

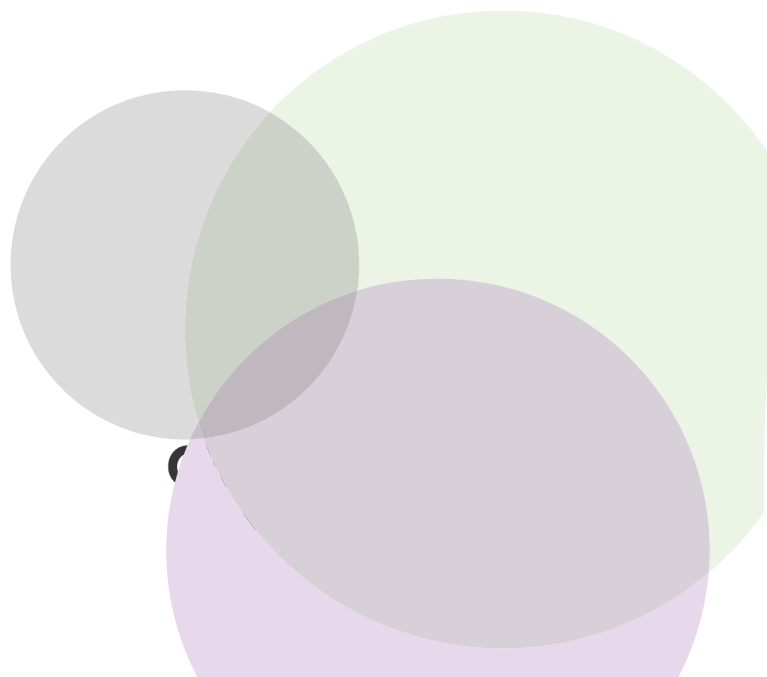
**Chwarae
Teg**



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

Equality and Diversity Strategy

August 2019





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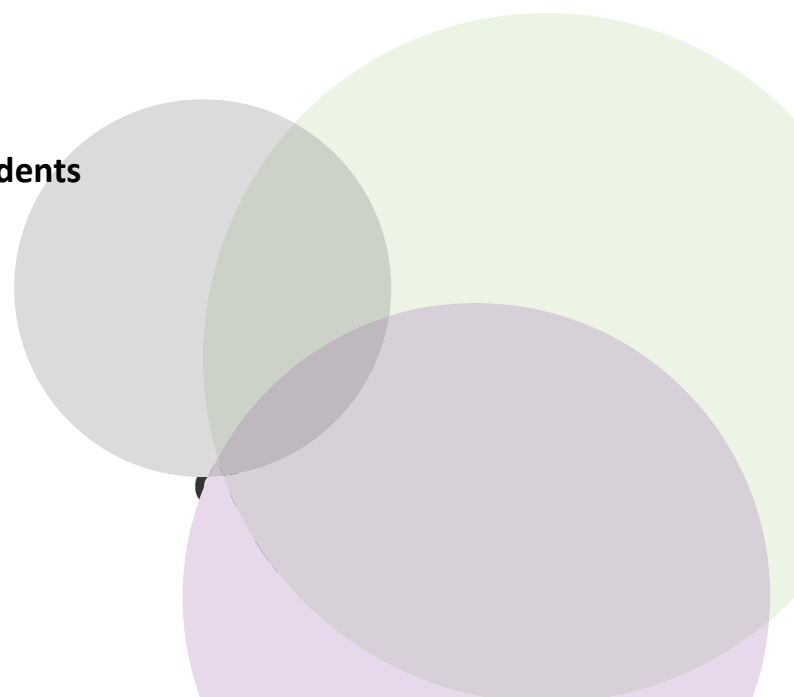
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1. Introduction

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.

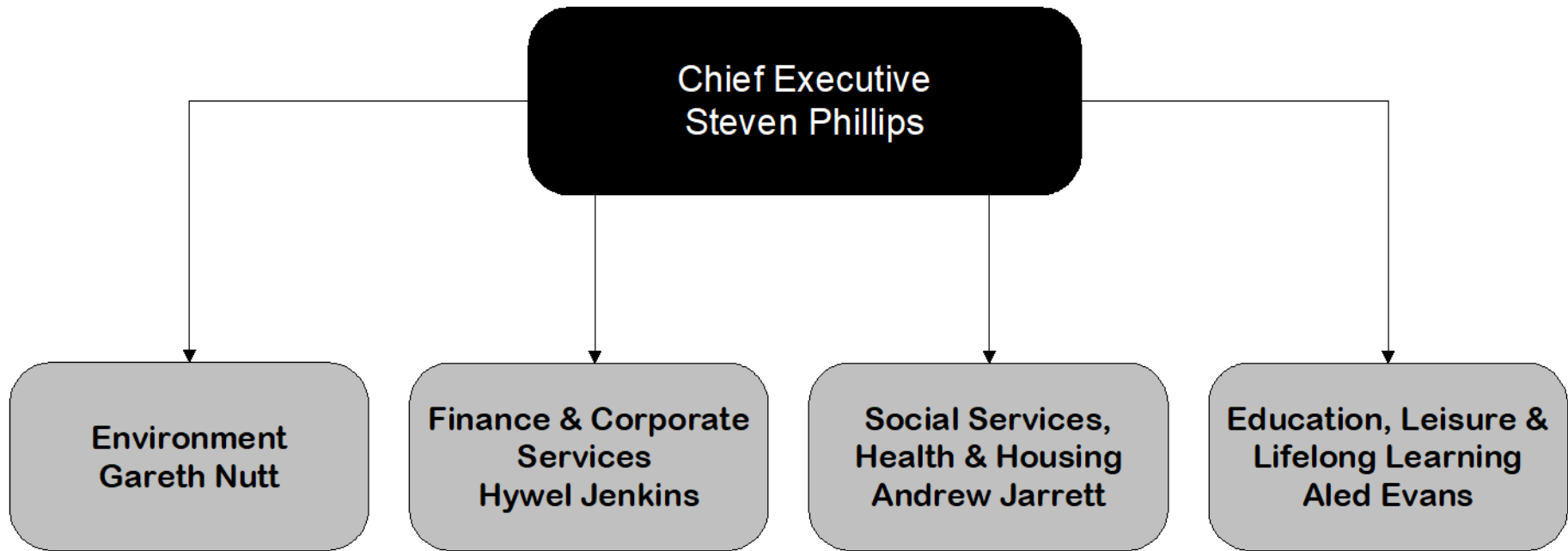
1.6 Monitoring

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.

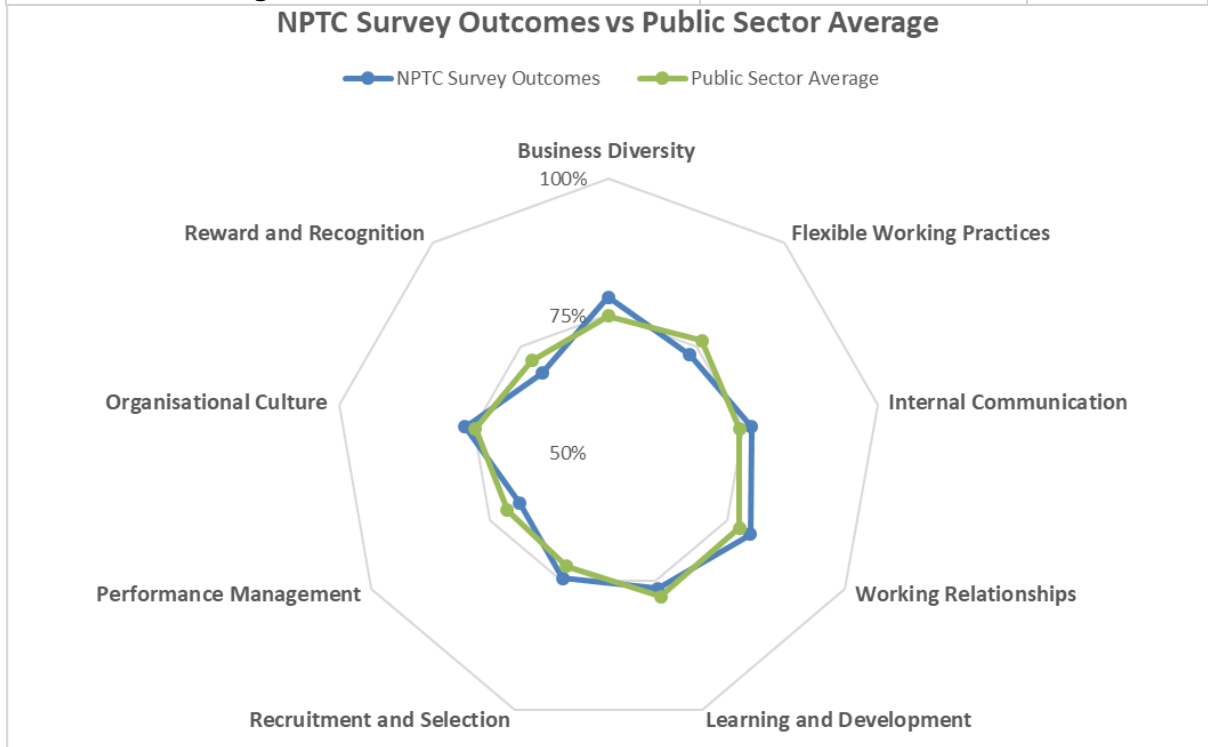
- 24 (2%) respondents describe themselves as coming from within one of the BAME categories.
- 62 respondents describe themselves as having a disability.
- 612 (53.92%) respondents are aged 45 to 64.
- 910 (80.17%) respondents are full-time and 220 (19.38%) part-time which is not representative of the 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

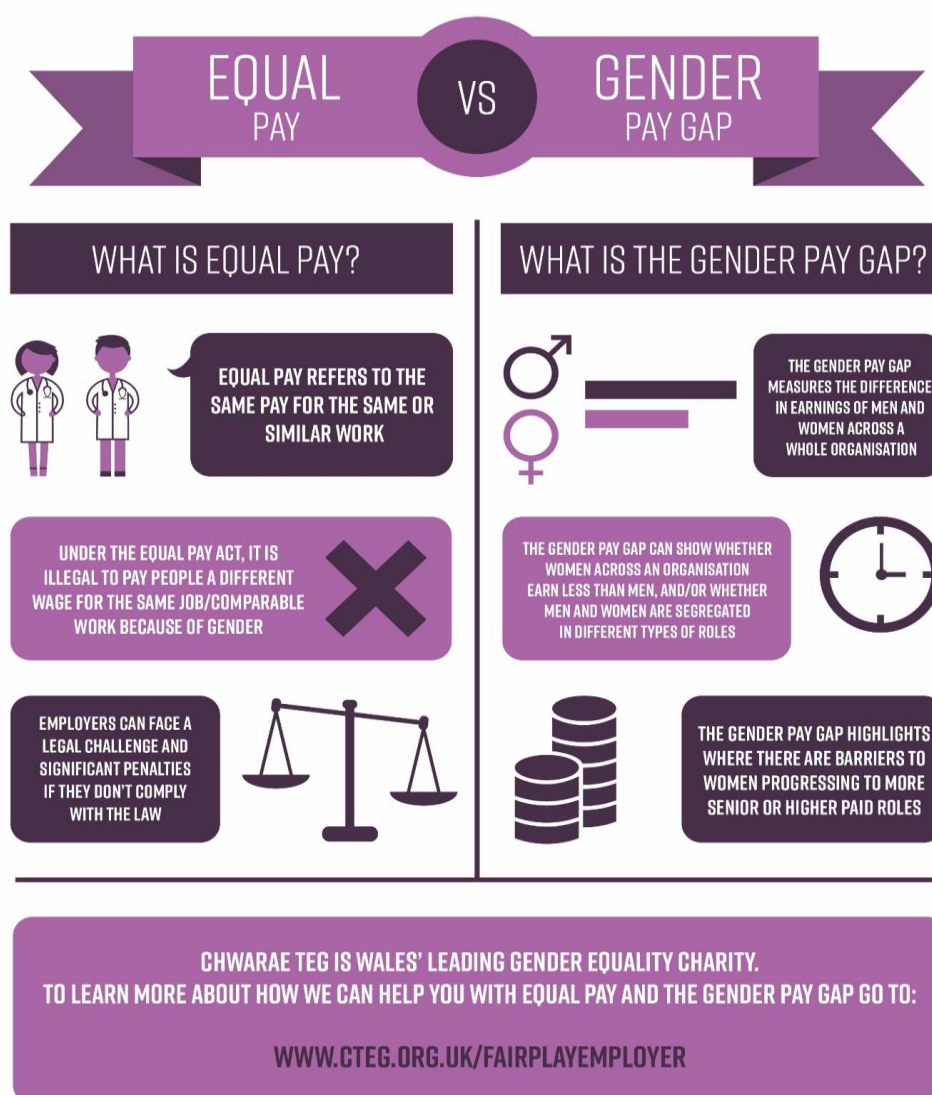
³⁶ Wedgwood, J. (2017). *Understanding organisational culture*. The Happiness Index.

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?