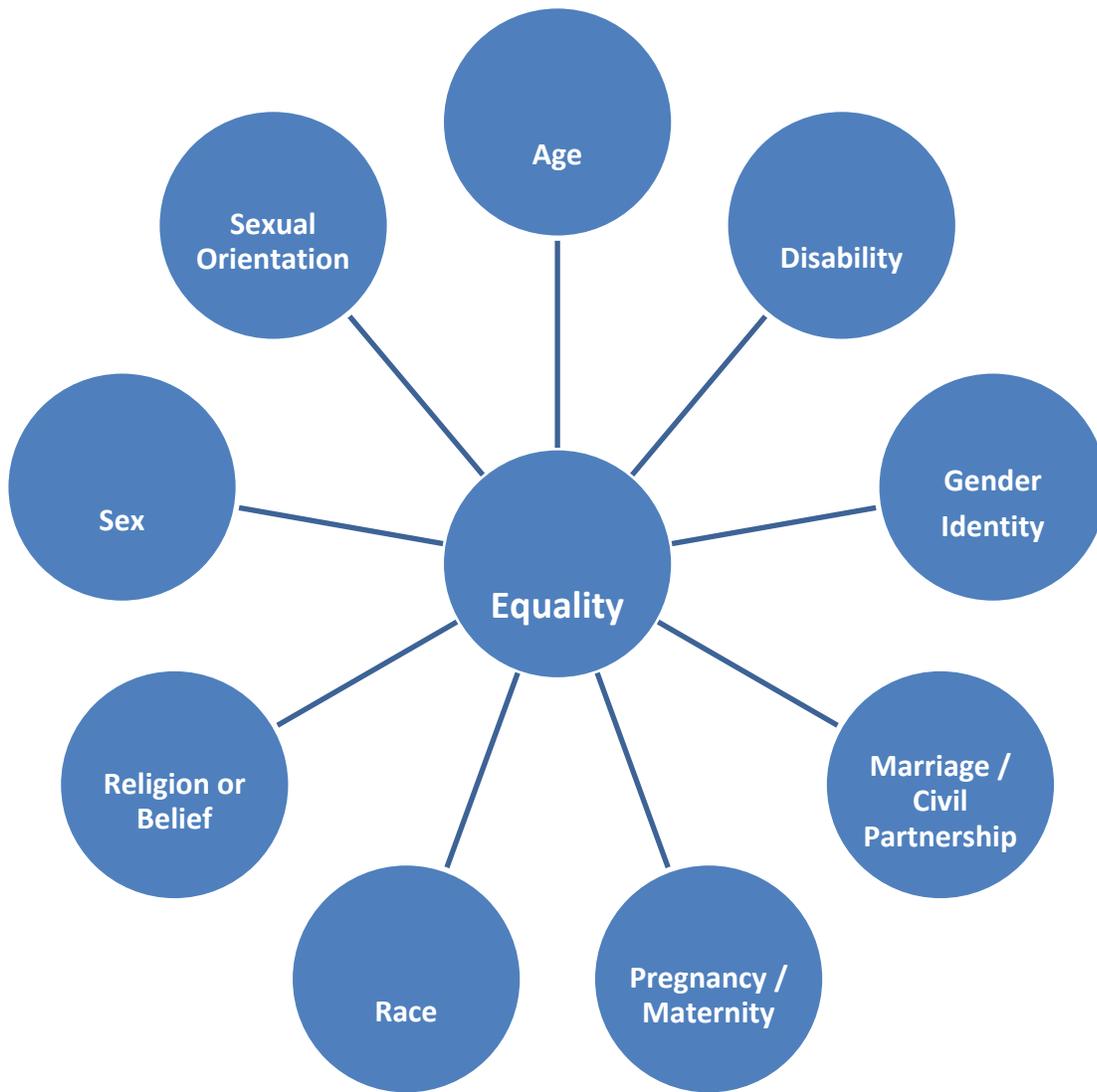
The duty to publish information

As set out in the Regulations of the Equality Act 2010, all Public Authorities were required to publish specified information to demonstrate their compliance with the Public Sector Equality Duty by 31st March 2012, then at subsequent intervals, of not greater than one year. Any gaps in the specified information should be clearly identified, the reasons for the gaps, and the measures that are being to address the gaps in future.

Gender Pay Gap

In addition to the requirements above, the legislation now requires us to include a gender pay objective within this annual report. Therefore, in order to reflect the new obligation of the legislation, we have calculated and will be reporting our gender pay gap. Please see Appendix 2.

The diagram below details the characteristics that are protected under the Equality Act 2010



In compliance with our duty to publish information the Council produces an annual employment monitoring report which presents a statistical picture of the Council's workforce from recruitment through to exit.

4. The Equalities Employment Information

This year, the data has been analysed by each of the protected characteristics and by specific criteria.

The data set out in Appendix 1 is either for the 12 month period 1st April 2018 to 31st March 2019, or, where appropriate, a snapshot of the workforce on 31st March 2019.

The data has been collated from the Vision employee record database, with the exception of recruitment (for which there is a separate database) and training (for which there is limited use of the corporate database).

5. Financial Impact

There are no financial impacts associated with this report.

6. Consultation

This report will be discussed with all recognised trade unions at meetings of the various collective bargaining groups during the period January to March 2019.

The employment equality objectives will be reviewed in this way. These discussions will be in the context of financial cuts and recruitment freezes and therefore any equality initiatives must be within existing resources, with limited opportunity to change the make-up of the workforce.

7. Recommendations

It is RECOMMENDED that the enclosed equalities in employment information is NOTED before it's publication on the Council's website.

FOR INFORMATION

8. Appendices

Appendix 1 – Equalities Employment Information 2018 - 2019

Appendix 2 - Gender Pay Gap Information

9. List of Background Papers

None

10. Officer Contact

Sheenagh Rees, Head of Human Resources,

Email – s.rees5@npt.gov.uk or tel. 01639 763315



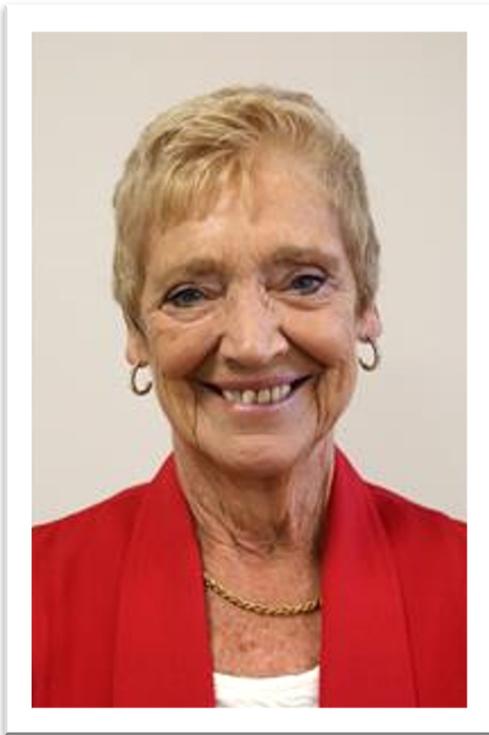
Cyngor Castell-nedd Port Talbot
Neath Port Talbot Council

Adroddiad Blynyddol Cydraddoldebau Mewn Cyflogaeth 2018/2019

Annual Equalities in Employment Report 2018/19

**Adroddiad Blynyddol Cydraddoldebau Mewn Cyflogaeth
Annual Equalities in Employment Report 2018/19**

www.npt.gov.uk



Introduction

I am pleased to present to you the Annual Equalities in Employment Report for 1st April 2018 to 31st March 2019. I hope you find it relevant and informative.

The Council recognises the contribution of all employees who invest their time and play their part to ensure that equality is embedded at all levels throughout the Council, aiming to create an environment that is fair for all.

Equalities in Employment is important to the Council as recognising and embracing diversity can only assist us in improving the services we deliver to our citizens.

Councillor Doreen Jones

Cabinet Member for Corporate Services and Equality

EQUALITIES EMPLOYMENT DATA 2018 / 2019

The data in this report covers all employees of Neath Port Talbot County Borough Council including those employed by schools, with the exception of voluntary-aided and faith schools.

Employment related data for the following protected characteristics:

- Age
- Disability
- Race
- Sex
- Religion and belief
- Sexual Orientation
- Gender Re-assignment
- Marriage and Civil Partnership
- Pregnancy and Maternity

Data is analysed against the following criteria:

- People employed by the Council on 31st March 2019 by protected characteristic
 - Men and women employed, broken down by:
 - Occupational area
 - Grade and pay
 - Contract type, i.e. permanent or fixed term / temporary
 - Working pattern, i.e. full-time or part-time
- People who have applied for jobs with the Council
- Employees involved in grievance procedures
- Employees involved in Dignity at Work procedures
- Employees subject to disciplinary procedures
- Employees who have left the Council's employment.
- Employees who have successfully applied for training
- Employees who have completed training

Overview of the Council

The Council employs 5,753 employees:



1664 (29%)



4089 (71%)

Sexual Orientation

Bi-sexual = 13
 Gay man = 16
 Gay woman / lesbian = 18
 Heterosexual / straight = 2016
 Other = 16
 Prefer not to say = 3674

Religion

Buddhist = 6
 Christian = 1079
 (all denominations)
 Hindu = 1
 Jewish = 2
 Muslim = 10
 Sikh = 1
 No religion = 928
 Other religion or belief = 55
 Prefer not to say = 3671

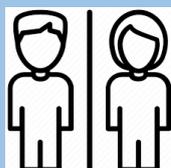
Average Age



45



44



44

Race

White British = 5409
 White Other = 95
 BAME = 79
 Prefer not to say = 170

Disability

Disabled = 141 (2.5%)
 Not Disabled – 5612 (97.5%)

Marriage and Civil Partnership

Married = 3124 (54.3%)
 Civil Partnership = 9 (0.2%)

Age

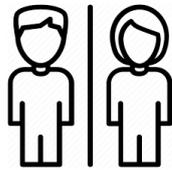
Average Age



45



44



44

The average age of the workforce is 44.

Age range



16 – 19

18

29

47

20-24

64

157

221

25-34

299

786

1085

35-44

356

1095

1451

45-54

485

1203

1688

55-64

388

767

1155

65-74

52

48

100

75+

2

4

6

Total

1664

4089

5753

The highest number of employees in our workforce are aged 45-54 years, closely followed by those aged 35-44 years. These figures are consistent with previous years.

There are more women than men in the majority of age brackets except for 65 – 74.

A Succession Planning Toolkit has been developed by the HR Team to assist the Council's senior managers to plan their workforce going forward.

<p><u>Recruitment</u></p> <table border="1"> <thead> <tr> <th></th> <th>Applicants</th> <th>Shortlisted</th> <th>Appointed</th> </tr> </thead> <tbody> <tr> <td>16-19</td> <td>197</td> <td>63</td> <td>3</td> </tr> <tr> <td>20-24</td> <td>661</td> <td>154</td> <td>4</td> </tr> <tr> <td>25-34</td> <td>1052</td> <td>351</td> <td>29</td> </tr> <tr> <td>35-44</td> <td>810</td> <td>320</td> <td>23</td> </tr> <tr> <td>45-54</td> <td>605</td> <td>248</td> <td>16</td> </tr> <tr> <td>55-64</td> <td>321</td> <td>114</td> <td>9</td> </tr> <tr> <td>65-74</td> <td>26</td> <td>11</td> <td>0</td> </tr> <tr> <td>75+</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table>		Applicants	Shortlisted	Appointed	16-19	197	63	3	20-24	661	154	4	25-34	1052	351	29	35-44	810	320	23	45-54	605	248	16	55-64	321	114	9	65-74	26	11	0	75+	0	0	0	<p>3672 people applied for 401 jobs with the Council during 2018/19</p> <p>55% of applicants were internal applicants from within the Council's workforce.</p> <p>During this year, external recruitment has been reduced to only specialist and hard to fill posts e.g. qualified social care workers.</p> <p>The Head of Service Workforce Planning Group scrutinise the business cases of all requests to advertise externally.</p> <p>The main emphasis of recruitment activity is for employees 'at risk' of redundancy.</p>
	Applicants	Shortlisted	Appointed																																		
16-19	197	63	3																																		
20-24	661	154	4																																		
25-34	1052	351	29																																		
35-44	810	320	23																																		
45-54	605	248	16																																		
55-64	321	114	9																																		
65-74	26	11	0																																		
75+	0	0	0																																		
<p><u>Leavers</u></p> <p>16-19 = 1</p> <p>20-24 = 62</p> <p>25-34 = 181</p> <p>35-44 = 170</p> <p>45-54 = 170</p> <p>55-64 = 182</p> <p>65-74 = 60</p> <p>75+ = 3</p>	<p>All employees who resign from the Council's employment are encouraged to complete an exit questionnaire and, if requested, undertake an exit interview with a HR officer. By doing this, services can identify the reasons why people leave and address them, if necessary.</p>																																				

Disability

(those who have declared they have a Disability)

<ul style="list-style-type: none">• Disabled = 141• Not Disabled = 5612	<p>2.5% of employees have declared that they have a disability, this has increased from last year (1.4%).</p> <p>The Council has signed up to the Time to Change Wales Employer Pledge and has in place an action plan to provide support to our employees with mental health conditions</p>
<p><u>Male Female split</u></p>  <p>55</p>  <p>86</p>	<p>The percentage of males and females who have declared a disability is 39% male and 61% female.</p>
<p><u>Recruitment</u></p> <p>226 (6%) applicants who applied for a post with the Council declared a disability.</p> <p>Out of these 226, 72 were shortlisted for interview.</p> <p>19 were successful and were appointed to the post.</p>	<p>3672 people applied for 401 jobs with the Council during 2018/19.</p> <p>The Council is a Disability Confident Employer (Level 2). As part of this, applicants with a disability are entitled to a guaranteed interview if they meet the essential criteria for the post.</p>
<p><u>Leavers</u></p> <p>11 leavers were employees who have declared they have a disability.</p>	<p>829 employees left the authority during the period.</p> <p>The number of leavers who have declared a disability is 0.19% of the total workforce which is less than employees who have not declared a disability which is 14.26% of the overall workforce.</p>

Race

<ul style="list-style-type: none"> • White British = 5409 • White Other = 95 • BAME = 79 • Prefer not to say = 170 <p>Less than 1% = Irish, Mixed white and black Caribbean, Indian, Mixed White and Black Asian, Black Caribbean, Chinese, Pakistani, White and Asian, Mixed white and black African, Black African, Black other, Arab, Other.</p>	<p>1% of employees identify as Black, Asian and Minority Ethnic (BAME). To set this in the context of the local population, according to the 2011 Census, the proportion of BAME residents with the County Borough equates to 1.9%.</p> <p>Whilst compared to last year the percentage of BAME employees remains at 1% this year, the actual headcount of employees has increased by 2.</p> <p>The Council has in place consultation and engagement arrangements with the Neath Port Talbot BAME Forum which represents the BAME communities in Neath Port Talbot</p>												
<p><u>Male Female split</u></p> <div style="display: flex; justify-content: space-around; align-items: center;">   </div> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">White British</td> <td style="width: 20%; text-align: center;">1574</td> <td style="width: 20%; text-align: center;">3835</td> </tr> <tr> <td>White Other</td> <td style="text-align: center;">28</td> <td style="text-align: center;">67</td> </tr> <tr> <td>BAME</td> <td style="text-align: center;">29</td> <td style="text-align: center;">50</td> </tr> <tr> <td>Prefer not to say</td> <td style="text-align: center;">33</td> <td style="text-align: center;">137</td> </tr> </table>	White British	1574	3835	White Other	28	67	BAME	29	50	Prefer not to say	33	137	<p>The male/female split of BAME employees is representative of the male / female make-up of the Council i.e. 71% female, 29% male.</p>
White British	1574	3835											
White Other	28	67											
BAME	29	50											
Prefer not to say	33	137											

<p><u>Recruitment</u></p> <p>133 applicants (3.6%) identified as BAME during the period.</p> <p>43 were shortlisted for interview.</p> <p>11 were successful and were appointed to the post.</p>	<p>3672 people applied for 401 jobs with the Council during 2018/19.</p> <p>4% of total applicants identified as BAME.</p>
<p><u>Leavers</u></p> <p>17 BAME employees left the Council during the period.</p>	<p>829 employees left the authority during the period.</p> <p>The number of BAME leavers represents 0.30% of the total workforce.</p>

Sex

<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  1665 (29%) </div> <div style="text-align: center;">  4089 (71%) </div> </div>	<p>The gender profile of the Council is 29% Male and 71% Female. This mirrors the national average for local government.</p>									
<p><u>Recruitment</u></p> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 20px;"> <div style="text-align: center;">  1491 </div> <div style="text-align: center;">  2181 </div> </div> <table style="width: 100%; margin-top: 10px;"> <tr> <td style="width: 30%;">Applicants</td> <td style="width: 30%; text-align: center;">1491</td> <td style="width: 30%; text-align: center;">2181</td> </tr> <tr> <td>Shortlisted</td> <td style="text-align: center;">513</td> <td style="text-align: center;">711</td> </tr> <tr> <td>Appointed</td> <td style="text-align: center;">166</td> <td style="text-align: center;">821</td> </tr> </table>	Applicants	1491	2181	Shortlisted	513	711	Appointed	166	821	<p>3672 people applied for 401 jobs with the Council during 2018/19</p> <p>41% of all applications were made by males and 58% by females.</p> <p>Of all the applicants shortlisted, 42% were males and 58% were females.</p> <p>With 38% of all successful applicants being male and 62% female.</p>
Applicants	1491	2181								
Shortlisted	513	711								
Appointed	166	821								
<p><u>Contract Type</u></p> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 20px;"> <div style="text-align: center;">  1454 </div> <div style="text-align: center;">  3230 </div> </div> <table style="width: 100%; margin-top: 10px;"> <tr> <td style="width: 30%;">Permanent</td> <td style="width: 30%; text-align: center;">1454</td> <td style="width: 30%; text-align: center;">3230</td> </tr> <tr> <td>Fixed Term</td> <td style="text-align: center;">72</td> <td style="text-align: center;">189</td> </tr> <tr> <td>Temporary</td> <td style="text-align: center;">138</td> <td style="text-align: center;">670</td> </tr> </table>	Permanent	1454	3230	Fixed Term	72	189	Temporary	138	670	<p>48% of the workforce works part-time (ie contracted to work less than 37 hours per week)</p> <p>52% of the workforce is full time</p> <p>Part time female employees represent 43% of the total workforce</p> <p>Of all females employed, 40% work full time hours and 60% work part-time hours</p> <p>The smallest proportion of the workforce – 5% - are part time males.</p>
Permanent	1454	3230								
Fixed Term	72	189								
Temporary	138	670								

Leavers



187



642

The figures in relation to leavers do not include casual workers.

There were 829 leavers during the period.

23% of leavers were male and 77% were female.

Gender Pay

31st March 2019

All employees (except schools)



Mean

£14.20

Median

£12.46



£12.90

£11.97

All employees (including schools)



Mean

£16.46

Median

£13.19



£14.46

£11.97

The Council's median gender pay gap is 3.93%, whereas the mean is 9.15%.

The Council has signed up to Chwarae Teg's Fair Play Employer Scheme. This involves Chwarae Teg undertaking a gender equality audit of our policies and a survey of our workforce. As a result of this work a Gender Equality Action Plan is to be developed.

Religion / Belief

<ul style="list-style-type: none"> • Buddhist = 6 • Christian = 1079 (all denominations) • Hindu = 1 • Jewish = 2 • Muslim = 10 • Sikh = 1 • No religion = 928 • Other religion or belief = 55 • Prefer not to say = 3761 	<p>A wide range of beliefs and non-beliefs are represented within our employee profile.</p> <p>The highest percentage of employees declaring their religion is Christian (all denominations), with 18.8% of employees declaring this.</p> <p>16.13% declared no religion, with 63.81% preferring not to say.</p> <p>Representatives from various faith communities in Neath Port Talbot sit on the Equalities and Community Cohesion Group. This Group is considering holding an awareness raising day for all faiths in the County Borough area.</p> <p>The Council commemorated Holocaust Memorial Day in January 2019.</p>
<p><u>Recruitment</u></p> <ul style="list-style-type: none"> • Buddhist = 2 • Christian = 128 (all denominations) • Hindu = 0 • Jewish = 0 • Muslim = 0 • Sikh = 0 • No religion = 195 • Other religion or belief = 9 • Prefer not to say = 113 • Not provided = 3234 	<p>3672 people applied for 401 jobs with the Council during 2018/19.</p> <p>88% of the applicants did not provide information on their religion or belief.</p> <p>Of those applicants who did provide information on their religion or belief, 43% said they had no religion. With 28% stating they were Christian (all denominations).</p>

Data collection in relation to the protected characteristics of sexual orientation and religion/belief only commenced during 2017, therefore available data is still limited.

The introduction of the employee portal aims to increase the numbers of staff disclosing their protected characteristics, however it is important to note that the requirement on employees to report protected characteristics is voluntary and not mandatory.

<i>Sexual Orientation</i>	<i>Gender Reassignment</i>
<ul style="list-style-type: none"> • Bi-sexual = 13 • Gay man = 16 • Gay woman / lesbian = 18 • Heterosexual / straight = 2016 • Other = 16 • Prefer not to say = 3674 <p><u>Leavers</u></p> <ul style="list-style-type: none"> • Bi-sexual = 1 • Gay man = 2 • Gay woman / lesbian = 2 • Heterosexual / straight = 178 • Other = 0 • Prefer not to say = 646 	<p>No employees of the Council have declared that their gender is different to that assigned at birth.</p> <p>The Council has in place a Gender Reassignment Policy to support employees and provide guidance to managers.</p>

<i>Marriage and Civil Partnership</i>	<i>Pregnancy and Maternity</i>
<p>Married = 3124 (54.3%) Civil Partnership = 9 (0.2%)</p> <p>An ONS report found that there are increasingly fewer civil partnerships in England and Wales as more same-sex couples chose to marry.</p>	<p>110 employees have taken Maternity leave</p> <p>29 employees have taken Paternity leave</p> <p>1 employee has taken Adoption leave</p> <p>No employees have taken Shared Parental Leave</p>

Occupational Areas of Work (on 31st March 2019)

Note: The percentage refers to the percentage of the Directorate's workforce

Directorate		
Chief Executive's	85 (52%)	79 (48%)
Education, Leisure and Lifelong Learning	581 (18%)	2617 (82%)
Environment	731 (75%)	249 (25%)
Finance and Corporate Services	68 (22%)	247 (78%)
Social Services, Health and Housing	194 (18%)	896 (82%)

Grade and Pay

Chief Officers

Salary Range			Total
£129,992 - £139,691	0	1	1
£104,801 - £113,017	0	4	4
£87,210 - £95,931	1	0	1
£72,637 - £79,896	4	10	14
Total	5	15	20

Local Government Services (Green Book) Employees

Salary Range		%		%	Total
Grade 1	502	97%	18	3%	520
Grade 2	75	65%	41	35%	116
Grade 3	516	70%	220	30%	736
Grade 4	400	74%	142	26%	542
Grade 5	730	73%	272	27%	1002
Grade 6	310	70%	132	30%	442
Grade 7	169	57%	128	43%	297
Grade 8	129	59%	91	41%	220
Grade 9	199	68%	94	32%	293
Grade 10	71	50%	70	50%	141
Grade 11	61	66%	32	34%	93
Grade 12	7	27%	19	73%	26
Grade 13	12	35%	22	65%	34
Apprentices	13	48%	14	52%	27
Other	19	46%	22	54%	41
Total	3213	71%	1317	29%	4530

Teacher Leadership Groups

		%		%	Total
Deputy Heads / Teachers in Charge					
£39,965 - £83,528	59	65%	32	35%	91

Headteacher Groups	Salary Range		%		%	Total
Group 1	£45,213 - £60,153	8	80%	2	20%	10
Group 2	£47,501 - £64,736	19	70%	8	30%	27
Group 3	£51,234 - £69,673	4	40%	6	60%	10
Group 4	£55,064 - £74,985		0%	1	100%	1
Group 5	£60,755 - £82,701	1	20%	4	80%	5
Group 6	£65,384 - £91,223		0%	2	100%	2
Group 7	£70,370 - £100,568	1	17%	5	83%	6
Total		33	54%	28	46%	61

Teachers

Salary Range		%		%	Total
£23,720 - £35,008	224	76%	70	24%	294
£36,646 - £39,406	499	76%	159	24%	658
£17,208- £27,216	16	62%	10	38%	26
Total	739	76%	239	24%	978

Soulbury (Blue Book) Groups

Advisor/Inspector

			Total
Salary Range			
£47,035 - £58,727	4	2	6
£59,780 - £66,405	3	3	6

Educational Psychologist

			Total
Salary Range			
£36,446 - £60,420	10	1	11

Youth & Community Service Officer

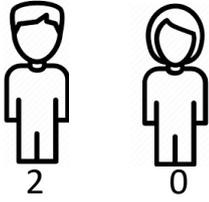
			Total
Salary Range			
£36,040 - £42,016	0	0	0
£43,236 - £46,568	0	1	1

Youth & Community Workers (Pink Book)

		%		%	Total
Salary Range					
£24,636 - £27,252	18	64%	10	36%	28
£28,275 - £30,597	0	0%	4	100%	4
£32,452 - £35,345	3	100%	0	0%	3
Total	21		14		35
Part Time at various rates	24	63%	14	37%	38
Total	45	62%	28	38%	73

Employees involved in Grievance Procedures 2018/19

There were 2 grievance cases during this period.



The age range of these employees is:-

45 – 54 = 1

55 – 64 = 1

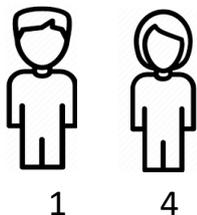
1 of these employees have declared that they are married or in a Civil Partnership = 1

1 employee is a Christian (all denominations) = 1

None of the above were based on the grounds of an individual's protected characteristic.

Employees who brought a Dignity at Work Complaint 2018/19

There were 5 Dignity at Work complaints during this period.



The age range of these employees are:

25-34 = 2

35-44 = 1

45-54 = 1

55-64 = 1

One of these employees identified as Pakistani, with 4 as white British.

3 of these employees have declared they are married.

3 employees consider themselves to have a disability.

1 of these employees has identified as BAME.

2 are Christian (all denominations) and 2 have stated they have no religion.

None of the above were based on the grounds of an individual's protected characteristic.

Employees subject to Disciplinary Procedures 2018/19

There were 43 employees subject to formal disciplinary procedures during this period.



24



19

The age range of these employees is:-

- 25 – 34 = 11
- 35 – 44 = 6
- 45 – 54 = 19
- 55 – 64 = 6
- 75+ = 1

23 of these employees have declared that they are married or in a civil partnership.

3 of these employees have identified as having a Disability.

1 of these employees have identified as BAME.

2 are Christian (all denominations) and 3 have stated they have no religion.

None of the above were based on the grounds of an individual's protected characteristic.

Training

The Training and Development Team do not capture data in relation to the protected characteristics of:-

- Gender Re-assignment
- Marriage and Civil Partnership
- Pregnancy and Maternity

Applicants who have successfully applied for training:-



4159
(32%)



8791
(67%)

Age Range =

- 16-21 = 285 (2%)
- 22-30 = 1653 (13%)
- 31-40 = 2860 (22%)
- 41-50 = 3632 (28%)
- 51-60 = 3659 (28%)
- 61-65 = 768 (6%)
- 65+ = 93 (1%)

Disabled = 497
 BAME = 47
 Religion/Belief
 Buddhist = 10
 Christian = 2280
 (all denominations)
 Hindu = 1
 Jewish = 6
 Muslim = 18
 Sikh = 3
 No religion = 2344
 Other religion/belief = 160
 Prefer not to say = 298
 Sexual Orientation:
 Bisexual = 42
 Gay man = 21
 Gay woman/lesbian = 68
 Heterosexual/straight = 4602
 Other = 38
 Prefer not to say = 335

Applicants who have successfully completed training:-

11,887 individuals completed training



3933
(32%)



7954
(67%)

Age Range =

- 16-21 = 271 (2%)
- 22-30 = 1558 (13%)
- 31-40 = 2583 (22%)
- 41-50 = 3330 (28%)
- 51-60 = 3346 (28%)
- 61-65 = 713 (6%)
- 65+ = 86 (1%)

Disabled = 412

BAME = 39

Religion/Belief:

(not all individuals who complete training indicate their religious belief)

Buddhist = 1

Christian = 279
(all denominations)

Hindu = 2

Jewish = 0

Muslim = 1

Sikh = 4

No religion = 2524

Other religion/belief = 15

Prefer not to say = 38

Sexual Orientation:

Bisexual = 1

Gay man = 1

Gay woman/lesbian = 7

Heterosexual/straight = 535

Other = 1

Prefer not to say = 48

The HR Learning, Training and Development Team also deliver staff training in line with the Equality Act requirements. Provided below are the relevant training courses and the number of staff who attended.

Course Title	No of staff who attended
Violence Against Women, Domestic Abuse and Sexual Violence	850
WRAP (<i>Workshop to Raise Awareness of Prevent</i>)	395
Hate Crime (T4T)	6
Dementia Awareness	108
Dyslexia Awareness	5
Human Trafficking	6
Trans and Gender Identity	26
Far-Right Extremism Awareness workshops	89

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GENDER PAY GAP 2018 and 2019

An organisation is required to publish its gender pay gap annually for the previous year. The Council first reported its gender pay gap last year for 2017.

This year, we are reporting the Council's gender pay gap for 2018 and 2019 to provide more timely information. Going forward, the gender pay gap will then be reported annually.

The gender pay gap sets out the difference between the average pay of the men and women who work in the Council.

What is a Gender Pay Gap?

A gender pay gap is a measure of the difference in the average pay of men and women across an organisation.

The Council's gender pay gap is reported as:

- The **mean** gender pay gap
- The **median** gender pay gap
- The proportion of males and females in each **quartile** pay band.

The gender pay gap is calculated using **gross hourly** rate of pay.

It captures pay differences between men and women, irrespective of their role or seniority. For example, an organisation that is over-populated by men in higher paid/senior roles and women in lower paid roles will have a gender pay gap.

What is the Mean Gender Pay Gap and the Median Gender Pay Gap?

The mean pay gap is the difference in the **average** hourly rate between men and women.

The median pay gap is the difference between the **midpoint** in the ranges of hourly rates of men and women. The median is the numerical value which splits the top 50% of the workforce from the bottom 50%.

How did we calculate the Gender Pay Gap?

The data is based on the pay period in which **March 31st** falls.

The elements of pay used to calculate the Gender Pay Gap is referred to as **ordinary pay**.

Ordinary Pay:

The pay elements **included**: basic pay, pay for leave and shift premium pay and allowances such as first aid, standby payments.

The pay elements **excluded**: Overtime and allowances earned during paid overtime hours, remuneration related to redundancy or termination of employment, expenses, pay in lieu of annual leave or any arrears of pay.

Who has been included in the calculations?

The pay data for 2018 and 2019 has been taken from the Council’s workforce of:

3,741 employees, at March 31st 2018, which represents 1,256 (33.57%) males and 2,485 (66.43%) females and

3,784 employees, at March 31st 2019, which represents 1,277 (33.75%) males and 2,507 (66.25%) females

The pay data **excludes casual employees** and **all schools’ employees**.

Our Gender Pay Gap

- **Mean Pay Gap**

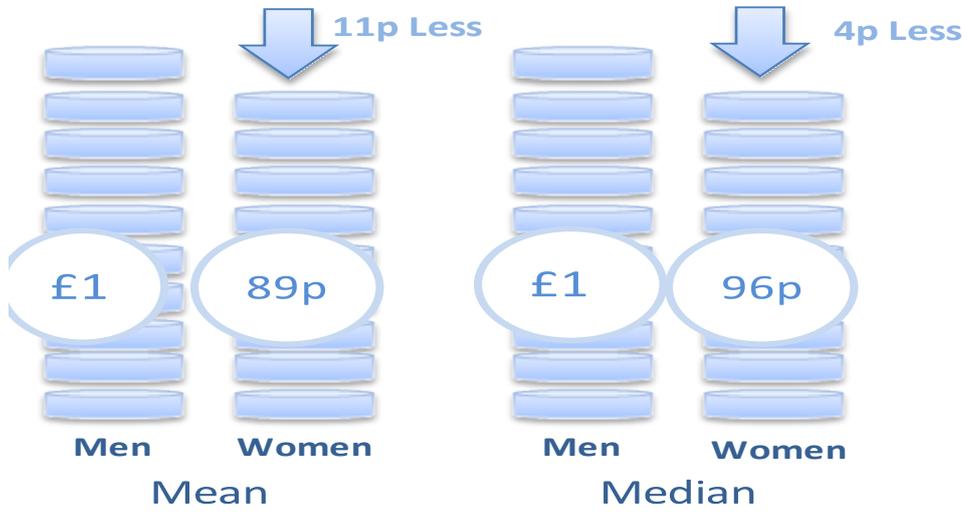
MEAN PAY GAP	2018	2019
Average Hourly Rate for Men	£13.73	£14.20
Average Hourly Rate for Women	£12.16	£12.90
Mean Pay Gap (between men and women)	11.43%	9.15%

- **Median Pay Gap**

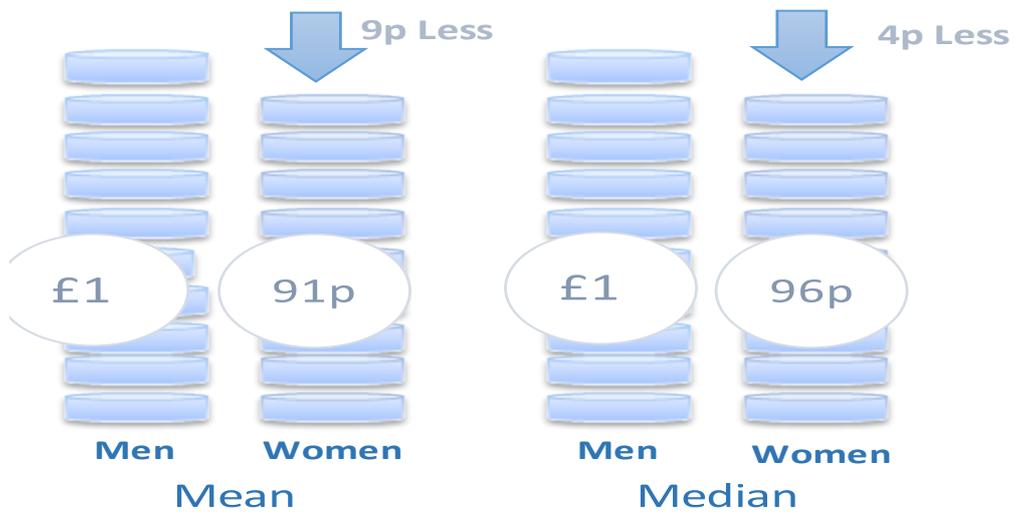
MEDIAN PAY GAP	2018	2019
Average Hourly Rate for Men	£11.88	£12.46
Average Hourly Rate for Women	£11.38	£11.97
Median Pay Gap (between men and women)	4.21%	3.93%

Our Mean & Median Gender Pay Gap

2018



2019



What are Pay Quartiles?

As part of gender pay gap reporting, we are required to publish pay quartiles. Pay quartiles are created by ranking each relevant employee in order of their gross hourly rates of pay, and then dividing those employees into four equal groups from the lowest paid to the highest paid. They show the proportions of men and women in each of four pay quartiles.

Our Pay Quartiles

2018

Quartiles	Men		Women	
	%	Ee's	%	Ee's
Upper: 75-100% of full-pay relevant employees Hourly Rate between £14.61 & £70.94	32%	399	22%	536
Upper middle: 50-75% of full-pay relevant employees Hourly Rate between £11.38 & £14.61	26%	333	24%	603
Lower middle: 25-50% of full-pay relevant employees Hourly Rate between £8.85 & £11.38	24%	313	25%	622
Lower: 0-25% of full-pay relevant employees Hourly Rate between £3.50 & £8.85	18%	211	29%	724
Total	34%	1256	66%	2485

The above table shows the % of total men and % of total women that fall in each quartile, for example:

32% of the total number of men employed fall into the upper quartile and 22% of the total number of women fall into the upper quartile.

Quartiles

Top quartile (highest paid)

Women 59% Men 41%

59% of the top quartile are women

Upper middle quartile

Women 65% Men 35%

65% of the upper middle quartile are women

Lower middle quartile

Women 69% Men 31%

69% of the lower middle quartile are women

Lower Quartile (Lowest Paid)

Women 78% Men 22%

78% of the lower middle quartile are women

The above quartiles show the % of men and the % of women that make up each quartile, for example,

The upper quartile is made up of 59% women and 41% men.

2019

Quartiles	Men		Women	
	%	Ee's	%	Ee's
Upper: 75-100% of full-pay relevant employees Hourly Rate between £15.17 & £70.94	31%	392	22%	554
Upper middle: 50-75% of full-pay relevant employees Hourly Rate between £11.97 & £15.11	26%	340	24%	606
Lower middle: 25-50% of full-pay relevant employees Hourly Rate between £9.49 & £11.97	24%	301	26%	645
Lower: 0-25% of full-pay relevant employees Hourly Rate between £3.70 & £9.49	19%	244	28%	702
Total	34%	1277	66%	2507

Quartiles

Top quartile (highest paid)

Women 60% Men 40%

60% of the top quartile are women

Upper middle quartile

Women 66% Men 34%

66% of the upper middle quartile are women

Lower middle quartile

Women 69% Men 31%

69% of the lower middle quartile are women

Lower Quartile (Lowest Paid)

Women 75% Men 25%

75% of the lower middle quartile are women

In January 2019, this Committee gave approval for the Council to subscribe to the 'Chwarae Teg Fair Play Employer Scheme' for a 12 month period with the aim of becoming a Fair Play Employer..

Chwarae Teg, is Wales's leading gender equality charity. The FairPlay Employer Scheme will help us identify and tackle barriers in our organisation and will then work with us on developing an action plan so that we can build on the things we do well and develop the areas we need to improve.

Whilst there have been many advances in gender equality over recent years, the gender pay gap in Wales still stands at around 15% overall. The gender pay gap for this Council is significantly lower than the Welsh figure, at 3.93%, however, there are still things we can do as a Council to improve on this. This is especially important for us as just over 70% of our employees are female.

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

2ND DECEMBER 2019

REPORT OF THE HEAD OF HUMAN RESOURCES – S.REES

Matter for Decision

WARD(S) AFFECTED: All

Workforce Plan Action Plan Update

1. Purpose of Report

To report progress against the action plan set out in the Council's Workforce Plan 2018 - 2022.

2. Background information

The Personnel Committee approved the Council's Workforce Plan 2018 – 2022 in June 2018.

The Workforce Plan seeks to identify the key challenges and priorities for our employees over the 5 year period, as set out in the Corporate Plan objectives and priorities, the Medium Term Financial Plan, the Asset Management Plan and the Corporate Risk Register. The action plan seeks to address these challenges, and to ensure that the Council has the right number of people, with the right skills and attitudes, in the right place, at the right time, and in order to deliver its services and functions.

3. The Workforce Plan

The workforce plan was developed by analysing the workforce and key workforce trends and identifying the priorities for the workforce set out in the Corporate Plan, Financial Plan, Asset Management Plan and the Corporate Risk Register.

This led to the development of five key Workforce themes:

Workforce Theme One

Working in Partnership to Re-shape Our Services

Workforce Theme Two

Managing Performance and Building Capacity

Workforce Theme Three

Leadership, Succession Planning and Developing Future Skills

Workforce Theme Four

The Engagement, Well-Being and Safety of our Workforce

Workforce Theme Five

Promoting Equality and Embracing Diversity

The action plan sets out how the Council will seek to implement this Workforce Plan, and how we can demonstrate progress.

4. Implementation, Monitoring and Review

The action plan has been reviewed to ensure that the actions remain relevant and fit for purpose. The reviewed action plan is attached at Appendix 1, and sets out what progress has been made to deliver the action plan since June 2018, and what work remains to be done.

Members will note that much has been achieved, notably, joint working with Time to Change Wales to support our employees well-being and mental health, as well as our partnership with Chwarae Teg and the achievement of a Silver Award for Gender Diversity. A number of activities have taken place to support succession planning and leadership development, as well as equipping our managers to deliver successful digital change – again this was as a result of partnership working with SOCITM, the Society of IT Managers. Our trade unions

have supported our workforce initiatives, particularly through the Union Learning network.

There are few actions set out in the workforce plan that are completed – the plan is ambitious and is designed to be delivered over a five year period. However progress was made in 2019, and has laid good foundations against each of the 5 workforce themes.

5. Consultation

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

6. Equality Impact Assessment

The Workforce Plan specifically aims to support the requirement of the Equality Act 2010, for public bodies to “pay due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it: and
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.”

7. Financial Appraisal

The Workforce Plan supports the implementation of the Council’s Financial Planning, referencing the impact of the Council’s reducing budget on the Council’s workforce and how we deliver services, and importantly what this means for the workforce of the future.

8. Recommendation

That Members note the Workforce Plan Update as set out in Appendix 1.

FOR INFORMATION

8. Officer contact

Sheenagh Rees, Head of Human Resources, Email:
s.rees5@npt.gov.uk or tel. 01639 763315

9. Appendices

Appendix 1 – The Workforce Plan Action Plan Update

Neath Port Talbot County Borough Council

Workforce Plan 2018 – 2022

Update December 2019

Workforce Priority One: Working in Partnership to Re-shape our Services			
Action	What will be the outcome?	How will we demonstrate progress	Current position
To strategically manage changes in staffing number to support the Forward Financial Plan in partnership with the trade unions.	Employee headcount will change in line with service priorities, with the Council's continued commitment to safeguard employment to the maximum extent possible; compulsory redundancy being the last resort.	The number of compulsory redundancies, measures alongside alternative actions.	2018 / 2019 data: Compulsory redundancy = 9 Voluntary redundancy = 81 Successful redeployment = 80
To develop the skills that managers need to contribute to the Corporate Change Programme, and to explore new models of service, changing the way we work with communities and build social capital.	An organisational development programme that will equip staff at all levels with the knowledge, skills and confidence to work with communities in a different way, embracing the asset based community development model and being able to exploit new opportunities for income generation.	Heads of Service to produce annual Succession Plans, identifying the key skills employees have that can be matched to council priorities, the service specific skills gaps and other key workforce challenges, to inform the development of the organisational development programme.	A Succession Planning Toolkit has been developed, piloted, and launched in Autumn 2019. A Digital Leadership Programme has been developed in partnership with SOCITM and a pilot delivered to the Digital Transformation Group in May. Two cohorts of 20 managers have now completed this programme and further cohorts are planned for 2020. The programme has been developed to help our managers to lead the programme of change needed to support

Workforce Priority One: Working in Partnership to Re-shape our Services			
Action	What will be the outcome?	How will we demonstrate progress	Current position
			the implementation of the Council's Smart & Connected Strategy.
To support the workforce actions needed to implement an Agile Working Strategy.	Effectively managed and implemented change to how we work.	The successful roll out of agile working, to be determined by the Agile Working Strategy	A pilot agile working project in Environmental Health & Trading Standards, has informed the development of an Agile Working Policy, and provided useful lessons learnt for the senior team particularly in relation to the management of change that will be necessary to achieve good outcomes. The Agile Working Strategy is being developed by the Head of Property and Regeneration with the support of ICT and HR. The Digital Leadership Programme referred to above also supports this workforce priority.

Workforce Priority Two: Managing Performance and Building Capacity			
Action	What will be the outcome?	How will we demonstrate progress	Current position
To strengthen the Council's Performance Management Framework.	Every employee will have a performance appraisal on an annual basis.	% of employees who receive a performance appraisal (to be reported at year end 2019 / 20).	<p>The documentation that supports the Council's Performance Management Framework, the Performance Appraisal Policy, the Corporate Supervision template and the Induction 'checklist' have been reviewed in line with the Council's commitment to the Time to Change Wales Employer Pledge, providing a focus on supporting employee well-being and mental health as a key part of the performance management discussion.</p> <p>A training programme has been developed and is provided bi-annually to line managers as part of the HR Line Management Development training offer. The aim is to equip our managers to manage performance effectively and empathetically.</p> <p>The Learning, Training & Development Programme also features a suite of training aimed at line managers that will support their management of performance. 'Dealing with Difficult Situations and Having a Courageous Conversation' and 'Leading the Team Effectively' are just two examples of short courses that our managers have access to.</p>

Workforce Priority Two: Managing Performance and Building Capacity			
Action	What will be the outcome?	How will we demonstrate progress	Current position
			Heads of Service will be required to report by year end in 2019 / 20 in relation to the % of appraisal carried out within their service area.
To maximise employee attendance at work.	Improved attendance at work and reduced sickness absence.	FTE days lost.	<p>The Local Government All Wales benchmarking figures for sickness absence in 2018 / 2019 show an average FTE days lost across the 22 councils of 10.48 FTE days. Neath Port Talbot's end of year figure of 9.79 FTE days places the Council at 7th place in the benchmarking table and with average absence lower than the Welsh average.</p> <p>However, Quarter 2 data for 2019 / 2020, compared with the same period last year, shows a 16% increase in days lost to sickness absence.</p> <p>The following actions have been taken to address sickness absence:</p> <ul style="list-style-type: none"> ➤ Line manager training is provided on a regular bi-annual basis as part of the HR Line Management Development training offer. ➤ Three posts have been established within the HR team dedicated to supporting managers managing

Workforce Priority Two: Managing Performance and Building Capacity			
Action	What will be the outcome?	How will we demonstrate progress	Current position
			<p>sickness absence (one funded by schools). These posts support early intervention actions and effective communication between line managers and employees.</p> <ul style="list-style-type: none"> ➤ Workforce data reports are being developed for presentation at each Personnel Committee and sickness absence data is provided as part of this to encourage scrutiny and raise the profile of this important aspect of line management. ➤ The number one reason for sickness absence has been Stress and Mental Health related absence for a number of years. The Council has signed up to the Time to Change Wales Employer (TTCW) Pledge to signal its commitment to supporting employee well-being and mental health. The TTCW Action Plan contains a number of actions aimed at both raising awareness of mental health and reducing stigma as well as importantly, providing support for managers and all employees.

Workforce Priority Two: Managing Performance and Building Capacity			
Action	What will be the outcome?	How will we demonstrate progress	Current position
Develop approaches to support greater mobility of staff between services.	Fit for purpose Employee Secondment Policy and Procedure.	Implementation of fit for purpose arrangements.	This will be developed in 2020 / 2021.
	Fit for purpose redeployment processes to support employees at risk of redundancy.	Implementation of fit for purpose arrangements.	Arrangements were reviewed this year, and the process continues to be effective, supporting the redeployment of 80 employees in 2018 / 19.

Workforce Priority Three: Leadership, Succession Planning and Development Future Skills			
Action	What will be the outcome?	How will we demonstrate progress	Current position
To ensure the Council has robust succession planning arrangements in place.	Each service of the Council has considered its succession planning arrangements and has an action plan in place to ensure future leadership and skills.	Each service will report that it has an up-to-date succession plan in place.	<p>The Succession Planning Toolkit was developed, piloted and launched in Autumn 2019. Heads of Service will be required to report at year end 2019 / 20 on the development of their succession plans via CPMS.</p> <p>A number of Corporate events to support succession planning have taken place in 2019:</p> <ul style="list-style-type: none"> ➤ Mentoring support for newly appointed Chief Officers ➤ Aspiring Corporate Directors (SOLACE) ➤ Aspiring Heads of Services (SOLACE) ➤ The Digital Leadership Programme ➤ The Senior Leadership Experience with Academi Wales ➤ APSE “Developing Political Awareness and Sensitivity” ➤ APSE “Supervisory Skills for Team Leaders in Frontline Services ➤ The Learning, Training & Development Programme for 2019 / 2020 (suite of leadership and management training) <p>Further events are planned for 2020.</p>

Workforce Priority Three: Leadership, Succession Planning and Development Future Skills			
Action	What will be the outcome?	How will we demonstrate progress	Current position
To develop our leaders.	Strengthened leadership and management arrangements.	Delivery of a Leadership Development programme.	Refer to information provided above in relation to succession planning events and the Digital Leadership Development Programme. In partnership with ACAS, the HR team lead on a programme to improve the quality of decision making in disciplinary processes, focusing on those with responsibility for investigations and hearings. This will reduce the litigation risks associated with this area of employment.
To support young people leaving full-time education to enter employment.	The provision of work placement, apprenticeships and trainee opportunities for young people within the Council's workforce, in particular providing opportunities for Looked After Children.	The number of apprenticeship, traineeship and work placement opportunities made available within the Council.	We made good progress in 2018 / 19. A total of 120 apprenticeship, traineeship and work placement opportunities were made available within the Council, exceeding the target 83 and an improvement on last year's performance of 86.
To develop the digital skills of the workforce in partnership with the trade unions.	Employees will have the digital skills they need to do their jobs effectively.	The delivery of a Workforce Digital Skills Strategy.	In 2019, we have focused on putting in place the foundations, developing and delivering the Digital Leadership Programme, to ensure our line managers are equipped to deliver successful digital change, and the development and delivery of the Succession Planning Toolkit, to help our senior teams determine the future skills

Workforce Priority Three: Leadership, Succession Planning and Development Future Skills			
Action	What will be the outcome?	How will we demonstrate progress	Current position
			<p>needed and develop a plan of action to deliver these skills.</p> <p>Basic digital skills training has been prioritised for the Domiciliary Care workforce to support mandatory on line registration requirements in 2020. 100% of the NPT workforce is now prepared for this registration.</p> <p>The pilot of robotics within the HR team has led to the development of skills and experience in utilising the Blue Prism technology that underpins this innovation, and will help inform and support the roll out of robotics across the Council.</p>
To develop the Social Care Workforce of Neath Port Talbot	Employees will receive training and development in line with the Social Care Wales Workforce Development Plan (SCWWDP).	The SCWWDP Grant Annual Monitoring Report.	The grant requirements ensure that there is a plan, delivery and monitoring of social care workforce development, including statutory qualifications. Of the 11,177 learning, training and development events supported by the Council's LT&D team, 8,195 were delivered to the Council's SSHH workforce, and 2,982 provided to the County Borough's wider social care workforce including independent, private and voluntary sector providers.

Workforce Priority Four: The Engagement, Well-being and Safety of our Workforce			
Action	What will be the outcome?	How will we demonstrate progress?	Current position
To ensure that the Council demonstrates sound occupational health and safety performance, including the minimisation of risks associated with occupational hazards.	Sound occupational health and safety performance.	Through a regular programme of health & safety audits.	<p>Until October 2019, the Council sought conformity to the British Standard Occupational Health & Safety Assessment Series 18001, the internationally applied British Standard for occupational health and safety management systems. The Council was audited under this regime in August 2019, and satisfied inspectors to meet continued registration requirements.</p> <p>However, changes to the standard which are due to come into effect in 2020 have resulted in it no longer having the same relevance to local government health and safety practices. The accreditation will be replaced with a system of cross auditing within the Health and Safety Team.</p> <p>The priority schedule for cross auditing for 2020 will be developed with the Corporate Director Group with reporting to Heads of Service.</p>
To develop an Employee Engagement Strategy in partnership with the Corporate Communication Team and our trade unions.	A strategy to implement and measure actions to improve employee engagement across services.	Deliver of an Employee Engagement Strategy, in conjunction with the Corporate Communication and Community Relations Strategy.	In 2018 / 19 the focus of employee engagement has been in relation to Gender Equality, working in partnership with Chwarae Teg. A Gender Equality Survey was developed issued to all employees (with the exception of Schools) in June 2019. The feedback from this survey has led to the

Workforce Priority Four: The Engagement, Well-being and Safety of our Workforce			
Action	What will be the outcome?	How will we demonstrate progress?	Current position
			<p>Council being awarded the Silver Award in Gender Diversity by Chwarae Teg, an indication that the Council is recognised for its commitment to Gender Diversity. The feedback has also been used to develop a Gender Diversity Action Plan, with specific actions to address the Council's Gender Pay Gap.</p> <p>In 2020 / 2021 wider work in relation to employee engagement will be developed with the Corporate Communication Team and our trade unions.</p>
To comply with the obligations of the Civil Contingencies Act 2004.	Every service will implement Business Continuity Planning arrangements across the Council.	Every service will report that it has an appropriate fit-for-purpose and up-to-date Business Continuity Plan in place, that has been communicated to all relevant employees and is tested on a regular basis.	<p>In 2019, the Emergency Planning team provided briefings for Heads of Service and their accountable managers on the BCP process and supported the development of BCPs across the Council. Each Directorate has now engaged with the BCP programme and plans are either in place or in development.</p> <p>In 2020, the EPT will focus the testing of plans and ensuring that those employees with key roles in major incident planning have the appropriate skills and training (e.g. Directors on the 'Gold Command' rota to have completed the Gold Command training course provided by WG.</p>

Workforce Priority Four: The Engagement, Well-being and Safety of our Workforce			
Action	What will be the outcome?	How will we demonstrate progress?	Current position
To support the implementation of our local, joint Violence Against Women, Domestic Abuse and Sexual Violence Strategy.	Our Employees will be trained to spot the signs of violence and to know how to refer people to support services.	% Council staff trained at each level of the National Training Framework.	By March 2019, 59% of the Council's workforce had received either on line or face to face training in relation to VAWDASV.
To promote well-being through the workplace.	The development of a Mental Health in the Workplace Strategy in partnership with the trade unions, and a strategic approach to supporting the mental health of employees, with actions aimed at reducing sickness absence caused by mental health illness.	Delivery of a Mental Health Strategy.	The Council has determined that its strategy will be delivered via the Time to Change Wales Employer Pledge Scheme. An action plan has been developed in partnership with trade unions and endorsed at the highest level of the organisation. It was formally launched in partnership with Time to Change Wales at Staff Council in September 2019, and the Action Plan will be presented to and monitored by Personnel Committee.
	To raise awareness about the Menopause in partnership with the trade unions.	Employees will have greater awareness of how women in the workplace may be affected by the Menopause and know how to refer people to support services.	A suite of guidance and advice documents is available on the intranet. In November 2019 a Menopause Drop in Session was piloted as a joint initiative between HR and Occupational Health and as a result of positive feedback, this will become a regular offer in 2020.
	Improved customer access to occupational health services,	Successful roll out of the OuCH database across the	The OuCH occupational health database has been implemented across the Council.

Workforce Priority Four: The Engagement, Well-being and Safety of our Workforce			
Action	What will be the outcome?	How will we demonstrate progress?	Current position
	with the implementation of a digital system to manage referrals and all other aspects of employee occupational health, improving efficiency, and access to timely and appropriate medical guidance and advice to support the management of employee health in the workplace.	Council and feedback from users of the service.	Managers can now refer and access all occupational data relating to the employees within their relevant services. In 2020 a user survey will be used to evaluate the success of implementation.

Workforce Priority Five: Promoting Equality and Embracing Diversity			
Action	What will be the outcome?	How will we demonstrate progress?	Current position
<p>The Council will ensure that our recruitment processes promote fairness, equality and inclusion.</p>	<p>Our recruiting managers will be aware of their responsibilities under the Equality Act 2010 in relation to making reasonable adjustments, at interview and when considering the best applicant for the post, ensuring a fair and transparent process.</p>	<p>We will monitor training for recruiting managers, to ensure those with responsibility for recruitment are equipped to do so in a way that is fair and transparent. We will also monitor complaints in relation to recruitment to determine any emerging patterns that require action and intervention.</p>	<p>In 2018 / 19 29 managers received training in relation to recruitment, 100% feeding back that their knowledge had increased as a result of the training.</p> <p>No complaints were received in 2018 / 19 in relation to recruitment.</p> <p>Guidance has been developed in partnership with the trade unions, to help line managers consider and agree reasonable adjustments. This guidance will be implemented in 2020, with the support of Corporate Communications colleagues to ensure that it reaches all part of our organisation.</p> <p>Our Gender Diversity Action Plan contains specific actions in relation to recruitment, and these will be progressed in 2020.</p>

Workforce Priority Five: Promoting Equality and Embracing Diversity			
Action	What will be the outcome?	How will we demonstrate progress?	Current position
	The Council will achieve The Disability Confident Employer Status (Level 2)	<p>The aims of the Scheme are to:-</p> <ul style="list-style-type: none"> ➤ engage and encourage employers to become more confident so they employ and retain disabled people; ➤ increase understanding of disability and the benefits of employing or retaining disabled people; ➤ increase the number of employers taking action to be Disability Confident; and ➤ make a substantial contribution towards halving the disability employment gap. 	Level 2 was achieved in August 2017 and maintained at re-assessment in August 2019. The Council can use the 'Disability Confident Employer' badge in recruitment.
	NPT's BME community will be engaged and supported to increase employment opportunities both within the Council and the wider County borough.	To increase the diversity of the Council's workforce, to reflect the community we serve.	A strategy will be developed in 2020, in partnership with the trade unions and in consultation with the Council's BAME forum.
To develop a strategy to close the Council's	The Council will understand the reasons for our gender pay gap	In 2018 / 19 the Council will publish its % median gender	In 2017/18 the Council reported a gender pay gap of 4.17%. In 2018 / 19 the Council

Workforce Priority Five: Promoting Equality and Embracing Diversity															
Action	What will be the outcome?	How will we demonstrate progress?	Current position												
Gender Pay Gap.	and will have identified actions to close the pay gap.	pay gap.	<p>reported a gender pay gap of 3.93%.</p> <p>In 2019, the Council has worked with Chwarae Teg, as a member of their Fair Play Employer Scheme. Chwarae Teg carried out a gender diversity audit of the Council's policies and practices, and a gender diversity survey of employees. As a result of this audit, the Council was awarded the Silver Award for Gender Diversity, which confirms the Council's commitment to gender diversity in the workplace. The feedback report sets out positive feedback for the Council in relation to its employment practices, as well as areas for improvement. This has led to the development of a Gender Diversity Action Plan, which includes actions to close the Council's gender pay gap.</p>												
Implementation of Welsh Language Standards in relation to recruitment and employment.	The Welsh language is treated no less favourably than the English language in relation to vacant posts advertised and recruited to.	<p>Number of posts advertised and assessed as:</p> <p>(a) Welsh language skills are essential;</p> <p>(b) Welsh language skills need to be learnt when appointed to the post;</p> <p>(c) Welsh language skills are desirable; or</p>	<table border="1"> <thead> <tr> <th></th> <th><u>2017 / 18</u></th> <th><u>2018 / 19</u></th> </tr> </thead> <tbody> <tr> <td>(a) Welsh language skills are essential;</td> <td>15</td> <td>29</td> </tr> <tr> <td>(b) Welsh language skills need to be learnt when appointed to the post;</td> <td>0</td> <td>0</td> </tr> <tr> <td>(c) Welsh language skills are desirable; or</td> <td>79</td> <td>189</td> </tr> </tbody> </table>		<u>2017 / 18</u>	<u>2018 / 19</u>	(a) Welsh language skills are essential;	15	29	(b) Welsh language skills need to be learnt when appointed to the post;	0	0	(c) Welsh language skills are desirable; or	79	189
	<u>2017 / 18</u>	<u>2018 / 19</u>													
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(b) Welsh language skills need to be learnt when appointed to the post;	0	0													
(c) Welsh language skills are desirable; or	79	189													

Workforce Priority Five: Promoting Equality and Embracing Diversity				
Action	What will be the outcome?	How will we demonstrate progress?	Current position	
		(d) Welsh language skills are not necessary.	313	487
	Improved Welsh language capability and confidence within the workforce.	Number of employees who have accessed Welsh language learning, training and development.	<u>2017 / 18</u> 63	<u>2018 / 19</u> 46
To support obligations set out in the Strategic Equality Plan (SEP).	Employees will be aware of their obligations under the SEP and will have training and development to support this, appropriate to their role.	Number of employees who have accessed equalities training.	<p>The following training courses were provided in 2018 / 19 with attendance figures in brackets:</p> <p>Equalities in the Workplace (45) Hate Crime (6) Wales Victim Response Pathway Procedures for Human Trafficking & Modern Slavery (9) An Introduction to Transgender Issues (25) Understanding and Responding to Human Trafficking (9)</p>	

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NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

2ND DECEMBER 2019

REPORT OF THE HEAD OF HUMAN RESOURCES – SHEENAGH REES

Matter for information

Wards Affected: All wards

Fair Play Employer Scheme Update

Purpose of Report

The purpose of this report is to update Members in relation to the Chwarae Teg Fair Play Employer Scheme, which the Council signed up to in February 2019.

Executive Summary:

This report provides Members with an update in the relation to the actions have been undertaken since February 2019 in line with the Fair Play Employer Scheme, including a gender equality review of the Council's policies and practices, a gender equality survey of the Council's workforce, and the outcome of benchmarking to determine the Council's current 'award level'. This has led to the development of a Gender Equality Action Plan, with evidenced based actions to improve gender equality and reduce the Council's gender pay gap.

Background:

The Chwarae Teg Fair Play Employer Scheme

Chwarae Teg is a charity established 25 years ago, that aims to "inspire, lead and deliver gender equality in Wales". Chwarae Teg campaign on gender equality issues, carry out extensive research, and also seek to provide practical advice and support to women and to employers in Wales.

The Council joined the Chwarae Teg Fair Play Employer Scheme in February 2019, a scheme that supports organisations to develop gender equality action

plans, based on analysis of available workforce data, consideration of employer practices, matched to evidenced based best practice recommendations, including actions to reduce gender pay gaps.

The Scheme includes a baseline assessment, with a detailed gender and diversity survey, and benchmarking against sector and organisation in order to determine a current “award level”, which Chwarae Teg have categorised as Bronze, Silver, Gold and Platinum. The aim of this is help an organisation understand in some detail where it is performing well and to identify areas where action can be taken to improve the overall rating. The ratings are split into 9 areas:

- Business Diversity
- Flexible working practices
- Internal communication
- Working relationships
- Learning & development
- Recruitment selection
- Performance Management
- Organisational Culture
- Reward & recognition

Gender Equality Review and Survey

Since February, Chwarae Teg has carried out an extensive review of the Council’s policies and practices, and a survey of the Council’s workforce. This survey did not include Council employees employed by School Governing Bodies because of the differences in management arrangement and gender pay gap reporting. Further consideration will be given to this in future as the project moves on.

In June 2019, 3,504 employees (approximately half of the Council’s overall workforce) were invited to participate in the anonymous survey, with a very good response rate of 32%.

Based on the survey results, I am pleased to report that Chwarae Teg has awarded the Council the **Fair Play Employer Award at Silver level**.



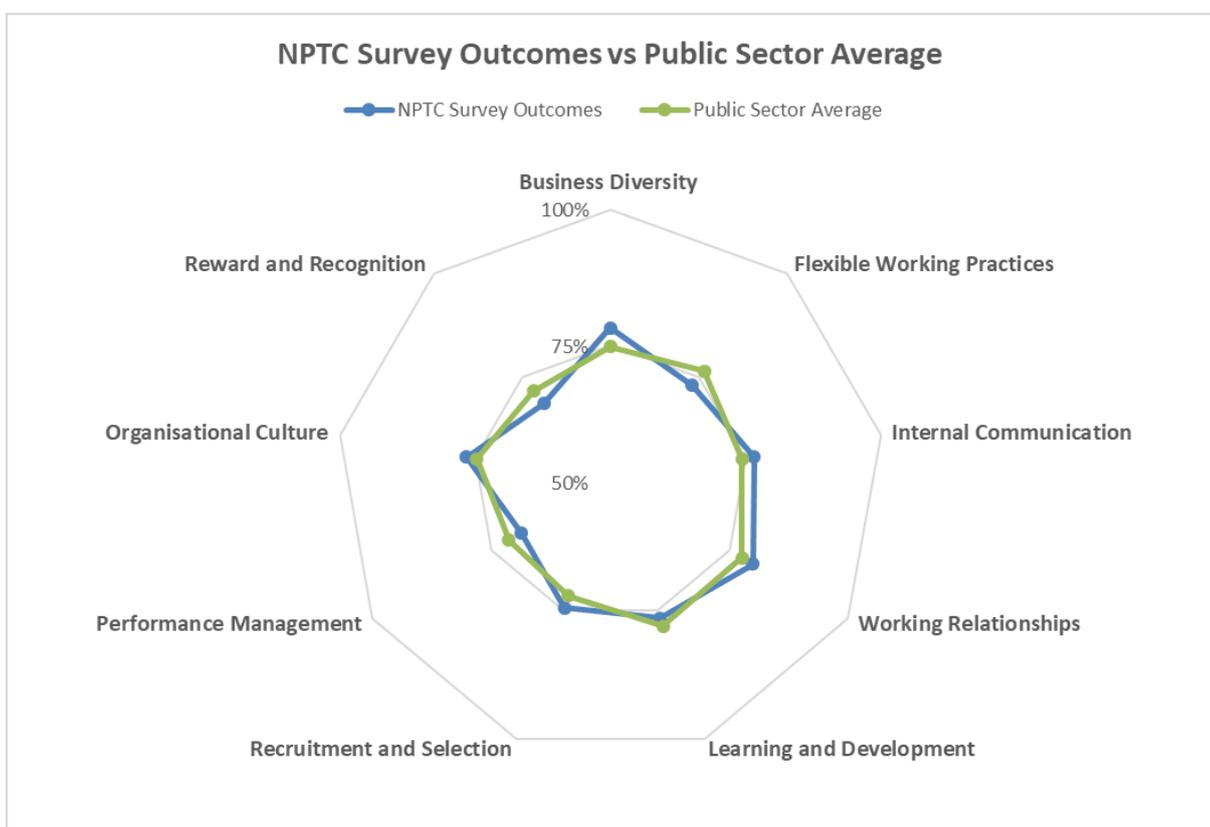
Chwarae Teg advise that this is a significant achievement, and that it confirms the Council's commitment to making a difference to the recruitment, retention and progression of women working.

Chwarae Teg have provided the council with a full report detailing the feedback provided by employees in response to the survey questions. This is attached at Appendix 1.

The report provides very detailed feedback in relation to the survey questions, for example, Members will be pleased to note that 86% of respondents agree that diversity is embraced at all levels in the Council and 95% of respondents report that they can be themselves in the workplace.

The table and diagram overleaf show how the Council benchmarks against the public sector average in the 9 areas covered by the survey:

Client Results	NPTC Survey Outcomes	Public Sector Average
Business Diversity	78%	75%
<i>Flexible Working Practices</i>	73%	77%
Internal Communication	77%	74%
Working Relationships	80%	78%
Learning and Development	77%	78%
Recruitment and Selection	75%	72%
<i>Performance Management</i>	69%	71%
Organisational Culture	77%	75%
<i>Reward and Recognition</i>	69%	72%



In 5 of the 9 categories, the Council outcomes are above the public sector average, and within a 4% range on all categories. The report highlights some very positive feedback for the Council in relation to business diversity, internal communications, working relationships, learning and development, recruitment and selection and organisational culture.

Whilst overall the report shows that there no areas of serious concern for the Council, it does identify key areas where there is room for improvement:

Flexible working practices

Positively, 80% of respondents agree they are supported culturally to work flexibly and 81% agree they are confident they can make a request for flexible working. However, only 61% agree that everyone in the organisation is supported to work flexibly – interestingly there is more disagreement among male respondents. This highlights potential inconsistencies in the application of the Council’s flexible working policy across the Council. Chwarae Teg suggest measures to raise awareness of flexible working practices at all levels within the organisation, and to monitor the outcomes of flexible working requests. There is also evidence that raising awareness of flexible working can lead to a reduction in gender pay gaps.

Performance Management

Only 63% of employees agree that they have a regular review of their performance which highlights inconsistencies in the implementation of the Council’s performance management policy. 55% of employees reported that they have a clear progression path. Chwarae Teg suggest measures to improve the consistency of how our managers manage performance, as well as the creation of a mentoring scheme to increase the numbers of women in senior roles and to develop female talent.

Reward and Recognition

31% disagree that reward and recognition is fairly distributed regardless of gender and the report also points out what we already know, that the Council has a gender pay gap. The action plan sets out a number of specific measures in relation to reward and recognition, and to help the Council reduce its gender pay gap.

Action Plan

In response to this survey feedback, the Council has developed an Action Plan with the support of Chwarae Teg. This is provided at Appendix 2. The Action Plan has been endorsed by the Council’s Equality and Community Cohesion Group.

The Action Plan has 5 objectives, with a number of actions set out under each objective:

- To ensure the Council is a diverse and inclusive organisation;
- To promote, facilitate, analyse and monitor flexibility in the workplace at all levels (from top down) to enable women to progress and to ensure compatibility with a multi-generational workforce;
- To ensure a fair and transparent recruitment and selection process that encourages a wider talent pool and facilitates a more equal gender balance;
- To ensure the talent pipeline promotes female talent and progression and increases the number of women in senior roles; and
- Recognition and rewards to be managed transparently and kept fair regardless of gender or any other protected characteristic to ensure employees feel valued.

Chwarae Teg will provide ongoing support to the Council in delivering the actions set out in this plan. For example Chwarae Teg are supporting the development of an internal mentoring programme and will provide bespoke training to mentors who volunteer to support this programme.

Financial Impacts:

There is a cost to the scheme, and for an employer the size of NPT, Chwarae Teg charge a complete package price of £10k plus VAT for a 12 month subscription. Funding has been identified within the HR budget to continue the Council's membership of the scheme in 2020 / 2021 (as a result of vacancies created via VR and in order to deliver permanent saving in 20/21, the department has an underspend in the 2019 / 20 salary budget).

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:

This proposal is positive for the Council's mainly female workforce as it seeks to understand reasons for the Council's gender pay gap and implement actions which will reduce it.

Legal Impacts:

No implications.

Risk Management Impacts:

Implementation this proposal is to support the Council's Strategic Equality Plan commitment.

Consultation:

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

Recommendations:

It is recommended that Members note the update in relation to the Fair Play Employer Scheme and receive a further update in six months.

FOR INFORMATION

Appendices:

Appendix 1 – Chwarae Teg “Neath Port Talbot Equality and Diversity Strategy Report”

Appendix 2 – Fair Play Employer Gender Diversity Action Plan

Officer contact

Sheenagh Rees, Head of Human Resources, Email: s.rees5@npt.gov.uk or tel. 01639 763315

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**Chwarae
Teg**



Neath Port Talbot
Castell-nedd Port Talbot
County Borough Council Cyngor Bwrdeistref Sirol

Equality and Diversity Strategy

August 2019



Contents

1 Introduction

- 1.1 About
- 1.2 Business case
- 1.3 Aim
- 1.4 Objectives
- 1.5 Methodology
- 1.6 Monitoring
- 1.7 Key Personnel

Fig.1 Organisational Chart

2 Survey results

3 Outcome of review and recommendations

- 3.1 Priority areas for the strategy
- 3.2 HR policy review
- 3.3 Recommendations

Appendix A - Comments from Respondents

Appendix B – Strategy Action Plan

1. Introduction

Gender equality benefits everyone. Women, men, families and business all see positive impacts through closing gender gaps in the economy. Businesses with diverse teams are seen to perform better and it's estimated we could add £150bn onto UK GDP forecasts for 2025 if we close gender gaps at a faster pace.¹

Despite progress women continue to face inequality in the workplace. While no single measure will outline the full extent of this, the gender pay gap provides a useful snapshot of the impact of this inequality.

The gender pay gap in Wales stands at around 15%, but can rise to as much as 28% in some local authority areas.² The pay gap can also vary by sector, with sectors reporting pay gaps as large as 30%.³

The gender pay gap shows the impact of a range of issues including women's underrepresentation in certain sectors and senior positions. In Wales, women continue to dominate in lower paid, part-time roles and can face numerous barriers to progression. The impact of these imbalances are felt beyond women themselves. Organisations who have a proactive approach to gender see better employee engagement from all staff and become an employer of choice for both women and men alike.

Gender equality in the public sector

The public sector continues to be one of the most significant employers in Wales. Over a quarter of the workforce in Wales works for the public sector.⁴ This varies across Wales with a particularly high proportion of people employed in the public sector in Swansea (34.6%), Cardiff (28.5%) and Gwynedd (29.8%).⁵

Unlike some other sectors, the public sector generally has a high proportion of women within the workforce. For example, 58% of Welsh Government staff, 73% of local authority and 73% of NHS staff in Wales are women.⁶ In the UK Civil Service 54% of staff are female and in English local authorities around 75% of staff are female.⁷

However, there remains a challenge when it comes to women in senior positions, with many public sector employers seeing a gender imbalance in senior roles. For example, in Wales 40% of the Welsh

¹ McKinsey and Co *The Power of Parity: Advancing women's equality in the United Kingdom 2017*

² ONS *Annual Survey of Hours and Earnings Provisional Results 2017*

³ Welsh Government *Priority Sector Statistics 2017*

⁴ <https://businesswales.gov.wales/financial-and-professional-services/sectors/public-sector> Accessed Oct 2018

⁵ <https://statswales.gov.wales/Catalogue/Business-Economy-and-Labour-Market/People-and-Work/Employment/Persons-Employed/publicprivatesectoremployment-by-welshlocalauthority-status> Accessed October 2018

⁶ EHRC *Who runs Wales 2017*

⁷ ONS *Civil Service statistics, UK: 2017 / LGS Stats on the LG workforce* <https://www.local.gov.uk/our-support/workforce-and-hr-support/great-people-growing-places-working-together-future-local-6> Accessed Oct 2018

Government management board are women, just 14% of local government chief executives are women and just 12% of Chief and Deputy Constables are women.⁸ At the UK level around 41% of senior civil servants are women and 40% of the top 5% of earners in councils are women.⁹

The gender pay gap remains a challenge in the public sector, although figures tend to be lower than in the private sector. Across the UK the public sector gender pay gap for full-time workers is 13.1% and 15.9% in the private sector.¹⁰ While the private sector has a small negative gender pay gap (i.e. part-time women are paid more than part-time men on average), the public sector has a part-time pay gap of 22.3%, which is generally attributed to there being relatively few men working part-time in the public sector.¹¹ In the UK Civil Service the gender pay gap is 12.7% and the Welsh Government report a gender pay gap of 8%.¹² The picture varies between other Welsh public bodies, and figures are not available for all as a result of different gender pay gap reporting requirements for public bodies in Wales compared to England. However, of those that are available, pay gaps range from as little as 3% to 14%.¹³

In Wales, the Public Sector Equality Duty requires public bodies to pay due regard to equality in the delivery of their work. This includes requirements to collect data on the workforce, such as pay, and publish equality objectives that outline what action they will take to advance equality. As a result, addressing inequality and issues of inclusion have continued to be on the radar of public bodies throughout Wales.

1.1 About

As highlighted in their 2018-2022 Corporate Plan “Neath Port Talbot County Borough Council exists to serve and represent the interests of its citizens and communities. We strive to improve the economic, social, environmental and cultural well-being of all of our people.....We want our county borough to be a place where everyone has an equal chance to get on in life – a place where people want to live, learn and work and bring up their family”.

Their Workforce Plan 2018 to 2022 summarises their workforce as follows:

- “We employ 6,310 people or 4,891 full-time equivalent (FTE) employees.
- In the last two years our workforce has reduced in headcount by 6.18%.

⁸ EHRC *Who runs Wales 2017*

⁹ ONS *Civil Service statistics, UK: 2017 / LGS Stats on the LG workforce* <https://www.local.gov.uk/our-support/workforce-and-hr-support/great-people-growing-places-working-together-future-local-6> Accessed Oct 2018

¹⁰ House of Commons Library *Briefing Paper The Gender Pay Gap 2018*

¹¹ Ibid

¹² ONS *Civil Service statistics, UK: 2017 / Welsh Government Annual Employer Equality Report 2015-2016*

¹³ Newport Council median gender pay gap reported in South Wales Argus 30th March

https://www.southwalesargus.co.uk/news/16129380.Councils_39_staff_gender_pay_gaps_are_revealed/ and RCT median gender pay gap reported in *RCT Annual Equality Report* <https://www.rctcbc.gov.uk/EN/Council/CouncillorsCommitteesandMeetings/Meetings/Cabinet/2018/03/22/Reports/AgendaItem3AnnualEqualityReport1617.pdf>

- 53% of our employees work in the Education, Leisure and Lifelong Learning Directorate. 41% are directly employed in schools. 23% of our employees are teachers and 18% are school support staff.
- Our workforce is 71% female and 29% male.
- 97% of those employed in our lowest paid pay band (Grade 1) are female.
- 22% of those employed in our highest pay bands (Head of Service / Corporate Director / Chief Executive) are female.
- 42% of our employees work part-time (i.e. contracted to work less than 37 hours).
- Female part-time employees represent 37% of the total workforce.
- The median pay in our Council (as at 1st April 2018) is £21,962.
- Our Median Gender Pay Gap (excluding school employees) is 4.17%”.

Neath Port Talbot County Borough Council recognise local trade unions under the National Joint Council for Local Government Services being GMB, UCATT, UNISON and UNITE.

Figure 1, provides an illustration of the senior management structure of the organisation.

1.2 Business case

As recently reported on WalesOnline “Neath Port Talbot Council is developing a gender equality action plan which will focus on the lowest-paid female employees. The local authority employs about 5,700 people, 70% of which are female.

Only 25% of the council’s highest paid employees – chief officers – are female while 97% of those employed at grade one, the council’s lowest pay band, are female employees.

Speaking at a Neath Port Talbot Council meeting on Tuesday, February 27, head of human resources, Sheenagh Rees, said: “We are going to be doing a focused piece of work looking at gender pay – our pay gap is just over 4% so it’s not as large as other employers but we have an obligation as an employer, and an employer that employs many women, to take action to reduce that pay gap.

“We are working with Chwarae Teg to carry out an audit of our practices, including pay, and to draw up an action plan.”

She added: “We are looking at how we can encourage those in pay grade one to apply for promotions, take up training opportunities and gain more skills as part of that.”

To achieve their Corporate Plan they want to:

- “Lead by example
- Ensure our workforce is developed, motivated and valued
- Enable our workforce to do the best it can and deliver the best possible services to our communities”.

They have highlighted 5 key themes:

“Workforce Theme One

Working in Partnership to Re-shape Our Services

Workforce Theme Two

Managing Performance and Building Capacity

Workforce Theme Three

Leadership, Succession Planning and Developing Future Skills

Workforce Theme Four

The Engagement, Well-Being and Safety of our Workforce

Workforce Theme Five

Promoting Equality and Embracing Diversity”

Within their Strategic Equality Plan they have identified 8 Equality Objectives:

1. Address harassment discrimination and other threats to personal safety experienced by people due to their protected characteristics
2. Improve access to information by meeting the needs of people from protected groups where these are different from the needs of other people
3. Improve access to services by meeting the needs of people from protected groups where these are different from the needs of other people
4. Monitor information and data effectively in order to identify disadvantages experienced by people due to their protected characteristics
5. Deliver staff training in line with the Equality Act requirements (they want staff to understand the Council’s commitment to equalities and want staff to be confident and competent to deliver services and design policies that recognise and provide for the needs of people with protected characteristics).
6. Improve access to the environment by meeting the needs of people from protected groups where these are different from the needs of other people
7. Reduce gaps in the educational performance experienced by pupils due to their protected characteristics
8. Ensure their employment and recruitment processes promote fairness and equality for all (they want to encourage a diverse workforce and have a reputation for welcoming applicants with a protected characteristic in their organisation).

The work detailed in this report will take strides to address this area the Council has highlighted and any other areas of concern highlighted by the survey, while also providing valuable information in relation to organisational and workforce development.

1.3 Aim

The aim of this strategy is to embed inclusive working practices to support the recruitment, retention and progression of working women.

1.4 Objectives

1. To promote, facilitate analyse and monitor flexibility in the workplace at all levels (from top down), to enable women to progress and to ensure compatibility with a multi-generational workforce.
2. To ensure a fair and transparent process that encourages a wider talent pool and facilitates a more equal gender balance
3. Ensure the talent pipeline promotes female talent and progression and increases the number of women in senior roles (50/50 gender balance at CO level)
4. Recognition and rewards to be (introduced)/managed transparently and kept fair regardless of gender or any other protected characteristic to ensure employees feel valued

1.5 Methodology

This strategy was compiled using the results of Fair Play Employer survey. Results were analysed and in conjunction with demographic data obtained from the business, comparisons have been made against national demographics. Comparisons have also been made against the relevant sector data.

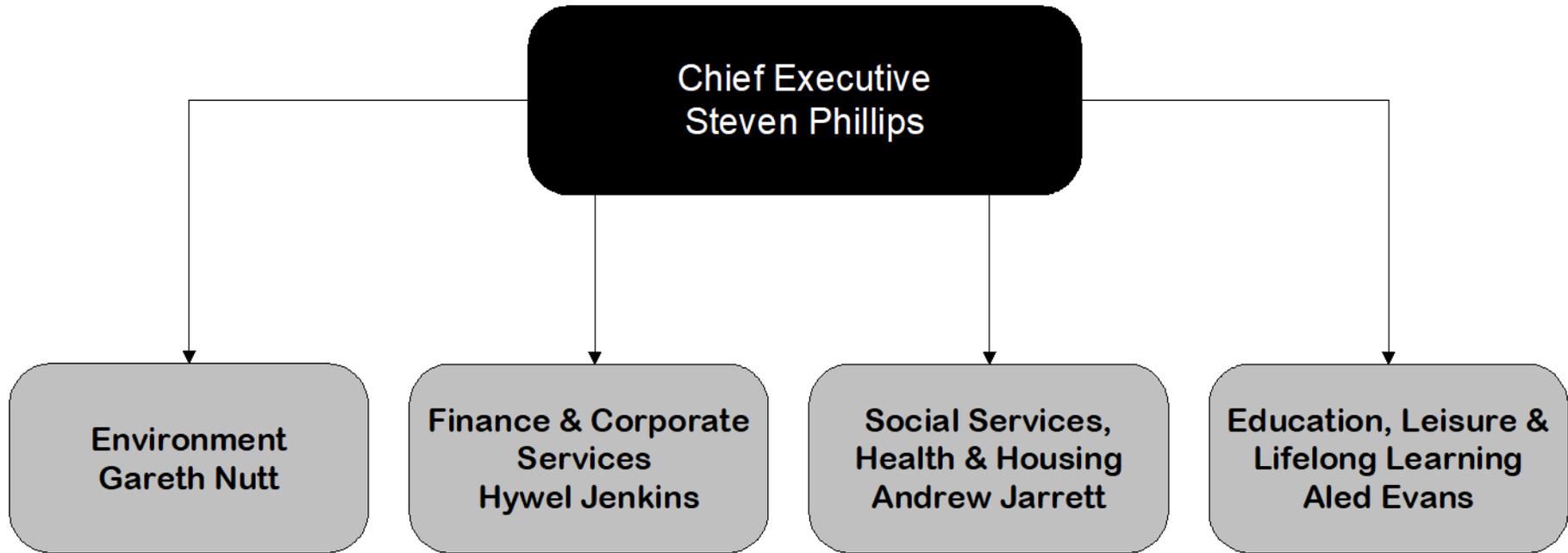
1.6 Monitoring

The progress of the strategy against the objectives will be monitored by your Chwarae Teg Employer Partner and Equality Partner. The strategy will be periodically reviewed by the key personnel listed, in accordance with the timescales identified in the strategy Action Plan

1.7 Key personnel

Sheenagh Rees, Head of Human Resources, will take primary responsibility for actions within the strategy.

Figure 1 Organisational chart



2. Survey Results

Creating an inclusive and welcoming workplace is vital and requires cooperation from both employers and employees. The relationship between the employer and employee is formed by both the written and psychological contract. Whilst many are familiar with terms and conditions by which employment is provided, the impact of the psychological contract cannot be underestimated when trying to address recruitment, retention and progression.

There are a number of working practices which directly affect the psychological contract. The table below lists the areas of working practice that were reviewed during the anonymous staff survey. These areas were reviewed due to their direct impact on recruitment, retention and progression, particularly of women.

Building an inclusive workplace requires more than just putting the right policies in place. It's vital that a culture is developed and maintained that is inclusive and enables everyone to thrive, regardless of gender. The ten areas of this survey have been chosen as they have a direct impact on workplace culture and many have a direct link to the inequality that women continue to face in the workplace.

For example:

- Internal communication has the power to shape organisational culture which will in turn improve recruitment and retention of women. Internal communication is often an area cited by employees as a point of weakness within their workplace. This can be further compounded by those who feel disengaged or that their needs are not considered by their employer.
- Flexible working is also an area of interest because many highly skilled people leave the workforce mid-career to care for children or relatives, thus creating a 'diversity vacuum' at the top of many organisations. This has a significant impact on female employees. Yet, by enabling people to remain or return to senior roles on a flexible basis, businesses can help to turn the tide and increase the diversity of their talent.

The direct impact of each area on equality, diversity and workplace culture are discussed in the sections below. The recommendations within this report will provide further detail as to the benefit of addressing these working practices in a bid to improve diversity and inclusion.

Intersectionality

Intersectionality recognises that people's identities and social positions are shaped by multiple factors. Among others, a person's age, disability, ethnicity, gender, gender identity, religion and belief, sexual orientation and socioeconomic background contribute towards their unique experiences and perspectives.¹⁴

Chwarae Teg recognises the importance of collecting and analysing data on all the protected characteristics under the Equality Act 2010 as it will help identify trends and themes that help shape

¹⁴ A. Christofferson *Intersectional approaches to equality research and data*, Equality Challenge Unit 2017

gender equality in your organisation. It will help create strategies and action plans that provide a closer understanding of the experiences of the employees of the organisation. We recognise that gender equality is a complex issue and cannot be addressed in isolation.

Table 1 Areas reviewed during the survey

1. Employment Policies	2. Learning and Development
3. Business Diversity	4. Recruitment and Selection
5. Flexible Working	6. Performance Management
7. Internal Communication	8. Organisational Culture
9. Working Relationships	10. Reward and Recognition

Approximately half of the Council employees (3504) were invited to take part in the anonymous online survey in English or Welsh between 3rd and 24th June 2019. Paper versions were provided for those who couldn't access the online version. Also members of the HR team took mobile devices to some employees in the more widespread teams to enable them to complete the Survey in-field.

1135 (32%) of employees responded to the survey. Of this number, 5 were completed in Welsh and 63 on paper.

The response rate would have been slightly higher (33%), however 25 additional paper versions weren't fully completed and were therefore invalid.

386 (35%) respondents are male and 735 (64.5%) female. This is fairly representative of the overall gender balance within the surveyed population of the organisation, which at the time of the Survey was 35.64% male and 64.35% female. 9 respondents (less than 1%) preferred not to indicate their gender.

4 options were provided regarding location and the response rate was:

- Port Talbot 358 (31.68%)
- Neath 316 (27.96%)
- The Quays 305 (26.99%)
- Other 151 (13.36%)

The Other category contained a considerable array of different locations.

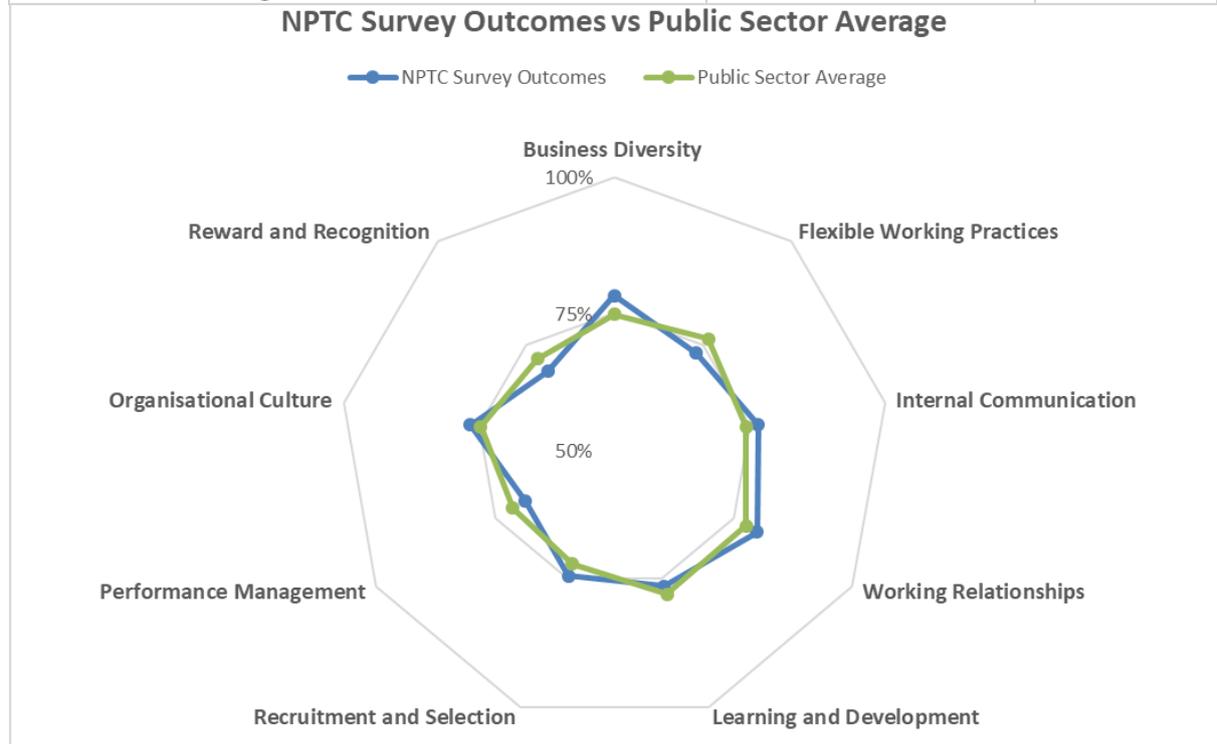
- 24 (2%) respondents describe themselves as coming from within one of the BAME categories.
- 62 respondents describe themselves as having a disability.
- 612 (53.92%) respondents are aged 45 to 64.
- 910 (80.17%) respondents are full-time and 220 (19.38%) part-time which is not representative of the organisation.
- 333 (29.33%) respondents identify as Team Leader or above. There are more females at all levels among the respondents except Chief Officer. Within the organisation of the 758 roles at supervisory or managerial level or above 467 (62%) are held by females and 291 (38%) by males.
- The vast majority (62%) of respondents have more than 10 years' service.

- 29 % of respondents identify as Team Leader or above.

Figures 2a and 2b provide an illustration of the overall scores in each area. The highest scoring areas are Working Relationships, Business Diversity (Internal Communication, Learning and Development and Organisational Culture are the next joint highest areas). The lowest scoring areas are Reward and Recognition, Performance Management and Flexible Working Practices.

Figure 2a Survey results

Client Results	NPTC Survey Outcomes	Public Sector Average
Business Diversity	78%	75%
<i>Flexible Working Practices</i>	73%	77%
Internal Communication	77%	74%
Working Relationships	80%	78%
Learning and Development	77%	78%
Recruitment and Selection	75%	72%
<i>Performance Management</i>	69%	71%
Organisational Culture	77%	75%
<i>Reward and Recognition</i>	69%	72%



We are pleased that the survey results indicate that the company has achieved **the Chwarae Teg Fair Play Employer Award at Silver level**. This is a significant achievement and demonstrates the business commitment to making a difference to the recruitment, retention and progression of women working and contribution to broader efforts to close the gender pay gap and ensure the Welsh economy reaps the benefits of gender equality.

3. Outcome of review and recommendations

4.1 Priority areas for the strategy

Having completed the review and having analysed the business data cross referenced with the results of the survey, it has been decided that this strategy will focus on making improvements to the following key areas:

1. Flexible Working
2. Performance Management
3. Reward and Recognition
4. Recruitment & Selection

This will ensure that the strategy focusses on the key areas that will have most positive impact over the forthcoming period and is in line with current business priorities.

The following sections outline the outcome of the review, takes into consideration the staff survey and provides a rationale to each recommendation.

4.2 HR Policy Review

Your Employer Partner reviewed the people policies that would have a direct impact on the recruitment, retention and progression. The organisation has comprehensive policies in all areas.

Table 2 provides an outline of what policies were reviewed and whether there is a recommendation for the organisation to take action.

As the table shows, there are high levels of awareness of many of the organisation's policies.

59 employees said they weren't aware of any policies although on further analysis these weren't confined to any particular group of respondents.

Comprehensive policies in all areas.

Table 2 Outcome of HR Policy Review

HR Policy	Present	Employee Awareness	Required for FPE Award	Action required
Equality & Diversity	✓	84.07%	Required for Silver Award	No Action
Absence	✓	93.54%		No Action
Flexible Working	✓	94.34%	Required for Gold Award	Develop monitoring
Family Friendly	✓	85.75%		No Action
Learning & Development	✓	83.54%		No Action
Disciplinary & Grievance	✓	62.65%		No Action
Performance Management	✓	46.46%		No Action
Communication		72.21%		No Action
Recruitment & Selection	✓	58.58%		No Action
Anti-Bullying & Harassment	✓	45.31%		No Action
Whistle Blowing	✓	52.57%		No Action
Dignity at Work	✓	67.17%		No Action
Anti-slavery	✓	59.29%		No Action

4.3 Diversity

Women remain under-represented in the workforce. This is particularly acute in some sectors and in senior roles across most sectors. In Wales just 6% of the top 100 business has a woman CEO.¹⁵ Looking at the whole female workforce in Wales, 8% are employed as managers, directors and senior officials compared with 12% of working men.¹⁶ The cost of this imbalance is felt by women, whose average income continue to fall behind that of men resulting in a gender pay gap in Wales of around 15%.¹⁷

Having a diverse and inclusive working environment also affects the business brand, reputation and performance. In the latest piece of research conducted by Hunt et al, they continued to find positive correlation between gender diversity and profitability, particularly when gender balance is seen in senior teams¹⁸.

The overall gender balance within the organisation (3504) currently stands at 64% female. The gender balance at decision making level (for the purposes of the Survey this is the Senior Management Team) is currently 28% female, which is not reflective of the workforce.

Diversity can also lead to an atmosphere of respect, mutual understanding, tolerance and enhanced teamwork.

Survey results

- A considerable 95% of respondents strongly agree/agree they are able to be themselves in the workplace (bring themselves to work)
- 86% of respondents strongly agree/agree that diversity is embraced at all levels
- 57% strongly agree/agree there is equal representation of men and women at a senior level
- 86% disagree/strongly disagree they have been treated less favourably because of their gender
- 154 (14%) people however strongly agree/agree they have been treated less favourably because of their gender and more females agree than males

During the review, it was noted that the organisation has a comprehensive Equality Policy in place which was last reviewed more than 2 years ago. As detailed earlier the Council has 8 equality Objectives supported by their Corporate Action Plan and detailed in their Strategic Equality Plan 2015 to 2019 and which link in to other organisational Plans.

Employees have received information or training on equality and inclusion. Providing employees with guidance as to how to behave through training and role modelling by managers can help create an inclusive environment. It can also reduce the risk of unconscious bias affecting decision making for example during recruitment.

¹⁵ EHRC *Who Runs Wales? 2017*

¹⁶ ONS *Workforce Jobs 2017*

¹⁷ ONS *Annual Survey of Hours and Earnings provisional results 2017*

¹⁸ Hunt, V., Yee, L., Prince, S., and Dixon-Fyle, S. (2018). *Delivering through diversity*. McKinsey and Company.

Key actions:

1. Communicate the outcome of the survey results with an appropriate level of detail to employees.
2. Investigate the reasons behind some respondents feeling they have been less favourably treated because of their gender

4.4 Flexible working

Flexible working is a key tool in addressing gender inequality and enabling people to maintain a healthy work-life balance. Most recently this has been highlighted by the National Assembly for Wales Equalities Committee which stated that “an ambitious commitment by the Welsh Government and its partners to modernise working practices in Welsh workplaces has the potential to strengthen the Welsh economy by increasing productivity, improving maternal employment rates, increasing the number of women in senior roles and reducing the gender pay gap”.¹⁹

While flexible working is beneficial for all workers, it can be particularly helpful for women, who remain more likely to have caring responsibilities outside of work. As a result many women have to make employment decisions that enable them to balance work and care, which can mean moving into part-time employment or opting to remain in lower paid roles that are more likely to offer part-time or flexible employment options. This contributes to a “parenthood pay penalty”. The gender pay gap for younger men and women is very small - 8% for those aged 22-29 – but for those aged 40-49, who are more likely to have caring responsibilities, it jumps to 25%.²⁰

As many as 87% of employees either work flexibly or wish they could, but currently only 21.2% of jobs under £20K FTE and 11.1% of jobs over £20K FTE are being advertised as being flexible. Coupled with a growing population of people with caring responsibilities who want to work, genuine flexibility will not only benefit employees, but will also allow employers to tap into skilled workers they might otherwise miss out on²¹.

At the time of writing this strategy, all post holders are able to apply for flexible working. The main methods of flexible working in operation at present are part-time working, remote or home working, term time working, flexi-time working, career breaks, flexible working hours, TOIL, compressed working hours, leave in annualised hours, job share.

¹⁹ National Assembly for Wales Equality. Local Government and Communities Committee *Work it out: parenting and employment in Wales* 2018

²⁰ ONS *Annual Survey of Hours and Earnings Provisional Results 2017*

²¹ Rudiger, K. (2018). *Flexible working relieves hard-to-fill vacancies pressure*. CIPD.

The availability of flexible working is included within job adverts and opening up senior roles to part time workers can not only widen the talent pool but can create progression opportunities for any existing part time workers within the business.

During the review, it was noted that the organisation has an extensive Flexible Working Policy in place which was reviewed in the last twelve months. The organisation also has other family friendly policies in place such as parental/dependents/compassionate/maternity/paternity/shared parental leave.

Survey results

- 80% of respondents strongly agree/agree they are supported culturally to work flexibly
- 81% strongly agree/agree they are confident they can make a request for flexible working
- 74% strongly agree/agree the organisation embraces technology to support flexible working
- 61% strongly agree/agree that everyone in the organisation is supported to work flexibly

There is more disagreement among the male respondents.

This is overall a positive area, however the results recognise that Flexible Working is not possible in all areas or all posts, but also highlights potential inconsistencies in the management of flexible working across the organisation.

It is noted that although managers keep records of the different working patterns, this information is not collected/monitored centrally. The organisation is keenly aware that there are a number of reasons why employees work flexible work patterns. While the organisation are able to identify those who are contracted to work less than the full-time 37 hours, they are not currently able to identify the reasons behind these different patterns. There is also no records of whether or not 37 hours are worked on a compressed basis.

It is worth considering analysing this data to assess what flexible working patterns are being worked, in which areas/roles and for what reasons; also keeping centrally records of all applications, approvals and non-approvals.

Key actions:

3. Long term, in line with the planned introduction of the new HR system, collect and monitor in more depth all data related to Flexible Working (informal and formal).
4. Centralise Flexible Working requests to be able to monitor all requests and outcomes.
5. Communicate case studies demonstrating the different types of working to promote the uptake of FW (particularly at higher levels of the organisation and across genders)
6. Measuring how many men and women work flexibly at different levels of the organisation (particularly at a senior level).
7. Undertake some refresher training or awareness sessions with managers on FW is, what is possible and the benefits to not only the individual but the teams and organisation as a whole

8. Scrutinise the Shared Parental Leave uptake to date to monitor the gender balance and encourage uptake across genders
9. Publicise (with consent) case studies of those employees who have benefited from FW and also taken advantage of the different types of leave available

4.5 Internal communication

At the most basic level, you have to communicate well at the right time so employees know what is expected of them and what is happening in the organisation. At a deeper level, for employees to feel engaged with their workplace and give their best, they have to believe their organisation cares about their views and understand how their role contributes towards overall business objectives²².

Effective internal communication is also important to support an inclusive workplace culture and ensure that workplace policies are having a real impact on people's day-to-day working lives. Workplace culture is ultimately shaped by the workforce and it's important to ensure that everyone is bought into efforts to tackle inequality and build an inclusive workplace. Internal communication can be an effective tool to do this and has been a focus for many companies who have reported their gender pay gap under the new regulations. Many organisations, including the CIPD, stressed the importance of having a communications plan in place to communicate gender pay gap figures, and any action plan, with the workforce.²³

The organisation uses an extensive variety of ways in which to communicate with their employees: measuring performance targets, manager/employee one-to-one meetings, performance reviews, employee surveys, team meetings, grievance procedures, consultation (Joint Consultative Group, Local Government Services, Staff Council, Joint Council for Wales), discussion groups ("Chat with the Chief", Accommodation Group, Agile Working Pilot Group), business updates (Corporate Management group, Corporate Directors' Group, "Chat with the Chief", "In the Loop" staff newsletter, Community Newsletter, social medial channels).

The organisation has been investing considerable resources in improving the way they communicate and the Business Plan Training Update highlights some of the achievements.

"Across HR, the teams have been moving towards increasingly digitalised services. HR have launched an Employee Portal which seeks to increase access to employment guidance and services, and improve workplace communications. The portal can be accessed by employees inside or outside the workplace, and via their own electronic devices. The HR team have also led on a pilot to introduce Robotics Process Automate, and will be launching the Council's first 'robot' in the Autumn of 2018. This will be assessed to determine the business value before potentially rolling out to other services within the Council. It is hoped that this will significantly reduce work demands and improve service delivery.

The Occupational Health & Safety team have moved to paperless services, working with the Council's ICT team to develop and deliver on-line systems, with a middle-ware system gathering and assessing

²² The Institute of Internal Communication. (2018). *Why is internal communication important?* (Online.)

²³ http://www2.cipd.co.uk/community/blogs/b/policy_at_work/archive/2018/03/29/gender-pay-gap-reporting-the-communications-journey Accessed Oct 2018

data from the range of occupational health and safety applications to produce comprehensive management data, in order to flag up areas of good practice or areas of concern.

The development of the OuCH system, a database to manage occupational health referrals in a completely paperless way, as well as the earlier introduction of a telephone referral hotline, effectively triaging referrals to the service, has both increased capacity within the small team and reduced costs”.

Survey results

This is another positive area.

- 83% strongly agree/agree they are communicated with effectively to be successful in their role
- 80% strongly agree/agree they are able to express their opinions and they are listened to.
- 82% strongly agree/agree their manager regularly and effectively communicates with them

4.6 Working relationships

Employee relations is seen as focusing on both individual and collective relationships in the workplace, with an increasing emphasis on helping line managers establish trust-based relationships with employees. A positive climate of employee relations - with high levels of employee involvement, commitment and engagement - can improve business outcomes as well as contribute to employees' well-being²⁴.

Working relationships matter from a gender perspective in two ways. Firstly, it's important that all employees are able to build effective working relationships but it's also been suggested that diversity can help strengthen working relationships. A study by Kramer and Ben-Ner concluded that “interactions between diverse individuals that move beyond demographic stereotypes...may help strengthen working relationships.”²⁵

Survey results

Working Relationships is a strong area.

- 91% strongly agree/agree that working relationships are positive
- 92% strongly agree/agree they have the opportunity to be included in social activities
- 88% strongly agree/agree their opinions are treated with respect
- 86% strongly agree/agree they work in an inclusive environment

²⁴ CIPD. (2018). *Employee relations: an introduction*. (Online.)

²⁵ <https://www.emeraldinsight.com/doi/full/10.1108/EDI-04-2015-0030> (accessed 24.09.18)

4.7 Learning and Development

With fewer candidates to choose from, employers are now planning to upskill their existing workforce to address the potential skills shortage. Using a combination of good management, workplace culture and processes, employers need to create development pathways and provide career options for employees. What can also help to contribute to growth and employee fulfilment, and hence role attractiveness, is breadth of experience within a role²⁶. This in turn could develop a talent pipeline and aid succession planning.

Research has shown that women are less likely to receive employer arranged training. Learning and Work Institute reported in 2015 that 36% of women had received no workplace training in the past 12 months, compared to 26% of men, and that men were more likely to receive training aimed at enabling them to become better leaders and managers.²⁷ For older women and those who work part-time it can be even more difficult. IN 2014 the TUC reported that access to training for women over 50 was particularly challenging and this was preventing them from progressing out of low paid work.²⁸

Therefore action plans to advance equality and promote inclusion should carefully consider how accessible learning and development opportunities are for all employees, regardless of gender or working pattern.

During the review, it was noted that the business does have a Learning and Development Strategy and in their Corporate Plan they state that they:

“We will be open to challenge and will promote a culture of learning and innovation throughout our organisation”.

Training and Development has an accredited Centre for Professional Development that is approved by several awarding organisations to deliver and certificate a range of qualifications.

Section 2 of the Business Plan “Supported Training” - the Corporate Business plan shows updated current training activities.

The Corporate Training Programme is annually tailored to the needs and priorities of their services and will also change to meet demands.

Through the Careers Start Scheme policy the council offers work experience, traineeships and apprentice opportunities across the local authority taking opportunities to support the Welsh Government apprentice levy.

The Social Care Wales Workforce Development Programme 2019- 2020(SCWWDP) specifically supports the Social Care Workforce and there is a rolling action plan supporting this programme.

²⁶ Weeks, A. (2018). *Practitioners’ guide to the labour market outlook – Summer 2018*. CIPD.

²⁷ Learning and Work Institute *Women are losing out when it comes to workplace training* 6 November 2015 <https://www.learningandwork.org.uk/2015/11/06/women-are-losing-out-when-it-comes-workplace-training/> Accessed Sept 2018

²⁸ TUC *Age Immaterial: Women over 50 in the Workplace*

When a training need has been identified, the manager and employee completes the Training Request form which is forwarded onto Training and Development Department.

The Training Qualification Post Entry Agreement is completed by a member of staff and is an agreement between Local Authority and learner to ensure all parties are aware of expectations during the learning process.

The Management standards levels 3, 4 5 and 7 provide set criteria for learners undertaking these qualifications. 199 managers have achieved management qualifications.

The Digital Transformation Training event is initially being delivered to their digital transformation group prior to rolling out to the wider workforce, the outcomes of which will be:

The outcomes we want from the event, is for the DT Board to:

- Have a definition of the new transformed culture with wholesale buy-in and support
- Take personal responsibility for enabling, leading and championing digital transformation
- Understand their pivotal role and the key responsibilities
- Define the leadership and culture required to make this happen
- Identification of some key priorities and potential risks
- Commit to next steps and the work necessary to prepare the council for digital readiness and responsiveness

The annual business planning process incorporates any training, development or learning needs prioritised from the performance appraisal process. The performance appraisal process comprises regular supervisions, team meetings, and annual appraisal meetings for all employees regardless of their role.

Employees do have personal development plans. Employees are actively engaged in various programmes of development such as, induction, supervision, and any needs or opportunities identified as part of the induction process and probationary periods. There is as strong focus on Apprenticeships and the Institute of Leadership and Management training programme. Leaders have received formal leadership training (199 in total of which 110 are female and 89 male)

The Council was liP accredited from 2003to 2013 and is currently a “disability confident” Level 2 employer.

Survey results

- 85% strongly agree/agree they have equal opportunity to access learning opportunities within the organisation
- 71% strongly agree/agree they are regularly encouraged to consider their learning opportunities

4.8 Recruitment and Selection

Recruiting from broader, more diverse groups who are typically underrepresented in the job market, can be a way to boost candidate choice in a time where the economy is facing skills shortages.

Recruitment is an obvious pinch point that can exacerbate inequality in a workplace, but if steps are taken to ensure that recruitment is inclusive it can be a useful tool to improve the diversity of the workforce.

PwC found that a fifth of women had experienced gender discrimination during recruitment and that potential employees are increasingly concerned with an employer's equality and diversity performance, with 61% of women looking at the diversity of an employer's leadership team and 67% looking at whether a company has positive role models similar to them.²⁹ The PwC report concluded that "...employers must identify the most significant pain points in their attraction and selection processes, intervene to address them and assess the impact of their interventions to ensure they are accelerating their progress through meaningful results".³⁰

Often any bias in a recruitment process will be unconscious so it is worthwhile examining the various elements of the recruitment process, from job advertising to job descriptions and interview methods. Recruiting managers should, for example, be calling out job descriptions that:

- unconsciously favour one gender over another
- are too rigid in scope and do not allow for growth or autonomy³¹

During the review, it was noted that the business does have a Recruitment and Selection Policy in place which was reviewed within the last 12 months.

There is a clear selection process for internal candidates and promotional opportunities. Existing employees who may be temporarily out of the business (i.e. maternity leave or long term sickness absence) are notified of vacancies.

The organisation explained that recruitment is planned by the service areas and HR becomes involved at the point of requesting to advertise the vacancy. Over the last 12 months, 411 jobs were advertised of which 318 were advertised internally and 93 advertised externally.

The Council and trade unions have worked together in partnership to maximise employment continuity. As a result, the majority of their job advertising is internal where they specifically target the internal recruitment process as a means of redeploying any employees classed as 'at risk' of redundancy as a strategy to minimise any compulsory redundancies.

In order to achieve this commitment, in the first place they give priority to any employees classed as 'at risk' of redundancy and advertise vacancies to these employees. If the vacancy has not been filled in this way, they would then advertise internally only. There are special measures in place where they would consider advertising externally if there are no suitable internal candidates or the position is 'hard to fill' i.e. when employees do not have the required specialist

²⁹ PwC *Winning the fight for female talent* 2017

³⁰ Ibid

³¹ Weeks, A. (2018). *Practitioners' guide to the labour market outlook – Summer 2018*. CIPD.

skills/knowledge/experience required for the vacancy. Recently 2 Heads of Service roles and 7 Principal Officer roles were advertised.

The Council does experience difficulties in attracting Architects, Surveyors and Planners due to competitive salaries in the marketplace.

In the past they have experienced difficulties in recruiting Social Workers but as a result of a specific piece of work and focused strategies this is no longer the case.

Recruiting managers have received training in unconscious bias and/or best practice in equality and inclusion.

Survey results

- 88% strongly agree/agree they are aware of the Recruitment and Selection Process
- 67% strongly agree/agree that when opportunities for promotion arise there is fairness and transparency in the process

Key actions:

10. Recommunicate the recruitment and selection process in the context of the current moratorium to ensure understanding and transparency
11. Consider a long term goal of 50/50 recruitment shortlists for the roles where there are more women in the lower paid jobs as well as fewer in the high paid roles to work towards redressing the balance.

4.9 Performance management

Good performance management is critical for organisational success and requires a multifaceted approach linked to organisational strategy. Performance management revolves around regular, effective feedback on progress towards objectives. Employees' voice and perceived fairness are critical elements in performance feedback. There are also many biases to watch out for in performance ratings³².

Performance management is an important tool in supporting team members to grow and progress. We've outlined above the challenges that women can face in accessing training and development opportunities, but there are inequalities in relation to performance management and feedback as well. Research has suggested that while managers perceive themselves to be giving feedback to men and women to the same degree, in reality women are 30% less likely to receive either formal or informal feedback on performance.³³ Research by Paola Cecchi-Dimeglio also found that unconscious bias can affect the feedback that men and women receive, where similar behaviours or approaches are viewed negatively when displayed by women, but positively when displayed by

³² Gifford, J. (2017). *Performance management: an introduction*. CIPD.

³³ McKinsey and Co *What's stalling progress for women at work?* Podcast transcript December 2016 <https://www.mckinsey.com/featured-insights/gender-equality/whats-stalling-progress-for-women-at-work> Accessed 25.09.18

men.³⁴ For example one reviewer highlighted a woman’s “analysis paralysis” while describing the same behaviour in a male colleagues as “careful thoughtfulness”.³⁵

To ensure gender balance in senior positions and close the gender pay gap, we must look at performance management as well as recruitment and selection processes, to eliminate any bias.

During the review, it was noted that the business does have a Performance Management Framework in place incorporating formal annual reviews, informal one-to-ones, feedback and regular monitoring.

Employees do have regular feedback on performance and one to one support from their line managers. There are clear routes to progression/career development within the business.

Survey results

In comparison with the other areas surveyed, Performance Management has lower scores.

- 63% strongly agree/agree they have a regular review of their performance
- 69% strongly agree/agree they receive constructive feedback to improve their performance
- 55% strongly agree/agree that have a clear progression path
- 75% strongly agree/agree that everyone’s performance is reviewed fairly regardless of gender or work pattern

Key actions:

12. Review how the process is being conducted across all teams to ensure consistency.
13. Analyse progression within different categories e.g. part-timers, returners, male/female (are part-timers being encouraged to return and progress)
14. Create mentoring and sponsorship schemes to increase the numbers of women in senior roles and develop female talent

³⁴P. Cecchi-Dimelglio *How Gender Bias Corrupts Performance Reviews, and What to do About it* in Harvard Business Review 12.04.17 <https://hbr.org/2017/04/how-gender-bias-corrupts-performance-reviews-and-what-to-do-about-it> Accessed 25.09.18

³⁵ Ibid

4.10 Organisational culture

Organisational culture is a system of shared assumptions, values, and beliefs that show people what is appropriate and inappropriate behaviour. These shared values will influence people within your organisation and regulate how they behave. When done correctly, it will breed a culture of trust, engagement and productivity. This will create a better place to work, which will improve retention, recruitment and profit³⁶.

Developing and maintaining an inclusive workplace culture is essential to delivering gender equality. There are many policies and initiatives that can be put in place to address gender inequality, such as flexible working, equality and diversity policies and gender lensed recruitment processes, but gender balance within a workforce is unlikely to be achieved or sustained unless these approaches have a positive impact on the workplace culture.

At present the business has clearly identified their organisational values and goals and these are regularly communicated to all stakeholders of the organisation. Employees have a voice via various communication channels (see previous section on Internal Communication)

Survey results

The survey results present consistent perception amongst employees.

- A very positive 92% strongly agree/agree that they understand that their contribution supports the overall organisational objectives
- 78% strongly agree/agree that the organisational values are reflected across the organisation

4.11 Reward and recognition

Research in behavioural science has shown that the perceived fairness of rewards is a very strong factor in people's response to them. For instance, discovering a co-worker of the same level is rewarded more for the same activity tends to illicit considerable resentment³⁷. Equal Pay refers to the same pay for the same or similar work. The Equal Pay Act prohibits any less favourable treatment between men and women in terms of pay and conditions of employment.

As figure 3 illustrates, The Gender Pay Gap (GPG) measures the difference in earning of all men and all women across a whole organisation. The GPG can show whether women across an organisation earn less than men and/or whether men and women are segregated in different types of roles. From 2017 GPG reporting became a requirement of employers with more than 250 employees. Reporting is voluntary for those with less employees. That said, evaluating your GPG can be a valuable exercise in identifying barriers to progression and equality within your workforce.

The GPG can be influenced by vertical and horizontal segregation within the workforce. For example, if women are disproportionately concentrated within part time roles, this will drive down the median rate of pay for women in the organisation. If senior/specialist roles are predominately

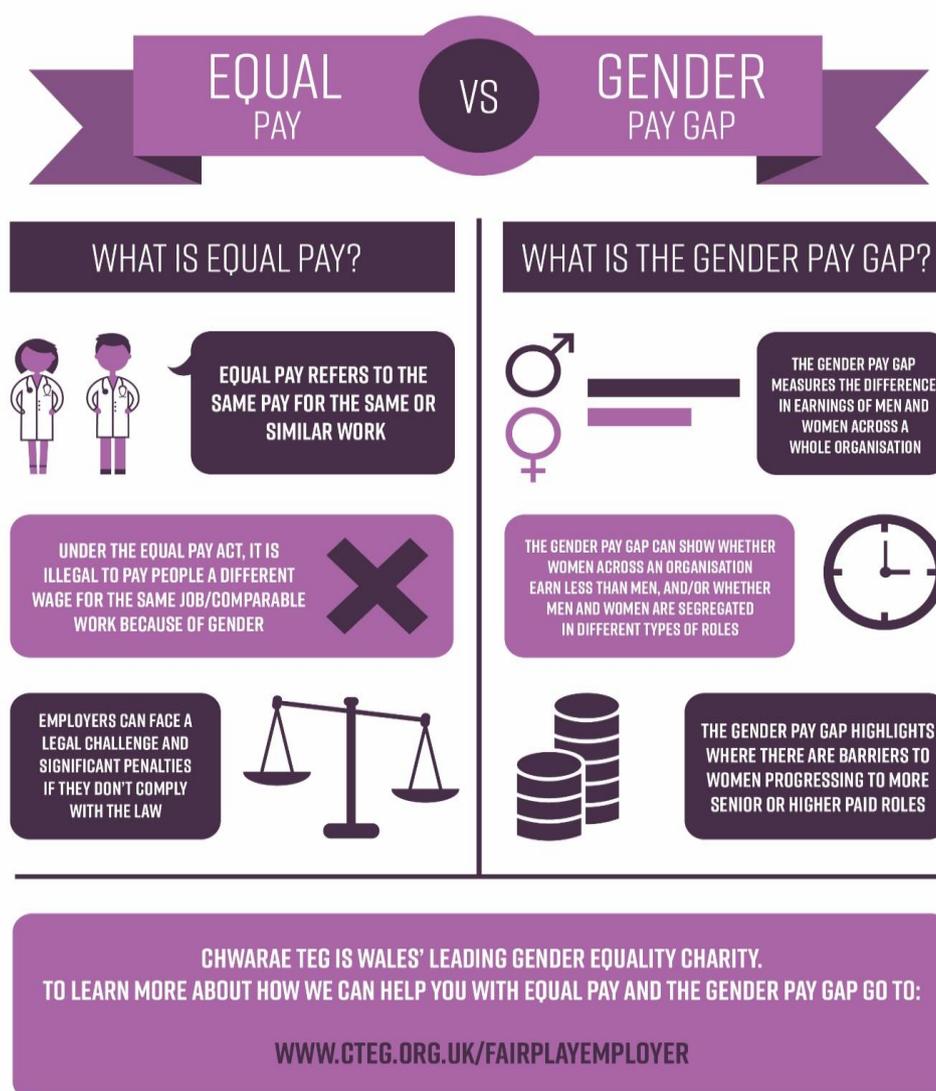
³⁶ Wedgwood, J. (2017). *Understanding organisational culture*. The Happiness Index.

³⁷ Tabibinia, G. and Lieberman, M. (2007). *Fairness and cooperation are rewarding*. The New York Academy of Sciences. Vol 118. pp90–101.

occupied by men, the median rate of pay for men will increase overall. By improving access to quality, better paid part time roles and improving gender balance at senior level, organisations will observe a reduction in their GPG.

It's also important to note gender differences in relation to financial incentives or rewards beyond basic salary. Research by You Gov found that women were less likely to have received a pay rise or bonus not connected to a promotion, less likely to have been given the opportunity to lead on a project and less likely to be promoted or rewarded for their work.³⁸ The new gender pay gap reporting regulations have also revealed that men are more likely to receive higher bonus payments than women, with many companies that make bonus payments reporting a gender bonus pay gap.³⁹

Figure 3



³⁸ You Gov *Women are less likely to be given opportunities or rewards in the workplace than men* 8th March 2018 <https://yougov.co.uk/news/2018/03/08/women-are-less-likely-be-given-opportunities-or-re/> Accessed 25.09.18

³⁹ Gender pay gap figures for companies can be reviewed here: <https://gender-pay-gap.service.gov.uk/Viewing/search-results>

Providing recognition lets employees know that their work is valued and appreciated. It gives employees a sense of ownership and belonging in their place of work, can improve morale and enhance loyalty. Regularly acknowledging the efforts of individuals and teams help build supportive working environments and improve motivation and retention.

The Council has a very clear and transparent pay structure in place and in 2008 completed a Job Evaluation exercise in relation to jobs which are governed by the NJC for LGS' terms and conditions of employment which helps to ensure that arrangements remain equality proofed. The equality proofed pay and grading structure is maintained by subjecting any newly established job or jobs which have significantly changed to a job evaluation assessment.

In September 2018, the Council produced its Gender Pay Gap Report and in summary:

- 71% of their workforce is female
- Their mean (average) gender pay gap is 11.4%
- Their median (midpoint) gender pay gap is 4.17%
- On average women earn 89p for every £1 that men earn
- At the midpoint, women earn 96p for every £1 that men earn
- 97% of their lowest paid employees (LGS Grade 1) are female but
- only 25% of their highest paid employees (Chief Officers) are female
- 60% of women in their workforce work part-time
- The distribution of women in the workforce, and a predominance of women working part-time, will contribute to their gender pay gap

Survey Results

The results and anecdotal comments suggests that many non-financial methods of recognition in place value in them i.e. public praise, employee of the month, letter of appreciation.

- 60% strongly agree/agree everyone is able to access reward and recognition
- 69% strongly agree/agree that reward and recognition is fairly distributed regardless of gender
- 72% strongly agree/agree that reward and recognition initiatives enable all genders to participate

Key actions:

15. Review/explore and develop non- financial methods of recognition for employees
16. Engage with employees to find out what reward and recognition packages they would prefer?

Fair Play Employer Scheme Gender Diversity Action Plan

Objective	Ref.	Action	Owner responsible	Target date	Outcome	Impact
To ensure the Council is a diverse and inclusive organisation						
1 a	1	Communicate the EDS to employees with the appropriate level of detail. Allow employees to provide feedback and suggestions for improvement.	Sheenagh Rees	March 2020	Employees are aware of its intentions and their role to work towards achieving the outcomes	Improved employee engagement. Diversity of thought during decision making.
1 b	2	Investigate the reasons behind some respondents feeling they have been less favourably treated because of their gender	Diane Hopkins	March 2021	Improved awareness of any potential issues regarding gender and treatment	Employees see continued commitment from the organisation to be an inclusive employer
To promote, facilitate analyse and monitor flexibility in the workplace at all levels (from top down), to enable women to progress and to ensure compatibility with a multi-generational workforce.						
2a	3	Long term, in line with the planned introduction of the new HR system, collect and monitor data in more depth related to Flexible Working (informal and formal). Scrutinise the Shared Parental Leave uptake to date to monitor the gender balance and encourage uptake across genders. Short term - Centralise Flexible Working requests to be able to	Lauren Margetson	March 2020	More knowledge of the number and nature of requests for Flexible Working and the split across levels, genders and all protected characteristics	Information that will help the organisation manage FW. A consistent approach to managing FW across the organisation.

Objective	Ref.	Action	Owner responsible	Target date	Outcome	Impact
		monitor all requests and outcomes.				
2f	4	Undertake awareness sessions with managers on FW is, what is possible and the benefits to not only the individual but the teams and organisation as a whole. Include FW in our Recruitment & Selection training for recruiting managers	HR Managers: Amy Hutchings Tom Owen Cath Lewis Lauren Margetson	March 2020	Raised awareness amongst management team of potential business benefits of adopting WLB strategies.	Improved access to FW. Employees report improved WLB.
2g	5	Publicise (with consent) case studies of those employees who have benefited from FW and/or also taken advantage of the different types of leave available. (particularly at higher levels of the organisation and across genders)	Diane Hopkins	March 2020	Employees see people, and particularly men, who work flexibly, but for reasons beyond solely childcare. FW heroes	Promotes FW and highlights 'flexible working heroes' in both your internal and external communications part-time and flexible working' doesn't remain problematically synonymous with 'working mothers'
2h	6	Work with the senior leadership team to raise awareness and understanding of work life balance.	Sheenagh Rees	March 2020	Raised awareness amongst management team of potential business benefits of adopting WLB strategies.	Improved access to FW. Employees report improved WLB.
2i	7	Promote availability of alternative working patterns at senior level.	Lauren Margetson	Actioned	Availability of FW at senior level communicated internally and during advertisement of vacancies.	Senior roles accessing range of working patterns i.e. compressed, job share, etc. Improved retention rates of women in senior roles.

Objective	Ref.	Action	Owner responsible	Target date	Outcome	Impact
To ensure a fair and transparent recruitment and selection process that encourages a wider talent pool and facilitates a more equal gender balance						
3a	8	Recommunicate the recruitment and selection process in the context of the current moratorium	Lauren Margetson	March 2020	Transparency and continued visibility of the recruitment and selection process	Employees understand the process and reasons for recruitment decisions.
	9	Increase recruitment & selection training sessions to ensure line managers apply the fair selection procedure.	Lauren Margetson	Actioned	Transparency and continued visibility of the recruitment and selection process	Managers understand the process and can evidence reasons for recruitment decisions.
3b	10	Consider a long term goal of 50/50 recruitment shortlists for the roles where there are more women in the lower paid jobs as well as fewer in the high paid roles to work towards redressing the balance.	Diane Hopkins	March 2021	More balanced shortlists with an increased talent pool.	More women recruited into higher
	11	Consider introducing anonymised application forms.	Diane Hopkins	March 2021	More balanced shortlists with an increased talent pool.	More women recruited into higher
	12	Long term look at celebrating/publicising cases where the organisation has male employees working in non-traditional roles particularly in the traditionally female dominated roles	Diane Hopkins	August 2020	Raised awareness of what opportunities are available throughout the organisation.	Employees from all genders accessing non-traditional roles/routes
Ensure the talent pipeline promotes female talent and progression and increases the number of women in senior roles						
4a	13	Ensure all leaders responsible for managing performance are aware of how to monitor performance and provide feedback on performance.	Cath Lewis Lynne Doyle	March 2021	Performance is measured fairly. Leaders are providing positive and developmental feedback.	Employees feel valued and supported. Improved progression opportunities.

Objective	Ref.	Action	Owner responsible	Target date	Outcome	Impact
4b	14	Implement an internal mentoring programme to support the development of employees within their roles and progression within the organisation	Lynne Doyle Amy Hutchings Cath Lewis	March 2021	Employees benefit from the support of others and increasing their ability to fulfil their potential.	Increased opportunities for progression/promotion. Aids succession planning. Increased numbers of women able to progress into more senior roles
4c	15	Identify different career development/progression pathways to facilitate employees' development	Lynne Doyle	March 2021	Raised awareness of alternative career paths within the organisation employees.	Increased opportunities for progression/promotion. Aids succession planning.
4d	16	Review how the performance process is being conducted across all teams to ensure consistency.	Cath Lewis Lynne Doyle	March 2021	Raised awareness of how the PM process is working in practice	All employees are receiving performance appraisals in line with the organisation's process
4e	17	Analyse the reasons why people are working part-time and the progression within different categories e.g. part-timers, returners, male/female (are part-timers/returners etc. being encouraged to progress)	Amy Hutchings / Tom Owen / Lauren Margetson	March 2021	Raised awareness of the current part-time population's reasons behind working part-time	More part-timers are able to develop/progress
Recognition and rewards to be managed transparently and kept fair regardless of gender or any other protected characteristic to ensure employees feel valued						
5a	18	Ensure leaders/managers provide balanced, regular and constructive feedback; whilst still allowing staff autonomy.	Cath Lewis Lynne Doyle	March 2021	Employees receive regular and constructive feedback.	Employees feel valued for their contribution to the business aim. Improved employee retention.
5b	19	Identify and Adopt non-financial rewards that can be implemented that provide recognition for a job well done.	Diane Hopkins	March 2021	Non-financial rewards implemented that are relevant to the workforce.	Employees feel valued for their contribution to the business aim. Improved employee retention.

Objective	Ref.	Action	Owner responsible	Target date	Outcome	Impact
5c	20	Update and/or Implement and adopt clear criteria for awarding R & R which is understood by all employees	Cath Lewis	March 2021	All employees know what they have to do to access R & R.	Employees feel engaged and motivated. Improved retention.
5d	21	Leaders ensure they provide regular appreciation and recognition for employee effort, commitment and attainment.	Diane Hopkins	March 2021	Employees receive regular and timely acknowledgement for their efforts in contributing to overall business/team aim.	All employees feel valued and appreciated for what they do. Improved retention.

On behalf of Neath Port Talbot Council I can confirm that we are committed to the Action Plan to progress the Council further.

Name:

Sheenagh Rees

Position:

Head of Human Resources

Date: 25/10/19

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Cyngor Castell-nedd Port Talbot
Neath Port Talbot Council

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Personnel Committee

2nd December 2019

Report of the Head of Human Resources

Matter for Information

The Menopause Project

Purpose of the Report

The purpose of this report is to provide information to Members on the Menopause Project being run jointly by the HR Team and the Trade Unions.

Background

71% of the Council's employees are female and of this 71%, the highest percentage - 29% (1203 employees) are in the 45 – 54 age bracket. This data has informed us that there is a need to provide support for women in this age group who are going through the menopause and peri-menopause.

According to a Government Report on Menopause, menopausal women are the fastest growing workforce demographic a view which is supported by the Office of National Statistics

- The average age for a woman to go through menopause is 51. It can be earlier than this, naturally or due to surgery, or illness

and symptoms may start years before menopause, during the perimenopause phase.

- According to the Faculty of Occupational Medicine, nearly 8 out of 10 of menopausal women are in work.

These statistics are a clear reason for supporting women going through the menopause in the workplace.

The Menopause Project

The Menopause project aims to create an environment to talk about menopause openly and without embarrassment. It is a natural phase in every woman's life that needs to be normalised. As such, we have put in place training and information so all employees have a clear understanding of the menopause.

Research has shown that 75-80% of women experience menopausal symptoms and out of these, 25% experience severe symptoms. By providing support to keep women in work, this can reduce the need for them to be absent due to sickness. The changes can be simple and low cost, eg providing a desk fan or a change of uniform to help manage symptoms.

In order to achieve this, the first part of the project was to develop a Menopause Briefing Note for Managers and Supervisors, provide advice on what can be done to support women in the workplace.

Following this, Menopause Briefing Sessions for managers and employees were run jointly with the trade unions at the three civic buildings, including a male only briefing session. Following this the Briefing Note was made available on the HR Intranet, together with other useful documents from the Wales TUC and the NHS.

At these briefing sessions, the women who attended felt that it was positive to talk to other women going through the menopause. This feedback was taken on board and a Menopause Drop-In Session was arranged at the Quays on 14th November 2019, as a pilot. This session involved a short talk from an Occupational Health Nurse around wellbeing during the menopause, including strategies for dealing with symptoms. The rest of the session was an opportunity for the women who attended to talk to each other about their symptoms and what works for them.



It is planned to run two more Menopause Drop In sessions in the New Year, one in Neath Civic Centre and one in Port Talbot Civic Centre. During these sessions, we will take the views of the women attending to see what further support the authority can provide.

Financial Impacts

There are no financial implications to the Menopause Project as all the actions are being delivered using existing resources.

Integrated Impact Assessment:

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

Valleys Communities Impacts:

No implications.

Workforce Impacts

Many women continue working through their menopause and for many years beyond. We believe supporting them through the menopause transition should be considered as a positive impact on the workforce.

Legal Impacts

No implications.

Risk Management Impacts:

No implications.

Consultation:

There is no requirement for external consultation on this item'

Recommendations

It is RECOMMENDED that this report be NOTED.

FOR INFORMATION.

Appendices

None.

List of Background Papers

None

Officer Contact

Sheenagh Rees, Head of Human Resources. Email:
s.rees5@npt.gov.uk. Tel: 01639 763315

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Cyngor Castell-nedd Port Talbot
Neath Port Talbot Council

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

2ND DECEMBER 2019

REPORT OF THE HEAD OF HUMAN RESOURCES – SHEENAGH REES

Matter for Decision

Wards Affected: All wards

Revised Domestic Abuse and Special Leave Policies

1. Purpose of Report:

The purpose of this report is to seek Member approval to introduce revised Domestic Abuse and Special Leave Policies that incorporate a provision of Safe Leave for staff members that are victims of domestic abuse.

2. Background:

The Council has a responsibility for the welfare of its employees and as such recognises that Gender based violence and Domestic Abuse may be a workplace issue.

The Council currently has a Domestic Abuse Policy in place that aims to:

- Support those employees experiencing Gender based violence and/or domestic abuse;
- Raise awareness of Gender based violence and Domestic Abuse and the implications for the services that the Council provides within the community and its effect within the workplace;
- Ensure that all Council employees understand the important role they can play in tackling Gender based violence and domestic abuse/violence and to develop a consistent approach across the Council.

3. Review of the Policy:

The Council's Corporate Policy Officer for Domestic Abuse and HR worked collaboratively to review the current policy arrangements. Good practice from other employers was identified in relation to a provision of safe leave in particular circumstances for victims of domestic abuse.

In line with the Council's responsibility for the welfare of its employee's, the introduction of a safe leave provision would provide assistance to employee's who are experiencing Gender Based Violence and Domestic Abuse and will promote that the Council will be supportive of the employee during this difficult time.

4. Proposed Changes:

The changes proposed to the Domestic Abuse and Special Leave Policies are for the provision of:

Up to 5 days paid safe leave to be available to employees experiencing gender based violence or domestic abuse for reasons including but not limited to:

- Seeking Safe Housing
- Visiting legal advisors or support agencies for re-housing,
- To make alternative childcare arrangements, including meetings with schools, or other relevant appointments.

The Special Leave Scheme and the Flexi-Time scheme also have provisions to allow additional or alternative leave.

In addition to the proposed safe leave provision, managers may also receive requests for time off work from employees who are experiencing Gender based violence or domestic abuse /violence to arrange appointments during the normal working day, these requests should be treated sympathetically in accordance with existing Council Policies. Such appointments might include:

- Attending Medical Appointments and Counselling
- Attending Legal Proceedings or receive legal advice
- To make alternative childcare arrangements, including meetings with schools.

5. Other support available:

Managers should also explore other measures supportively such as a temporary negotiated change in hours/times of work, where requested by employees experiencing Gender based violence or domestic abuse/violence (relevant Council Policies/schemes to be considered are: Rehabilitation Scheme, Reduced Hours Working, Flexible working, Term Time Working, Compressed Hours, Parental leave, Annual leave, Additional Annual Leave Purchase Scheme, Career Break, Emergency Time off for Dependants, unpaid leave)

6. Financial Impacts:

There are no financial impacts associated with this report.

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 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”.

8. Valleys Communities Impacts:

No Implications

9. Workforce Impacts:

The changes will ensure employees are aware of the support available to them at a seriously difficult time for victims of domestic abuse and should be seen as a positive impact for the workforce.

10. Legal Impacts:

No implications.

11. Risk Management Impacts:

No implications.

12. Consultation:

There is no requirement under the Constitution for external consultation on this item. The proposed changes have been communicated with the Trade Unions via the Local Government Services Forum who were fully supportive of the proposed changes.

Communication of the changes will also be communicated to staff as part of the White Ribbon Campaign that aims to eliminate all forms of domestic violence. This will be communicated via the Council's Corporate Media Team.

13. Recommendations:

It is **RECOMMENDED** that Members **APPROVE** the introduction of the revised Domestic Abuse and Special Leave Policies.

14. Appendices:

Appendix 1 – First Stage Integrated Impact Assessment

Appendix 2 – Revised Domestic Abuse Policy
Appendix 3 – Revised Special Leave Policy.

15. List of background papers:

None.

16. Officer Contact

Sheenagh Rees, Head of Human Resources, Email: s.rees5@npt.gov.uk or
tel. 01639 763315.

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Domestic Abuse Workplace Policy

Human Resources

APPROVED BY

Personnel
Committee

DATE

TBC

EDITION/VERSION

2nd Edition

REVIEW DATE

November
2020

	Contents	Page
1	Policy Statement	3
2	Scope	3
3	Objective of the Domestic Abuse/Violence Policy	3
4	Definition of Domestic Abuse	4
5	Domestic Abuse/Violence – A Workplace Issue	5
6	Legal Context	5
7	Confidentiality	6
8	Support Available to Employees	7-8
9	Ensuring Safety	9
10	Employees as a Perpetrator of Domestic Abuse/Violence	10
	 Appendices	
A	Guidance for Managers	11-14
B	Contact Details of Support Services/Organisations	15-16

1. POLICY STATEMENT

The Council in its role as a provider of services and as an employer, has responded to the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015 by producing its own Strategy entitled *“Neath Port Talbot Healthy Relationships for Stronger Communities 2016-2019”* which this Policy addresses.

The Council will endeavour to take all possible steps to help combat the reality of Gender based Violence and / or Domestic Abuse through prevention, protection and support for those employees affected by these issues.

Gender based Violence and Domestic Abuse is unacceptable and will not be tolerated either within or outside the workplace. The Council is committed to:

- Providing support, in a confidential, sensitive and non-judgemental manner to employees who experience domestic abuse/violence;
- Raising awareness of Domestic Abuse and Violence i.e. by the provision of training to staff e.g. face to face and e-learning;
- Taking appropriate action in relation to employees who are perpetrators of domestic abuse/violence.

2. SCOPE

This policy applies to all employees of the Council other than those staff employed by schools operating under fully delegated personnel powers.

3. OBJECTIVES OF THE DOMESTIC ABUSE/VIOLENCE POLICY

The Council has a responsibility for the welfare of its employees and as such recognises that Gender based violence and Domestic Abuse may be a workplace issue. The policy guidelines aim to:

- Support those employees experiencing Gender based violence and/or domestic abuse;
- Raise awareness of Gender based violence and Domestic Abuse and the implications for the services that the Council provides within the community and its effect within the workplace;
- Ensure that all Council employees understand the important role they can play in tackling Gender based violence and domestic abuse/violence and to develop a consistent approach across the Council e.g. by offering staff training under the Welsh Government *“Ask and Act”* Programme;
- Provide details on what the Council may be able to do if employees are perpetrators of Gender based violence or domestic abuse

4. DEFINITION OF DOMESTIC ABUSE

4. Definition of Domestic Abuse

Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of gender or sexuality.

This can encompass, but is not limited to, the following types of abuse: psychological; physical; sexual; financial; emotional; manipulation; control.

Family members are defined as - mother, father, son, daughter, brother, sister and grandparents, whether directly related, in-laws or step-family.

Controlling behaviour - is a range of acts designed to make the person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour.

Coercive control - is an act or pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish or frighten their victim.

This definition, which is not a legal definition, includes so called “honour” based violence, female genital mutilation (FGM) and forced marriage, and is clear that victims are not confined to one gender or ethnic group.” (Government press release 2012)

Examples of coercive and controlling behaviour might be: the destruction of property, isolation from friends, family or other potential sources of support, preventing or controlling access to money, personal items, food, transportation, the telephone, and also stalking. It can also include abuse inflicted on, witnessed by or threatened against children

It is recognised that the desire to exert power and control underpins the majority of domestic abuse.

Domestic abuse occurs in all social classes, cultures and age groups whatever the sexual orientation, mental or physical ability.

5. DOMESTIC ABUSE/VIOLENCE – A WORKPLACE ISSUE

As one in four women and one in six men, will experience domestic abuse at some point in their life, it is likely that all workplaces have staff that have or are experiencing domestic abuse as well as those who are perpetrators of abuse.

Once domestic abuse has started it often becomes more frequent and more violent. On average a victim of domestic abuse/violence is assaulted 35 times before they report the matter to the police and 62% of children living with domestic abuse are directly harmed by the perpetrator of the abuse, in addition to the harm caused by witnessing the abuse of others. Research shows that 75% of those experiencing domestic abuse are targeted at work, ranging from receiving harassing phone calls to abusive partners turning up at the workplace unannounced and causing physical assault. On average high-risk victims live with domestic abuse for 2-3 years before getting help.

Domestic abuse can decrease productivity, and create difficulties from unplanned time off, lost wages and sick pay (in Wales the cost of Domestic Abuse is estimated to be £100.9 million in respect of lost economic output and £202.6 million in service costs).

6. LEGAL CONTEXT

The Council has a duty of care to ensure its workers work in a safe environment where risks to health and well being are considered and dealt with effectively.

It is a requirement of the Violence against Women, Domestic abuse and Sexual Violence (Wales) Act 2015 that all devolved public sector employers have a work place policy for Violence Against Women, Domestic Abuse and Sexual Violence. In preparation of this Policy the Council acknowledges key legislation relevant to violence at work which include:

- Health and Safety at Work Act 1974
- Management of Health and Safety at Work Regulations 1999
- Reporting of injuries, Diseases and Dangerous Occurrences Regulations 1995.
- Health and Safety (Consultation with Employees) Regulations 1996.
- Violence Against Women, Domestic Abuse and Sexual Violence (Wales) 2015 Act Well-Being of Future Generations (Wales) Act 2015
- Social Services and Wellbeing (Wales) Act 2014
- Equality Act (2010)

7. CONFIDENTIALITY

Any information obtained in relation to domestic abuse will be treated in the utmost confidence, as the consequences of breaching confidentiality can be severe for the person concerned.

In most cases, the manager will agree with the employee what (if anything) to share with colleagues (on a need to know basis only) and/or Occupational Health (see Guidance). It is only in very limited circumstances that information might have to be shared with others including:

- a) Where others (e.g. service users, customers or colleagues) could be put at risk or there is a high risk of serious harm to the employee;
- b) Where child or vulnerable adult protection issues arise, for instance if an employee gives information that suggests that their child or another child or a vulnerable adult is at risk from abuse (whether physical, emotional, sexual or neglect).

In these circumstances, the employee should be informed that advice (where appropriate, without disclosing the identity of the person) will be sought from the relevant agencies, e.g. Social Services Child Protection, which may result in a disclosure being made.

If it becomes necessary to make colleagues aware of potential risks, the employee should be made aware of what they will be told and that they will be warned that such information is confidential, with unauthorised breaches being subject to disciplinary action.

8. SUPPORT AVAILABLE TO EMPLOYEES

It is important to promote the understanding that everyone has the right to a life free from abuse in any form. Gender based Violence and Domestic Abuse is wholly unacceptable and inexcusable behaviour, and responsibility for Gender based Violence and domestic abuse/violence lies with the perpetrator.

The Council will:

- Ensure that information on this policy and support available is incorporated into the induction given to all new employees;
- Provide information to existing employees via staff/ team meetings and the intranet;
- Provide appropriate training to all employees e.g. e-learning/face to face Violence Against Women and Domestic Abuse and Sexual Violence training;
- Promote awareness raising and publicise contact details of support services/organisations via leaflets and holding corporate "Awareness Days".

The Council would encourage any employee experiencing Gender based Violence and domestic abuse to inform their line manager as soon as possible. If an employee does not feel able to speak to their line manager, he/she can contact:

- Human Resources Officer
- Trade Union Representative
- Occupational Health Advisor
- Live Fear Free Helpline 0808 80 10 800
- Domestic Abuse One Stop Shop, Victoria Gardens, Neath, Tel: 01639 622350

If an employee does not wish to speak to their line manager, he/she should be advised of the difficulties that may arise if the Manager is not aware of the relevant facts and circumstances (for example if there is a potential health and safety issue or if other action is being taken on capability or absence management).

The role of the person contacted by the employee will be to:

- Be available and approachable for those employees experiencing Gender based Violence and domestic abuse;
- Believe, listen and support individuals;
- Keep any information confidential (subject to the requirements of child and vulnerable adult protection – see Section 7 Confidentiality);
- Respond in a sensitive, non-judgemental manner;
- Ensure that the employee is aware of the options available to them and remains in control of the situation;
- Encourage the employee to seek the advice of other relevant agencies.

8.1 Leave and time off work

Safe Leave

As outlined in our Special Leave Policy, up to 5 days paid safe leave is available to employees experiencing gender based violence or domestic abuse for reasons including but not limited to:

- Seeking Safe Housing
- Visiting legal advisors or support agencies for re-housing, to make alternative childcare arrangements, including meetings with schools, or other relevant appointments.

The Special Leave Scheme and the Flexi-Time scheme also have provisions to allow additional or alternative leave, at the discretion of the appropriate manager (in exceptional circumstances this may be granted on full pay by the relevant Head of Service) in conjunction with HR, in cases of domestic difficulties. Managers should look sympathetically at requests for reasonable time off within these arrangements for employees who have disclosed that they are experiencing domestic abuse/violence.

Managers may receive requests for time off work from employees who are experiencing Gender based violence or domestic abuse /violence to arrange appointments during the normal working day, these requests should be treated sympathetically in accordance with the Councils' Policies. Such appointments might include:

- Attending Medical Appointments and Counselling
- Attending Legal Proceedings or receive legal advice
- To make alternative childcare arrangements, including meetings with schools.

Managers should also explore other measures supportively such as a temporary negotiated change in hours/times of work, where requested by employees experiencing Gender based violence or domestic abuse/violence (relevant schemes to consider: Rehabilitation Scheme, Reduced Hours Working, Flexible working, Term Time Working, Compressed Hours, Parental leave, Annual leave, Additional Annual Leave Purchase Scheme, Career Break, Emergency Time off for Dependants, unpaid leave).

8.2 Financial Issues

Employees leaving an abusive partner may face considerable financial hardship or have concerns in respect of finding suitable accommodation for themselves and their family. The Council has a mechanism of support in place which includes free advice and support from the Welfare Rights Unit and also the Housing Benefit /Council Tax Benefits Sections.

If an employee discloses that their abuser has access to their finances or is exerting

economic pressure upon them, the relevant HR officer should be approached regarding the possibility of temporarily changing the way they are paid e.g. paid by cheque whilst a new bank account is being opened.

8.3 Health Effects

Employees experiencing gender based violence or domestic abuse may be more vulnerable to stress at work and managers should refer to the corporate procedure Managing Stress in the Workplace. Also if appropriate, and with the employee consent, refer the employee to the Occupational Health Advisor.

The responsibilities of employers, employees and others for the Health and Safety of Persons at Work are defined by the Health and Safety at Work Act 1974. The Council has developed guidance for managers to deal with incidents where an employee is verbally abused or, threatened or physically assaulted in the course of their duties.

The strategies outlined in the Corporate Health & Safety Dealing with Violence and Aggression at Work Policy will apply to most situations of abuse in the workplace. However, managers may have to consider additional factors if these incidents involve Gender based violence or domestic abuse/violence. These incidents may involve violent partners or ex-partners visiting the workplace, abusive phone calls, or intimidation or harassment of an employee by the alleged perpetrator.

Managers may have to ensure that any safety measures taken into account are operationally appropriate. However, ensuring that employees are safe should be of primary consideration throughout this process and employees should not be made to feel guilty in respect of any adjustments being implemented.

See further guidance in Appendix A.

9.1 Signs of Domestic Abuse/Violence

Managers may become aware of a potential Domestic Abuse/Violence situation through absence management monitoring or poor performance – see examples of signs in **Appendix A**.

However, the signs of an employee experiencing Domestic Abuse /violence can vary.

As with other personnel issues, identifying that an employee may be experiencing difficulties at an early stage can help ensure appropriate support is provided and also assist the employee to deal with their situation more effectively.

10. EMPLOYEES AS A PERPETRATOR OF DOMESTIC ABUSE/VIOLENCE

Abusive and violent behaviour is the responsibility of the perpetrator. Employees should be aware that misconduct inside or outside of work (whether or not it leads to a criminal conviction) is viewed seriously – and can lead to disciplinary action.

Further information is provided in Section 12 of the Council's Employee Code of Conduct and is set out below:-

All employees must declare any criminal offence for which they have been charged or prosecuted to their Head of Service, that is either reportable to their professional body or standards body, or which could either:-

- ❖ Bring the Council into disrepute, or
- ❖ Result in them being unable to undertake the role for which they are employed, or
- ❖ May result in a prison sentence

Upon receipt of this information, the Head of Service will review the impact of this information upon the contract of employment with a view to giving consideration as to what support, if appropriate or necessary, might be provided to the employee and whether the declaration requires further investigation to establish if there is a potential disciplinary issue. Where an issue may be potentially gross misconduct, a risk assessment must be undertaken to establish whether the employee should be suspended.

Failure to declare or accurately declare relevant offences will result in disciplinary action.

Employees should be aware that domestic abuse/violence can lead to a criminal conviction.

Gender based violence or Domestic abuse/violence could result in certain job duties becoming inappropriate or untenable and therefore giving justification for dismissal or redeployment e.g. it would be inappropriate for a perpetrator of domestic abuse/violence to provide services to children or vulnerable adults.

Similarly, proven harassment and intimidation of Council employees by a partner or ex-partner who is also employed by the council will be viewed seriously and may lead to disciplinary action.

However, it may also be appropriate to support an employee who is seeking help to address their behaviour. Respect, www.respect.uk.net, telephone number 0808 802 4040 offers a support service for perpetrators of domestic abuse.

If any of these circumstances are brought to a manager's attention, advice should be sought from Human Resources in the first instance.

APPENDIX A

Information Guide for Managers/Workers

1. Initial Approach

Managers need to develop a sensitive and non-judgemental approach when dealing with employees who have experienced domestic abuse/violence. This should include:

- Taking time to listen to the employee and believing what is said by the employee;
- Ensuring that any discussion about the employee's situation takes place in privacy and their confidentiality is respected as far as possible (see section 7 confidentiality);
- Understanding that the employee may not wish to approach their line manager, and may prefer to involve a third party such as a work colleague, hr officer, occupational health advisor, or a trade union representative;
- Awareness that there may be additional issues faced by the employee because of their age, gender, sexuality, ethnic background or disability etc.;
- Being non-judgemental - research has shown that it can take a long time and be extremely difficult to break free of an abusive relationship. It should not be assumed therefore that because an individual returns or stays in an abusive relationship that the abuse was not severe or did not take place;
- Allowing time for the employee to explore options and make decisions;
- Offering, but not imposing, practical support as set out below.

The manager may wish to discuss the situation, without disclosing the name of the person, with the **Live Fear Free Helpline 0808 80 10 800**, or contact a HR Officer for advice.

2. Ensuring Safety

- improving security measures e.g. ensuring that access to buildings are open to authorised staff only;
- Reception/switchboard staff do not divulge information about employees, especially personal details such as home addresses, telephone numbers or times of work;
- Offering permanent or temporary changes in work locations, times and patterns of work, helping to make the employee less at risk at work and on their journey to and from work. This could include change to the office layout to ensure that the employee is not visible from reception points or ground floor windows;
- Offering changes in specific duties, e.g. answering phones or working in reception area, or in exceptional circumstances, redeployment to another post if alternative arrangements are not feasible;
- Agreeing what to tell work colleagues and how they should respond if the abuser phones or calls into the workplace;
- Ensuring that the systems for recording employees whereabouts during the day are adequate and if their work requires visits outside the office, consider how risks can be minimised (e.g. changing duties or allowing another colleague to accompany them on certain journeys);
- Recording any incidents of abuse in the workplace, including persistent phone calls, e-mails, or visits to an employee by their abuser via the Council's Potentially Violent People (PVP) System in line with the Councils Corporate Health & Safety Potentially Violent Persons Procedure. Details of any witnesses to these incidents should also be noted. The record must be clear, accurate and include date(s), time(s) location(s) and details of any witnesses. Records must be factual not opinion based. Must be held securely and in accordance with the Data Protection Act. They should be held separately from official employee records. These records could be used if the employee wants to press charges or apply for an injunction against the alleged perpetrator. The employer could also apply for an injunction if the actions of an alleged perpetrator impinge on the health and safety of employees.

Review the employee`s next of kin information (the ex-partner may still be listed or the abuser may still be the partner of the victim)

Do not make contact with the perpetrator and never attempt to mediate between an employee and a perpetrator of violence/abuse nor suggest to them that they access professional mediation services (if a perpetrator becomes aware that someone knows about the abuse and/or violence it could compromise the employee`s safety or make a difficult situation even worse.)

3. Signs of Domestic Abuse/Violence

- Lateness or high absenteeism without sufficient explanation;
- Uncharacteristic depression, anxiety, distraction or problems with concentration;
- Changes in the quality of work performance for no apparent reason;
- Obsession with time, avoiding lunch breaks or socialising outside work;
- Partner exerts control; employee dropped off and picked up, unable to do business trips;
- Reluctance to turn mobile off;
- Inappropriate or excessive clothing;
- Repeated injuries, unexpected bruising or explanations that do not fit the injuries displayed;
- Increased hours being worked and/or leave not taken for no apparent reason;
- Excessive make-up to disguise bruising or “crying eyes”.

4. Legal Context

The following legislation is also relevant with those listed on page 6 of this policy:

- Human Rights Act 2000 – all public bodies have an obligation to protect against the violation of human rights. Violence against women, domestic abuse and sexual violence denies women and girls the most fundamental human rights (Articles 2 & 8)
- Equality Act 2010 – under the public sector duty, the Council is committed to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity for protected groups; and foster good relations
- Protection from Harassment Act 1997 makes harassment a criminal offence

APPENDIX B

Contact Details of Support Services /Organisations

POLICE

Emergencies	999
Police non emergency	101
South Wales Police Domestic Abuse Unit (NPT/Swansea)	01792 456999

SUPPORT AND INFORMATION SERVICES

Live Fear Free Helpline	0808 80 10 800 www.livefearfree.gov.wales
Thrive Women's Aid Port Talbot	www.thrivewomensaid.org.uk 01639 894864
Welsh Women's Aid	www.welshwomensaid.org.uk
Domestic Abuse One Stop Shop (Victoria Gardens Neath)	01639 622350
Calan DVS Domestic Violence Services	01639 633580
Hafan Cymru(Charitable Housing association)	01639 642338
Independent Domestic Violence Advisor	01639 889113
Dyn Project (for men experiencing domestic violence and abuse)	0808 801 0321 www.dynwales.org
BAWSO, www.bawso.org.uk	01792 642003
Minority Ethnic Women's Network	01792 467722

Galop - UK's only Lesbian, Gay, Bi-Sexual and TransGender Domestic Abuse Helpline	0800 999 5428
Victim Support	01639 639179 0845 3030 900
Respect (help for perpetrators) www.respect.uk.net	0808 802 4040
Citizens Advice Bureau	0844 4772020
National Stalking Helpline	0808 802 0300 www.stalkinghelpline.org

NEATH PORT TALBOT C.B.C CONTACTS.

Social Services

Child Protection	01639 686803
Emergency Duty Officer	01639 895455
Vulnerable Adults	01639 683021
Welfare Rights Unit	01639 685225
Housing Options and Advice	01639 685219
Out of hours homelessness	01639 686868
Housing benefit and council tax benefit	01639 686838 01639 763454
Domestic Abuse Policy Officer	01639 686285

Trade Union Contact Details

Unison	01639 763820 unison@npt.gov.uk
GMB	01639 763822 gmb@npt.gov.uk
Unite the Union	01792 472410

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Special Leave Scheme



Neath Port Talbot
Castell-nedd Port Talbot
County Borough Council Cyngor Bwrdeistref Sirol

Human Resources

APPROVED BY

Personnel
Committee

DATE

21/11/ 2019

EDITION/VERSION

Version 7

REVIEW DATE

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

	Contents	Page
1	Scope	3
2	Public Duties	3-4
3	Maternity Support Leave	4
4	Ante Natal Care	4
5	In Vitro Fertilisation Treatment (IVF)	4 - 5
6	Time Off for Medical Screening	5
7	Blood Donation	5
8	Hospital Appointments/Medical Appointments (including doctors surgery, opticians and dentists)	5
9	Adoption Leave	5
10	Parental Leave	5
11	Other Leave	5 - 7

1. SCOPE

This scheme procedure applies to all employees of the County Borough Council other than those directly employed by the schools and those employed on Chief Officer's Conditions of Service.

The following scheme of Special Leave is to apply:-

2. PUBLIC DUTIES

Paid time off work will be granted for public duties. The full classification of public duties can be found on [DirectGov](#)

Up to 18 contractual days per annum with pay will be granted unless otherwise stated.

Examples of public duties include:-

- (i) **Member of a Unitary Authority**
- (ii) **Magistrates**
- (iii) **School Governors** – paid leave of up to 5 working days per annum to attend School Governing Body meetings.

[**Note** - The maximum individual entitlement for paid time off for public duties will be 30 contractual days per annum. Where an allowance is claimable for loss of earnings the employee must claim and pay the allowance to the Authority].

- (iv) **Member of Community Council** - leave without pay, to be determined by the Head of Service;
- (v) **Jury Service** - leave with pay, subject to the employee reimbursing to the Authority the employee's claim for loss of earnings;

[**Note: Employees must forward the loss of earnings form to payroll BEFORE they attend jury service. Payroll will complete and return to the employee to take to the Court with them. The Court will then give them a Remittance Advice Note which they must copy and send to Payroll.**

Managers must report jury service on the staff return for the relevant days attended.]

- (vi) **Service in the non-regular Reserve Forces* and Cadets Associations (RFCAs)** - 2 weeks unpaid leave to attend summer camp.

Where it is confirmed by the relevant Volunteer Reserve Force that the amount of pay, allowances and bounty claimable for the 2 week period is less than the

employee's normal pay for that period, the difference shall be reimbursed by the Authority.

*comprising the Royal Naval Reserve (RNR), the Royal Marines Reserve (RMR), the Territorial Army (TA) and the Royal Auxiliary Airforce (RAuxAF).

3. MATERNITY SUPPORT LEAVE

Maternity support leave of 5 days with pay shall be granted to the child's father or the partner or nominated carer of an expectant mother at or around the time of birth, ***or during the ante-natal period if considered by the employee to be more appropriate.***

A nominated carer is the person nominated by the mother to assist in the care of the child and to provide support to the mother at or around the time of the birth. For full details on this please see the Council's [Maternity Leave Scheme](#).

4. ANTE NATAL CARE

Any pregnant employee, regardless of length of service or number of hours worked, has the right to reasonable paid time off, during working hours, for antenatal care. Antenatal care covers not just medical examinations but also relaxation and parent-craft classes. An appointment card must be produced, when requested. This entitlement ends once the maternity leave has commenced.

From 1 October 2014, an expectant father or the partner (including same sex) of a pregnant woman will be entitled to take unpaid time off work to accompany the woman to up to 2 of her ante-natal appointments. Employees accompanying the expectant mother to her ante-natal appointments are entitled to unpaid leave for 1 or 2 appointments. The time off is capped at six and a half hours for each appointment. For full details on this please see the Council's [Maternity Leave Scheme](#).

5. IN VITRO FERTILISATION TREATMENT (IVF)

There is no statutory right for employees to take time off for IVF treatment. Medical appointments related to IVF will be treated the same as any other medical appointment under the terms and conditions of the contract of employment. In cases where an employee is unable to work due to the effects of the IVF treatment and is signed off by the GP, the Council will treat this as sickness absence in the same way as sickness for other reasons in accordance with the normal Council policy and procedures.

Following implantation a pregnancy may or may not occur, but the employee is regarded as being pregnant from the point of the implantation, and is protected from dismissal or adverse treatment under the Equality Act 2010 pregnancy legislation. Employees should notify their line manager they have reached this stage.

The Pregnancy test is usually taken 2 weeks after implantation. If the treatment is successful and the employee remains pregnant the employee will remain protected against discrimination on the grounds of pregnancy until the end of her maternity leave. At this point an employee should refer to the Authority's Maternity Policy. If the treatment is unsuccessful and test is negative the protected period extends for a further 2 weeks, meaning the protected period ends 2 weeks after the date the employee was informed that the implantation was not successful.

6. TIME OFF FOR MEDICAL SCREENING

Reasonable paid time off will be granted for the purpose of medical screening.

7. BLOOD DONATION

Reasonable paid time-off will be granted for the purpose of donating blood.

HOSPITAL APPOINTMENTS/MEDICAL APPOINTMENTS (INCLUDING DOCTOR'S SURGERY OPTICIANS AND DENTISTS)

Management approval for any appointment must be obtained in advance of any appointment, and as soon as is reasonably possible.

The amount of time that can be claimed is shown in [Flexitime Scheme](#)

9. ADOPTION LEAVE

Details are available in the Council's [Adoptive Parents Leave and Pay Scheme](#).

10. PARENTAL LEAVE

Details are available in the Council's [Flexible Working Policy & Procedure](#)

11. OTHER LEAVE

(i) **Safe Leave** – up to 5 days paid safe leave is available to employees experiencing gender based violence or domestic abuse for reasons including but not limited to:

- Seeking Safe Housing
- Visiting legal advisors or support agencies for re-housing, to make alternative childcare arrangements, including meetings with schools, or other relevant appointments.

(ii) Domestic - serious illness of a close relative, i.e. spouse, partner, parent or child. Up to 5 days unpaid leave may be granted by the Head of Service. In exceptional circumstances, this may be granted on full pay by the Head of Service.

Any additional period of leave will be unpaid, and must be approved by the Head of Service in consultation with the Head of Human Resources.

Bereavement - death of an **immediate relative**, i.e. parent, spouse, partner or child. Leave with pay will be granted by the Head of Service from the date of death to the date of the funeral, up to a maximum of 5 working days.

Bereavement - death of a **close relative**, i.e. brother, sister, grand-parents, parents-in-law. One day leave with pay will be granted by the Head of Service to attend the funeral. If the deceased relative lives with the employee, or the employee is solely responsible for all funeral arrangements, leave with pay will be granted by the Head of Service from the date of death to the date of the funeral, up to a maximum of 5 working days.

Funeral Attendance - time off with pay to attend a funeral as a nominated staff representative may be granted by the Head of Service. In other cases, employees will attend in their own time.

Court Appearance/Legal Proceedings – attendance as an officer, as part of their paid employment - leave with pay. Attendance as a witness for the police - leave with pay subject to the reimbursement of any allowances received by the employee. Attendance in all other cases - leave without pay, unless for exceptional reasons the Head of Service approves the absence with pay.

Employment Tribunals - paid time off will be granted to employees who are required to attend an Employment Tribunal hearing which is directly associated with this Authority, subject to the reimbursement of any attendance allowances payable.

Participation in Elections as a Candidate - applicable to an employee who is a candidate for the UK or European Parliament, the Welsh Assembly or a Unitary Authority. Leave without pay may be granted by the Head of Service from the date of the valid nomination to the date of the poll. (The same provisions would apply to an employee who acts as an official agent of a candidate at the above elections).

Participation in Election duties – paid special leave will be granted to those staff who need to be away from their job during normal working hours to undertake election work. This includes Polling day duties, postal vote duties etc., and any consequential training/briefing sessions. Staff will **not** be entitled to be paid for any additional hours worked over their normal contracted hours. Similarly, if polling day falls on an employee's non-working day, then **no paid special leave** is applicable because the

employee was not scheduled to be in work.

“Representative” Sport - the employee’s Head of Service, in consultation with the Head of Human Resources, may grant reasonable time off with and/or without pay to employees who are representing their country at national, regional or county level as an amateur either in a “playing” or administrative capacity.

i) **Attendance at an Interview** – Employees will be allowed paid time off for any internal (within NPTCBC) interviews. Employees who are considered at risk of redundancy with the Council have a statutory entitlement to reasonable paid time off to attend an interview on production of appropriate evidence.

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Impact Assessment - First Stage

1. Details of the initiative

Initiative description and summary: Amendments to Council Domestic Abuse and Special Leave Policies to include a provision of Safe Leave
Service Area: All Council Employees other than those employed directly by School's operating under fully delegated powers
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				

Page 158

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		The addition of the provision of safe leave will support the long term well-being of people that are victims of domestic abuse.
Integration - how the initiative impacts upon our wellbeing objectives	x		As above. The policy changes will be an aid to ensuring the wellbeing objectives are met.
Involvement - how people have been involved in developing the initiative	x		The Council's Corporate Policy Officer for Domestic Abuse has consulted with the Domestic Violence Local partnership and Women's Aid to get feedback from them. The Council's Joint Trade Unions have also been consulted with. All parties have been extremely supportive of the proposed changes.
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 change. However consultation with other employers via the Domestic Abuse Local Partnership may lead other employers in the region to follow our practice.
Prevention - how the initiative will prevent problems occurring or getting worse	x		It will enhance current supportive options to employees that are victims of domestic abuse.

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. 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	Tom Owen	HR Manager		20/11/2019
Signed off by	Sheenagh Rees	Head of Service/Director		21/11/19

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NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

2ND DECEMBER 2019

REPORT OF THE HEAD OF HUMAN RESOURCES – SHEENAGH REES

Matter for information

Wards Affected: All wards

Time to Change Wales Employer Pledge – Action Plan

Purpose of Report

The purpose of this report is to update Members in relation to progress made on the Action Plan developed as part of the Time to Change Wales Employer Pledge, which the Council signed up to September 2019.

Executive Summary:

This report provides Members with an update in the relation to the actions which have been undertaken since September 2019 to support the Council's commitment to the Time to Change Wales Employer Pledge.

Background:

The Time to Change Wales Employer Pledge

The Time to Change Wales Campaign's Employer Pledge provides a framework for employers to work within to support employees with their mental health. The Campaign provides support to employers including training and access to a range of resources. There are no financial costs to the scheme.

Following a report to Personnel Committee in May 2019, the Pledge was signed at Staff Council in September 2019.

Project Team

A project team has been established consisting of employees from across the HR division, the Council's communications team and both teaching trade unions and 'green book' trade unions.

Action Plan

The action plan draws on the internal resources we already have in place as well as resources that will be made available by Time to Change Wales, including support to train a pool of 'Employee Champions' who will be instrumental in disseminating messages and information about mental health across the Council.

A copy of the Action Plan is provided in Appendix 1. However, provided below are some of the key actions that have been delivered to date:-

- Pledge signed at Staff Council on 16th September 2019 where a Time to Change Champion attended and shared her very personal story regarding her mental health journey.
- World Mental Health Day on 10th October 2019 – three stalls were staffed in the Quays, Port Talbot Civic Centre, Neath Civic Centre and the Mental Health Nurse attended the SRC at the Quays with information leaflets and an opportunity for employees to ask questions, have a private talk.
- Resources publicised widely to encourage Tea and Talk sessions, an initiative supported by the Mental Health Foundation, not only for World Mental Health day, but also going forward
- 30 managers from across the Council attended Safetalk Training on Monday 7th October 2019 as the theme of this year's World Mental Health Day was suicide awareness
- Reasonable Adjustments Briefing Note developed and an implementation plan in place to roll out across the Council
- Wellbeing section included in the Council's Performance Appraisal documentation and the Return to Work Interview form

The Project Group will continue to deliver the Action Plan going forward.

Financial Impacts:

There are no financial implications associated with this report as all actions are being carried out from existing resources and budgets.

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:

The intention behind the Time to Change Wales campaign and our action plan is to have a positive impact on the workforce by reducing the stigma around mental health and discrimination faced by people with mental health problems within the workplace.

Legal Impacts:

No implications.

Risk Management Impacts:

Implementation this proposal is to support the Council's Strategic Equality Plan commitment.

Consultation:

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

Recommendations:

It is recommended that Members note the update in relation to Time to Change Wales Action Plan and receive a further update in six months.

FOR INFORMATION

Appendices:

Appendix 1 – Time to Change Wales Action Plan

Officer contact

Sheenagh Rees, Head of Human Resources, Email: s.rees5@npt.gov.uk or tel. 01639 763315

let's end mental health discrimination

time to change

Wales

rhown ddiwedd ar wahaniaethu ar sail iechyd meddwl

amser i newid

Cymru

Employer Pledge Action Plan

In order to continue with your request to sign the Time to Change Wales Employer Pledge, please complete this document and email it to: pledge@timetochangewales.org.uk. We ask that you submit your plan a **minimum of four weeks** before the date of your pledge signing to allow us time to feedback on your plan and commission your pledge board.

It's not a problem if your action plan is still a draft at this stage. You can add to and develop your plan at any time as we encourage organisations to think about their action plan as a living document. While neither a quality mark nor endorsement, for a Pledge to have real value, it should lead to some practical action. Your action plan document will not be shared with anyone outside of Time to Change Wales but we need to see that you are serious about being active in the campaign to ensure the Time to Change Wales Employer Pledge maintains its value.

You should have received a full guide on how to fill out your action plan, along with an explanation of the seven key principles listed in the plan. If you have not received this, please email pledge@timetochangewales.org.uk.

This template is not prescriptive but offers a variety of suggested actions that may give ideas for writing your organisation's action plan. There are a number of suggested actions for each section but you should not feel that you are required to include as many actions in your plan. Neither should you be limited by these suggestions, in fact, we encourage you to identify actions that are relevant and achievable in your organisation.

Organisation:	Neath Port Talbot Council	Main contact:	Diane Hopkins
Twitter:		Job title:	Principal HR Manager
Facebook:		Email:	d.b.hopkins@npt.gov.uk
Instagram:		Phone:	01639 763012



Funded by:



Llywodraeth Cymru
Welsh Government



let's end mental health discrimination

time to change

Wales

rhown ddiwedd ar wahaniaethu ar sail iechyd meddwl

amser i newid

Cymru

Employer Pledge Action Plan Template

Action plan principle	Activity description <i>List at least two tangible activities your organisation has planned to tackle mental health stigma and discrimination for each action plan principle.</i>	Internal lead(s) <i>Outline who is responsible for each activity</i>	Timescales <i>Provide planned timescales and dates</i>	Performance measure(s) <i>Outline how you will monitor impact and success</i>
<p>Demonstrate senior level buy-in</p> <p>How will you show that your senior leaders are committed to addressing mental health in the workplace?</p>	<ul style="list-style-type: none"> Senior management will attend the TtCW pledge signing. A senior member of staff to talk about the importance of tackling mental health stigma (e.g. at pledge signing and via an article In The Loop). A senior member of staff will share their own lived experience of mental ill-health. Mental health and wellbeing will be a standing agenda item on senior management team meeting agendas. The mental health and wellbeing of staff will be reviewed and discussed annually at Corporate Directors Group and Personnel Committee The TtCW pledge board will be displayed in a prominent place that can be viewed by staff and visitors. 	<p>Sheenagh Rees / Diane Hopkins</p>	<p>Report to Personnel Committee in May 2019</p>	<p>Signing event</p> <p>Articles from In The Loop</p> <p>Agendas and reports in relation to mental health</p> <p>Pledge will be displayed</p>
<p>Demonstrate accountability and recruit Employee Champions</p> <p>How will you ensure that this action plan is</p>	<ul style="list-style-type: none"> A named member of staff will have responsibility and oversight for implementing the TtCW Action Plan. Progress on the TtCW Action Plan will be reviewed annually by the HR Team and Corporate Directors Group and this will be shared with trade unions at Staff Council. A written progress review on the TtCW Action Plan will be provided annually to elected Members at Personnel Committee 	<p>Diane Hopkins</p> <p>Diane Hopkins/ Sheenagh Rees</p>	<p>Ongoing</p> <p>6 months from signing event and then annually – January 2020 December 2019</p>	<p>Reports provided</p>

Page 168



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Page 2

<p>successfully implemented?</p> <p>How will you recruit Employee Champions to support your work?</p> <p>More information on Employee Champions here.</p>	<p>celebrating successes and making recommendations for further actions.</p> <ul style="list-style-type: none"> • Our performance appraisal system will include a section on wellbeing. • Our Return to Work interview template will include a section on wellbeing • We will publish a staff notice informing employees about TtCW and invite them to put themselves forward to become an Employee Champion. 	<p>Cath Lewis</p> <p>Tom Owen</p> <p>Rachelle McClaughlan</p>	<p>Completed</p> <p>Completed</p> <p>January 2020</p>	
<p>Raise awareness about mental health</p> <p>How will you get your employees talking about mental health?</p>	<ul style="list-style-type: none"> • We will sign the TtCW pledge at an event attended by a large group of staff. • We will encourage our Employee Champions to arrange Activities to link with at least one annual mental health event – for 2019 we will aim to promote World Mental Health Day on Thursday 10th October 2019 and will allocate them time to do this. • We will display posters and other literature promoting mental health and wellbeing throughout the workplace. • We will have mental health as an ongoing agenda item at manager-level meetings and we will encourage School Governing Bodies to consider doing the same.. • We will add the 'Time to Change Wales Pledged Employer' digital stamp to our website and email signature. • We will promote our pledge commitment to mental health and wellbeing through our social media channels. • We will encourage behaviours that positively benefit mental health <ul style="list-style-type: none"> ○ We will provide 1:1 wellbeing sessions for employees ○ We will provide a Men's mental health leaflet 	<p>Diane Hopkins</p> <p>Rachelle McClaughlan</p> <p>Rachelle McClaughlan</p> <p>Heads of Service Anita James</p> <p>Anita James</p> <p>OHU OHU</p>	<p>Completed</p> <p>October 2019</p> <p>July 2019 – ongoing</p> <p>31 January 2020</p> <p>Ongoing</p>	<p>We will measure the difference this makes by comparing the number of referrals in relation to employees mental health before these changes were made compared to after the changes are made. This will provide an indicator on whether employees feel more able to speak to their manager about their mental health.</p>

	<ul style="list-style-type: none"> ○ We will provide bereavement counselling for employees ○ We will provide specialist baby loss counselling for employees ○ We will run mindfulness sessions ○ We will run health promotion sessions ○ Our Health and Safety training includes a session on Mental Health in the Workplace ● We will work in partnership with our trade union Union Learning Representatives network to run sessions and training courses which will raise awareness, signpost employees and support employees with mental health. ● We will commission bespoke training on equalities for our Accountable Managers and Head teachers, which will include a dedicated section on reasonable adjustments 	<p>OHU OHU OHU Cath Roberts OHU</p> <p>UNISON/GMB</p>	<p>These initiatives are currently being run by OHU and will continue</p> <p>These initiatives are currently being run by OHU and will continue</p> <p>Pilot in January 2020</p>	
<p>Update and implement policies to address mental health problems in the workplace</p> <p>How easy is it for an employee struggling with a mental health problem, or their line manager, to find out how your organisation will treat them?</p>	<ul style="list-style-type: none"> ● We will review our policies to ensure that they support both physical and mental health related illness e.g. Maximising Attendance at Work Policy ● We will develop a Guidance Note on Reasonable Adjustments ● Our HR team will provide advice and training to ensure managers and Head teachers understand our policies relating to mental health and stress risk assessments ● We will amend our pre-placement medical questionnaire to include mental health ● We will make mental health and wellbeing part of the induction programme for new employees to ensure they are able to look after their mental wellbeing, and that of colleagues, and are aware of where they can access advice and support if they experience a mental health issue. 	<p>Diane Hopkins/Katie Stephens Diane Hopkins/Katie Stephens</p> <p>Katie Stephens</p> <p>Cath Roberts</p>	<p>Completed</p> <p>Completed</p> <p>Ongoing</p> <p>Completed</p> <p>31st January 2020</p>	<p>We will measure our performance by comparing our sickness absence data annually, using the four quarters of 2018/19 as a benchmark.</p>

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<p>How can you change your policies to encourage those with mental health problems to come forward?</p>				
<p>Ask your employees to share their personal experiences of mental health problems</p> <p>How will you get your employees to share their experience of mental health problems at an organisation-wide level? e.g. through intranet posts or newsletters</p>	<ul style="list-style-type: none"> We will develop a corporate template for supervisions and 1:1s to include mental wellbeing to ensure that discussions are taking place on a regular basis between managers / Head teachers and employees so that staff feel they can discuss this privately. We will invite TtCW to offer free Employee Champions training for members of staff who feel confident enough to share their own experiences with colleagues. We will encourage staff to share through the staff newsletter/intranet examples of how they have been well supported when struggling with their mental health to make colleagues aware of the positive help available. This can be done anonymously if necessary. 	<p>Heads of Service</p> <p>Diane Hopkins</p> <p>HR/OHU</p>	<p>31st January 2020</p> <p>28th February 2020</p> <p>28th February 2020 and ongoing</p>	<p>We will measure this by comparing the numbers of employees who share their personal experiences on a quarterly basis.</p>
<p>Equip line managers to have conversations about mental health</p> <p>How will you ensure all of your line managers feel comfortable discussing mental health with their line reports?</p>	<ul style="list-style-type: none"> We will provide a website to enable line managers / Head teachers to support and signpost staff who have a concern about their personal mental health The website will also provide guidance for both managers / Head teachers and employees on signs and symptoms, looking after mental health, what to do if a team member discloses a mental health condition, and where to go for advice and support. We will equip line managers / Head teachers to appropriately support staff who are returning to work following absence due to mental ill-health. 	<p>Shaun Burgess</p> <p>Shaun Burgess</p> <p>Amy Hutchings</p>	<p>31st January 2020</p> <p>These actions are currently ongoing and will continue</p>	<p>We will monitor impact by the number of hits to the website. We will use this information to continue to enhance the content.</p>



	<ul style="list-style-type: none"> We will equip managers to support staff manage workplace stress via our Stress at Work Policy and our OHU Referral Process Our HR team will give advice and support to line managers / Head teachers who are supporting a member of staff experiencing mental ill-health. 	<p>OHU</p> <p>Amy Hutchings</p>	<p>These actions are currently ongoing and will continue</p>	
<p>Provide information about mental health and signpost to support services</p> <p>How will you ensure your employees have easy access to information on mental health and where to find help?</p>	<ul style="list-style-type: none"> Posters and other literature promoting mental health and wellbeing will be displayed throughout the workplace. We will include information about mental health and signpost to support services as part of our induction for new employees. We will ensure that all line-managers / Head teachers are aware of signposting routes to relevant mental health support services. We are currently researching training courses on Mental Health First Aid, with a view to training 2 employees per Directorate to provide additional support to our employees. We will offer guidance to any schools who wish to create their own Mental Health First Aiders. 	<p>Rachelle McClaughlan</p> <p>Cath Roberts</p> <p>Shaun Burgess via website</p> <p>Lynne Doyle / Amy Hutchings</p>	<p>Ongoing</p> <p>31st January 2020</p> <p>31st January 2020</p> <p>Pilot taking place in January 2020</p>	<p>If we decide to use Mental Health First Aiders, we will measure performance by the numbers of employees who use</p>

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				<p>this service. We will use this data to inform our decision on whether to increase the numbers of MHFA we support.</p>
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dra alloriad o afiechyd meddwl difrifol

hafal

for recovery from serious mental illness



mind cymru

for better mental health o blaid guwell iechyd meddwl

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Tell the world about your Employer Pledge commitment!

Website summary

Please supply us with a summary of your pledge commitment and any activity you are planning on doing to accompany your logo. **Please note:** we may edit the text before it is published on our website.

Neath Port Talbot County Borough Council is delighted to work with Time to Change Wales on its campaign to end the stigma and discrimination faced by people with mental health problems. As a Council, we value the commitment of our employees who help us to deliver high quality services to the communities we serve. In order to support our employees we are working to improve our knowledge and understanding of mental illness to reduce the stigma that surrounds it. We will provide interventions for our employees who are experiencing mental illness and thereby creating an organisation in which individuals feel valued, supported and able to talk about mental health.

Please send this Action Plan **a minimum of 4 weeks before** your intended pledge date to:

pledge@timetochangewales.org.uk

Checklist:

- ✓ Fully completed the Action Plan
- ✓ Hi-res logo attached (300dpi if possible)

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Personnel Committee

2nd December 2019

Report of the Head of Human Resources

Matter for Decision

Wards Affected:

All wards

Amendments to the Local Government Pension Scheme Discretions

Purpose of the Report

To seek Member approval for the Neath Port Talbot County Borough Council Local Government Pension Scheme (LGPS) Employer Discretions Policy.

Executive Summary

Scheme employers participating in the LGPS in England or Wales must formulate, publish and keep under review a statement of policy on all mandatory discretions.

Background

In line with the LGPS requirement's NPTCBC is required to have in place a pension discretion policy. In April 2019 the LGPS updated their discretions to include a number of new discretions and amendments for employers to include within their policies. As a result of this, it has become necessary for this Council to amend its discretions policy to include these new discretions.

The revised policy as attached as Appendix 1

Unless otherwise stated, where decisions are required in relation to discretions, these will be considered and decided upon by the Council's Pension Panel.

Integrated Impact Assessment

A First Stage Assessment was completed and attached as Appendix B. There is no requirement to complete a full assessment.

Workforce Impacts

There are no workforce impacts associated with this report.

Legal Impacts

There are no legal impacts associated with this report.

Risk Management

There are no risk management issues associated with this report.

Consultation

There is no requirement for consultation, however no change can come into effect until one month has passed following the date the amended policy is published.

Recommendations

To seek Member approval for the Neath Port Talbot County Borough Council Local Government Pension Scheme (LGPS) Employer Discretions Policy.

FOR DECISION

Reasons for Proposed Decision

To ensure compliance with the requirements of the Local Government Pension Scheme

Appendices

1. Appendix 1 - LGPS Discretions Policy
2. Appendix 2 - IIA Screening Form

List of Background Papers

None

Officer Contact

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Local Government Pension Scheme Discretions

Local Government Pension Scheme Discretions December 2019

1. Introduction

- 1.1 This document sets out below the discretions to be applied within Neath Port Talbot County Borough Council.

www.npt.gov.uk

- 1.2 The policy set out in this document applies to all employees, who are employed under the terms and conditions of Neath Port Talbot County Borough Council who have elected to join the Local Government Pension Scheme
- 1.3 In formulating and reviewing its policy, Neath Port Talbot County Borough Council must have regard to the extent to which the exercise of its discretionary powers could lead to serious loss of confidence in the public service.
- 1.4 Whilst this Policy Statement sets out the general position, the Authority must consider every application on its merit. Where there are extraordinary or justifiable circumstances, a departure from policy may be appropriate.
- 1.5 Requests in relation to pension discretions should be directed to the Council's Pension Panel unless otherwise stated within the discretions policy.

2. Mandatory Discretions under LGPS 2014

- 2.1 Scheme employers, participating in the LGPS in England and Wales are required to formulate, publish and maintain a written statement of policy on certain discretions set out in the Local Government Pension Scheme Regulations.

2.2 *Funding of Additional Pension*

Employers will determine whether, how much, and in what circumstances to contribute to a Shared Cost Additional Pension Contribution (SCAPC)

Policy

The Council has determined that it will not fund SCAPCs due to the associated increased costs.

2.3 *Flexible Retirement*

Employers will determine whether to permit an application for flexible retirement for an active LGPS member, age 55 or over who, reduce their working hours or grade, and, if so,

- Whether, in addition to the benefits accrued prior to 1 April 2008 (which must be paid), to permit the member to choose to draw:
 - All, part or none of the pension benefits accrued after 31 March 2008 and before 1 April 2014 and/or

- All, part or none of the pension benefits accrued after 31 March 2014
- whether to waive, in whole or in part, actuarial reduction on benefits paid on flexible retirement

Policy

Please refer to the Council's Flexible Retirement Policy which sets out the Council's policy in relation to flexible retirement.

2.4 *Waiving of actuarial reduction*

Employers will determine whether to waive any actuarial reduction that would be applied to an active LGPS member, age 55 or over who, either voluntary retires or is granted flexible retirement

Policy

The Council will not exercise this discretion other than in exceptional circumstances, and at the approval of the Director of Finance & Corporate Services and Head of Human Resources.

2.5 *Award of Additional Pension*

Employers will determine whether to grant extra annual pension of up to £6,500* to an active LGPS member or within 6 months of leaving to a member whose employment was terminated on the grounds of redundancy or business efficiency.

* Figure at 1 April 2014. This figure will be increase each April (starting April 2015) under the Pension (Increase) Act 1971 (as if it were a pension with a Pension Increase date of 1 April 2013)

Policy

The Council will not exercise this discretion in all but very exceptional circumstances, and at the approval of the Director of Finance & Corporate Services and Head of Human Resources.

2.6 *Switch back on the 85 year rule*

Employers will determine whether to switch back on the 85 year rule for members voluntarily retiring on or after age 55 and before age 60 before 2020.

Policy

The Council will consider each case on its own merits with full business cases to be approved by the Director of Finance & Corporate Services and Head of Human Resources.

3. Optional Discretions under LGPS 2014

3.1 There are a number of other discretions which Scheme employers may exercise under the LGPS Regulations 2013, where a written policy is not required; however, it is appropriate that these are listed to ensure clarity on the employer's stance on these matters.

3.2 *Funding of Additional Voluntary Contributions*

Employers will determine whether, how much, and in what circumstances to contribute to a Shared Cost Additional Voluntary Contribution (SCAVC)

Policy

Neath Port Talbot CBC will exercise the discretion to allow LGPS scheme members to contribute to a shared cost salary sacrifice additional voluntary contribution scheme.

3.3 ***Employers will determine to extend the time limit for a member to elect to purchase additional pension by way of a shared cost additional pension contribution (SCAPC) upon return from a period of absence?***

Employers will determine whether to extend the 30 day deadline for member to elect for a SCAPC upon return from a period of absence from work with permission with no pensionable pay (otherwise than because of illness or injury, relevant child-related leave or reserve forces service leave)

Policy

Extensions only to be allowed in exceptional circumstances and where the delay was outside of the member's control. Requests must normally be received within 6 months from the period of absence.

3.4 *Permit a late transfer in of previous pension rights*

Employers, with the agreement of the City and County of Swansea Pension Fund, will determine whether to permit a Scheme member to elect to transfer other pension rights into the LGPS if the member has not made an election within 12 months of joining the Scheme.

Policy

Extensions only to be allowed in exceptional circumstances and where the delay was outside of the member's control.

3.5 *Permit a late election to retain separate LGPS benefits*

Employers will determine whether to permit an extension to the 12 month time limit within which a Scheme member may elect not to aggregate a previous deferred benefit with their new LGPS employment (or ongoing concurrent LGPS employment).

Policy

Extensions only to be allowed in exceptional circumstances and where the delay was outside of the member's control.

3.6 *Whether to extend the 12 month time limit for a member to elect to aggregate Pre 1 April 2014 deferred benefits*

Employers will determine whether to extend the 12 month time limit within which a member (who has not elected to be treated as a member who, in the same employment, was contributing to the Scheme on both 31st March 2014 and 1 April 2014) who has a deferred LGPS benefit in England or Wales following the cessation of employment **before** 1 April 2014, to elect to aggregate their deferred benefits with their new LGPS employment that commenced on or after 14 May 2018, to purchase earned pension.

Policy

Extensions only to be allowed in exceptional circumstances and where the delay was outside of the member's control.

3.7 *Allocation of pension contribution band*

Employers will determine how the pension contribution band to which an employee is to be allocated on joining the Scheme and at each subsequent April will be decided and the circumstances in which the contribution band will be reviewed in the course of a Scheme year

Policy

All fixed, regular payments which are considered pensionable are taken into account. Regular reassessments and re-bandings will take place to take into account, for example, pay awards, increments and promotions.

3.8 *Calculation of assumed pensionable pay*

Employers will determine whether to include the amount of any 'regular lump sum payment', received by the member in the 12 months preceding the commencement of a period of absence or the date at which ill health retirement or death occurred, in the calculation for assumed pensionable pay. A 'regular lump sum payment' is a payment for which the member's employer determines there is a reasonable expectation that such a payment would be paid on a regular basis.

Policy

Generally a lump sum payment made in the previous 12 months will not be considered a "regular lump sum", however each case will be considered on its merits.

3.9 *Whether, Subject to qualification, to substitute a higher level of pensionable pay when calculating assumed pensionable pay (APP).*

When a member is:

- On reduced contractual pay or no pay due to sickness or injury, or
- Absent during ordinary maternity, paternity or adoption leave, or paid shared parental leave, or during paid additional maternity or adoption leave, or

- Absent on reserve forces service leave, or
- Retires with a Tier 1 or Tier 2 ill health pension, or
- Dies in service

If, in the scheme employers opinion, the pensionable pay received in relation to an employment (adjusted to reflect any lump sum payments) in the 3 months (or Pensionable Pay (APP), is material lower than the level of pensionable pay the member would normally have received, decide whether to substitute a higher level of pensionable pay received by the member in the previous 12 months.

Policy

The Council will consider each case on its own merits.

4. Summary of the discretions to be exercised on and after 1 April 2014 in relation to scheme members (excluding councillor members) who ceased active membership between 1 April 2008 and 31 March 2014

4.1 Scheme employers are required to prepare, publish and review a written policy in relation to:

4.2 Whether to 'switch on' the 85 year rule upon the voluntary early payment of deferred benefits?

Whether, as the 85 year rule does not automatically fully apply to members who would otherwise be subject to it and who choose to voluntarily draw their deferred benefits (on or after 14 May 2018) on or after age 55 and before age 60, to switch the 85 year rule back on in full for such members.

Policy

The Council will consider each case on its own merits with full business cases to be approved by the Director of Finance & Corporate Services and Head of Human Resources.

4.3 Whether to 'switch on' the 85 year rule upon the voluntary early payment of a suspended tier 3 ill health pension?

Whether, as the 85 year rule does not automatically fully apply to members who would otherwise be subject to it and who choose to voluntarily draw their suspended tier 3 ill health pension (on or after 14 May 2018) on or after age 55 and before age 60, to switch the 85 year rule back on in full for such members

Policy

The Council will consider each case on its own merits with full business cases to be approved by the Director of Finance & Corporate Services and Head of Human Resources.

4.2 *Early payment of deferred pension benefits*

Employers will determine whether to grant applications for the early payment of deferred pension benefits on or after age 55 and before age 60

Policy

The Council will consider each case on its own merits, provided there are no additional associated costs to the Council.

4.3 *Waive actuarial reduction on compassionate grounds*

Employers will determine whether, on compassionate grounds, to waive any actuarial reduction that would normally be applied to deferred benefits or suspended tier 3 ill health pensions which are paid before age 65

Policy

The Council will consider each case on its own merits with full business cases to be approved by the Director of Finance & Corporate Services and Head of Human Resources.

4.4 *Early payment of suspended tier 3 ill health pension*

Employers will determine whether to grant applications for the early payment of a suspended tier 3 ill health pension on or after age 55 and before age 60

Policy

The Council will determine eligibility in accordance with the LGPS regulations and medical advice. The Council will consider each case on its own merits with full business cases to be approved by the Director of Finance & Corporate Services and Head of Human Resources.

4.5 Grant extra membership

Employers will determine, within 6 months of the date of termination, whether to grant extra membership to a Scheme member whose employment was terminated before 1 April 2014 on the grounds of redundancy or business efficiency

Policy

The Council has determined that this discretion will not be exercised.

5. Summary of the discretions to be exercised on and after 1 April 2014 in relation to active councillor members, councillor members who ceased active membership on or after 1 April 1998 and any other scheme members who ceased active membership between 1 April 1998 and 31 March 2008

Scheme employers are required to prepare and keep under review a written policy in relation to:

5.1 *Whether to 'switch on' the 85 year rule upon the voluntary early payment of deferred benefits*

Whether, as the 85 year rule does not automatically fully apply to members who would otherwise be subject to it and who choose to voluntarily draw their deferred benefits (on or after 14 May 2018) on or after age 55 and before age 60, to switch the 85 year rule back on in full for such members.

Policy

The Council will consider each case on its own merits with full business cases to be approved by the Director of Finance & Corporate Services and Head of Human Resources.

5.2 *Early payment of pension benefits*

Employers will determine whether to grant applications for the early payment of pension benefits on or after age 50 and before age 55.

Policy

The Council will consider each case on its own merits, provided there are no additional associated costs to the Council.

5.3 *Waive actuarial reduction on compassionate grounds*

Employers will determine whether, on compassionate grounds, to waive any actuarial reduction that would normally be applied to benefits which are paid before age 65

Policy

The Authority will consider the merits of each application submitted.

6. Summary of the discretions to be exercised on and after 1 April 2014 in relation to scheme members who ceased active membership before 1 April 1998

6.1 Scheme employers are recommended to formulate, publish and keep under review a statement of policy in relation to:

6.2 *Early payment of deferred pension benefits*

Employers will determine whether to grant applications for the early payment of deferred benefits on or after age 50 and before age 65 on compassionate grounds

Policy

The Council will consider each case on its own merits with full business cases to be approved by the Director of Finance & Corporate Services and Head of Human Resources.

7. Summary of the discretions to be exercised under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006

7.1 Scheme employers are required to formulate, publish and keep under review a statement of policy on two discretions under the above regulations and must be satisfied that the policy is workable, affordable and reasonable having regard to the foreseeable costs.

7.2 *Calculation of Redundancy Payment*

Employers will determine whether to base a redundancy payment on an employee's actual week's pay where it exceeds the statutory weeks' pay limit

Policy

Refer to the current Management of Change in Partnership Policy and the Authority's current ER/VR/CR Scheme.

7.3 *Make a termination payment*

Employers will determine whether to make a termination payment (inclusive of any redundancy payment) of up to a maximum of 104 weeks' pay.

A termination payment cannot be made if an employer makes an award of augmented membership (2007 regulations) or additional pension (2013 regulations)

Policy

Refer to the current Management of Change in Partnership Policy and the Authority's current ER/VR/CR Scheme.

8. Summary of the discretions to be exercised under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2000

8.1 Although the 2000 Compensation Regulations have been revoked, they still apply to any Compensatory Added Years previously awarded by a Scheme employer before 1 April 2007.

8.2 Scheme employers, who made awards of Compensatory Added Years are required to formulate, publish and keep under review a statement of policy under the above regulations and must be satisfied that the policy is workable, affordable and reasonable having regard to the foreseeable costs.

8.3 *Abatement of annual compensatory added years' payment*

Employers will determine how a person's annual compensatory added years' payment is to be abated during, and following the cessation of, any period of re-employment by an employer who offers LGPS membership.

Policy

The Council resolves to reduce or suspend the member's annual compensatory added years payment during any

period of re-employment in local government in accordance with the regulations.

Each case will be considered on its own merits with due regard to the reduction.

8.4 *Apportionment of annual compensatory added years*

Employers will determine how any surviving spouse's or civil partner's annual compensatory added years is to be apportioned where the deceased is survived by more than one spouse or civil partner

Policy

The Council will consider each case on its own merits.

9 *Determinations in relation to spouse's, civil partners and children*

9.1 *Whether the spouse's or civil partner's annual compensatory added years payments should continue to be paid following remarriage, commencement of a new civil partnership or cohabitation?*

If the spouse or civil partner of a person who ceased employment before 1 April 1998 remarries, enters into a civil partnership or cohabits after 1 April 1998, the normal annual compensation suspension rules will be disapplied i.e the spouse's civil partner's annual compensatory added years will continue to be paid.

Policy

The Council will consider each case on its own merits.

9.2 *Whether the spouse's or civil partner's annual compensatory added years payments should be reinstated following the cessation of a remarriage, a new civil partnership or cohabitation?*

If, under the preceding decisions, the employer's policy is to apply the normal suspension rules, whether the spouse's or civil partner's annual compensatory added years payment should be reinstated after the end of the remarriage, new civil partnership or cohabitation.

Policy

The Council will consider each case on its own merits.

9.3 *Whether to suspend the payment of annual compensatory added years where the spouse or civil partner remarries or cohabits or enters into a civil partnership on or after 1 April 1998 with another person who is also entitled to a spouse's or civil partner's annual CAY payment?*

Whether in respect of the spouse or civil partner of a person who ceased employment before 1 April 1998 and where the spouse or civil partner remarries or cohabits or enters into a civil partnership on or after 1 April 1998 with another person who is normally entitled to a spouse's or civil partner's annual CAY payment, the normal rule requiring one of them to forego payment whilst the period of marriage, civil partnership or co-habitation lasts, should be disapplied i.e. whether the spouse's or civil partner's annual CAY payments should continue to be paid to both of them.

Policy

The Council will consider each case on its own merits.

9.4 *How to decide to whom any children's annual compensatory added years payments are to be paid (and apportioned) where children's pensions are not payable under LGPS?*

If compensatory added years were awarded to an employee who was not in the LGPS (because the employee had not joined or had opted out of the LGPS) the employer will decide to whom any children's annual compensatory added years payments are to be paid and, in such a case, how the annual added years will be apportioned amongst the eligible children cohabitation.

Policy

The Council will consider each case on its own merits.

10. Summary of the discretions to be exercised under the Local Government (Discretionary Payments) (Injury Allowances) Regulations 2011

Under regulation 14(1) of the Local Government (Discretionary Payments) (Injury Allowances) Regulations 2011 employers (LGPS employers), other than admission bodies, must formulate, publish and keep under review a policy on the following mandatory discretions:

10.1 Whether to pay an injury award and in what circumstances?

Whether to make an injury award to those who sustain an injury or contract a disease as a result of anything they were required to do in performing the duties of their job and in consequence of which they:

- Suffer a reduction remuneration, or
- Cease to be employed as a result of an incapacity which is likely to be permanent and which was caused by the injury or disease, or
- Die leaving a surviving spouse, civil partner or cohabiting partner.

Policy

There will be no injury award payments.

10.2 How to determine the amount of injury award and for how long it will be paid?

How it will determine the amount of injury allowance to be paid and for how long to continue payment.

Policy

In line with 9.1 There will be no injury award payments.

11 Miscellaneous

- 11.1 Any change to the discretions exercised under the LGPS Regulations can take immediate effect from the date the changes to the policies are agreed
- 11.2 Any change to the discretions exercised under the Discretionary Compensation Regulations 2000, the Discretionary Compensation Regulations 2006 or the Injury Allowances Regulations 2011 cannot take effect until one month after the date the statement of the amended policy is published
- 11.3 A copy of the discretionary policy should be sent to the City and County of Swansea Pension Fund.
- 11.4 A copy of any revised policy should also be sent to the City and County of Swansea Pension Fund within one month of its revision.

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Impact Assessment - First Stage

1. Details of the initiative

Initiative description and summary: Amendments to LGPS Discretion Policy as a result of additions directed by the LGPS
Service Area: All Council Employees eligible to be part of LGPS
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				L	Low impact as Pension Discretion Policy used rarely. Impact on age only applies as employees need to be over 55 to access pension with the exception of ill health retirement.
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				

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				
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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		The additions to the policy clarify some additional discretions which sit with the Local Authority as the Employer to make decisions.
Integration - how the initiative impacts upon our wellbeing objectives			N/A – this policy is delegated to the employer by LGPS
Involvement - how people have been involved in developing the initiative			N/A – this is delegated to the employer by LGPS
Collaboration - how we have worked with other services/organisations to find shared sustainable solutions			N/A – this is delegated to the employer by LGPS
Prevention - how the initiative will prevent problems occurring or getting worse			N/A – this is delegated to the employer by LGPS

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, with the exception of Age. Age is a direct element of the pension scheme as employees have to be 55 or over to access their pension, unless on the grounds of ill health.</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	

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	Name	Position	Signature	Date
Completed by	Amy Hutchings	HR Manager		08/11/2019
Signed off by	Sheenagh Rees	Head of Service/Director		21/11/19

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By virtue of paragraph(s) 15 of Part 4 of Schedule 12A of the Local Government Act 1972.

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