

## Neath Port Talbot County Borough Council

### Workforce Plan 2018 – 2022

#### April 2020 – March 2021

<b>Workforce Priority One: Working in Partnership to Re-shape our Services</b>			
<b>Action</b>	<b>What will be the outcome?</b>	<b>How can we demonstrate progress</b>	<b>Current position</b>
<p>To strategically manage changes in staffing number to support the Forward Financial Plan in partnership with the trade unions.</p>	<p>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.</p>	<p>By monitoring the numbers of compulsory redundancies, and two key alternative measures to compulsory redundancy, voluntary redundancy and redeployment to suitable alternative employment, we can determine whether or not we are successfully minimising compulsory redundancy.</p>	<p>The Council's Head of Service Workforce Planning Group, a cross-directorate group, including trade union representation, meets on a regular basis to facilitate redeployment and minimise compulsory redundancy.</p> <p>The Group met more frequently throughout the Covid-19 emergency, initially weekly, and since June 2020, fortnightly.</p> <p>This forum has supported the identification of critical skill shortages, enabled the rapid redeployment of staff to plug identified gaps, critical recruitment, and reviewed key employment strategies to support the Council's response to the Covid-19 emergency. It has been an inclusive approach, ensuring participation of all directorates and trade unions. Importantly, it provides a sounding board for the HR Team on key workforce strategies and ensures that directorates have a framework for providing workforce data and intelligence.</p>

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			<p>Audit Wales are working with the Council to identify learnings and future improvements for workforce planning with focus groups for key stakeholders and a survey of the senior team.</p> <p>The HR Team ensure every employee identified as 'at risk' of redundancy is allocated a Redeployment Liaison Officer to provide an individual programme of support.</p> <p><b>2020 / 2021 data:</b></p> <p>Compulsory redundancy = 2</p> <p>Voluntary redundancy = 37</p> <p>Successful redeployment = 55</p>		
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	A <b>Digital Leadership Programme</b> , Leading Digital Transformation 2-day course, developed in partnership with SOCITM, was launched in late 2019, with the aim of equipping our managers with the knowledge, skills and confidence to lead the programme of change needed	Number of managers attending training. Measurement of training feedback.	<table border="0"> <tr> <td style="vertical-align: top;"> <p><u>2019 / 20</u></p> <p>44 managers attended in 2019/20</p> <p>An internal digital conference was held in March 2020 with 156 attendees to showcase examples of digital working</p> </td> <td style="vertical-align: top;"> <p><u>2020 / 21</u></p> <p>The Digital Leadership Programme was postponed in 20/21 due to Covid-19.</p> <p>A number of online courses were made available to</p> </td> </tr> </table>	<p><u>2019 / 20</u></p> <p>44 managers attended in 2019/20</p> <p>An internal digital conference was held in March 2020 with 156 attendees to showcase examples of digital working</p>	<p><u>2020 / 21</u></p> <p>The Digital Leadership Programme was postponed in 20/21 due to Covid-19.</p> <p>A number of online courses were made available to</p>
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and build social capital.	to implement the Council's Smart & Connected Strategy.		across the council and to encourage new ideas for development and deployment because of attending the training. employees, helping them to develop their skills in relation to using Microsoft Teams.
To support the workforce actions needed to implement an Agile Working Strategy.	Effectively managed and implemented change to how we work.	In 2019 a pilot of agile working took place in Environmental Health & Training Standards, and feedback from that exercise was fed back to the Corporate Management Group in early 2020 to inform the development of the Agile Working Strategy and a draft Agile Working Policy. This work has since been overtaken by the arrival of the Covid-19 pandemic.	<p>The impact of the pandemic in 2020 required the majority of the council's office based workforce, to work at home for over 12 months, in compliance with Welsh Government's 'if you can, work at home' requirement. Agile working was effectively implemented overnight.</p> <p>Behind the scenes, this required a huge amount of work on the part of the council's Digital Services team, implemented within a very short space of time, to ensure that the necessary infrastructure and technology was in place and digital kit distributed to the workforce. Employees adapted quickly to providing services using technology such as Microsoft Teams.</p> <p>HR, working in consultation with management teams and in partnership with the trade unions, quickly developed amended employment policies and practices to support office based employees required to work at home. The Workforce Planning Group was stepped up to weekly meetings, and weekly trade union briefings were established to facilitate</p>

**Workforce Priority One: Working in Partnership to Re-shape our Services**

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			<p>communication and ensure there was a mechanism for workforce issues to be addressed quickly and consistently.</p> <p>The majority of council services that are normally provided from offices, have continued to be maintained via mainly a homeworking workforce.</p> <p>Those employees who were not able to work at home, nor work safely in the workplace, were invited to volunteer for redeployment, supported by the HR, Training &amp; Development and Health and Safety teams. Key actions included an Employee Skills Audit and working with Heads of Service to ‘match’ those available for redeployment with the posts which were required (eg Safe and Well Food Hub and TTP Team). The necessary contractual and pay arrangements were put into place and essential training and risk assessments. These actions helped plug gaps in critical services and supported the council’s response to the pandemic.</p> <p>An extensive recruitment campaign was also administered by the HR Team to ensure the correct numbers of individuals were recruited to the TTP, ensuring safe recruitment practices were maintained. A wide range of training supported TTP:</p> <ul style="list-style-type: none"> <li>• GDPR - 269</li> <li>• Safeguarding Adults - 266</li> </ul>

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			<ul style="list-style-type: none"> <li>• Safeguarding Childrens - 262</li> <li>• TTP Covid-19 Modular Training - 267</li> <li>• TTP System Training - 95</li> <li>• Telephone Skills - 115</li> <li>• Supervisors Training - 3</li> <li>• Chairing &amp; Managing Meetings Training - 3</li> <li>• Bereavement Training - 135</li> <li>• Effective Communications - 8</li> <li>• Mental Health First Aid - 28</li> </ul> <p>In 2021, a review of lessons learnt will be undertaken, to help inform the development of the Future Workplace. An employee survey (of office based employees only in the first instance) and a strategic manager assessment in May 2021, will inform the development of the strategy, to include consideration of how we best utilise Agile Working in the future.</p>

<b>Workforce Priority Two: Managing Performance and Building Capacity</b>			
<b>Action</b>	<b>What will be the outcome?</b>	<b>How can we demonstrate progress</b>	<b>Current position</b>
To strengthen the Council's Performance	Performance management of every employee will become embedded in management	A review of the suite of Performance Management tools that ensure that the	A training programme has been developed and is provided bi-annually to line managers as part of the HR Line Management Development training offer.

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<p>Management Framework, developing tools to support line managers manage employee performance and to develop a mechanism for monitoring and measuring adoption of the framework.</p>	<p>practice, as a minimum every employee will have a performance appraisal on an annual basis, but the ambition is for performance management to become a year-round activity, part of regular dialogue between manager and employee, working together openly and supportively.</p>	<p>framework in which managers manage performance is fit for purpose has been undertaken. The review of the Performance Appraisal Policy, the Corporate Supervision template and the Induction 'checklist' has taken account of 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 programme of training has been developed to equip our managers to manage performance effectively and empathetically.</p> <p>A digital process for managing performance and</p>	<p>The aim is to equip our managers to manage performance effectively and empathetically.</p> <p>The Learning, Training &amp; 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> <p>The implementation of the iTrent HR / Payroll Database in 2021, will include a Performance Management Module. This will enable managers to manage employee performance on line, maintain a digital record of performance management, and enable accurate reporting of activity.</p> <p>By 2022 we will be able to report the % of employees who receive regular performance 'check-ins' and a performance appraisal.</p>

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		the appraisal process will be developed, to improve the efficiency and transparency of arrangements, and enable effective monitoring of adoption and implementation.	
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 2019 / 2020 show an average FTE days lost across the 22 councils of FTE days. Neath Port Talbot's end of year figure of 11.2 FTE days places the Council at 17<sup>th</sup> place in the benchmarking table..</p> <p>However, Quarter 4 data for 2020 / 2021, compared with the same period last year, shows a <b>4% decrease</b> in days lost to sickness absence.</p> <p>The following actions continue to be taken to address sickness absence:</p> <ul style="list-style-type: none"> <li>➤ Line manager training is provided on a regular bi-annual basis as part of the HR Line Management Development training offer.</li> <li>➤ Three posts have been established within the HR team dedicated to supporting managers</li> </ul>

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			<p>managing 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"> <li>➤ Workforce data reports are reported to 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.</li> <li>➤ 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.</li> </ul>
Develop approaches to support greater mobility of staff between services.	Fit for purpose Employee Secondment Policy and Procedure.	Implementation of fit for purpose policy arrangements.	The policy has been reviewed and amended and will be implemented and communicated across the Council in June 2021.



Workforce Priority Two: Managing Performance and Building Capacity			
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	Fit for purpose redeployment processes to support employees at risk of redundancy.	Implementation of fit for purpose policy arrangements. Monitoring of Redeployment data.	Arrangements were reviewed in 2019 to ensure they remain fit for purpose. The Head of Service Workforce Planning Group meet regularly and with the trade unions to facilitate redeployment activity, and remove any barriers to redeployment taking place.  Activity:  2019 / 20: <b>80 successful redeployments</b>  2020 / 21: <b>55 successful redeployments</b>
Workforce Priority Three: Leadership, Succession Planning and Development Future Skills			
Action	What will be the outcome?	How can 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.  Heads of Service will 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	The Learning, Training and Development (LT&D) team worked in consultation with management teams and in partnership with trade unions, to develop, pilot and launch a <b>Succession Planning Toolkit</b> in Autumn 2019. Uptake of the toolkit has been limited in 2020 / 21 as a result of pandemic pressures, this will be progressed in 21 / 22.  Importantly, the two most senior appointments made in 2020, at Chief Executive and Corporate Director level, following rigorous and robust appointment processes, were to internal applicants. This testifies

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		<p>challenges, to inform the development of the organisational development programme.</p> <p>The council's ability to attract, retain and promote talent.</p>	<p>to the council's ability to retain, develop and promote top talent.</p> <p>The LT&amp;D team have put in place a range of corporate events to support succession planning:</p> <ul style="list-style-type: none"> <li>➤ Mentoring support for newly appointed Chief Officers</li> <li>➤ Aspiring Corporate Directors (SOLACE)</li> <li>➤ Aspiring Heads of Services (SOLACE)</li> <li>➤ The Digital Leadership Programme</li> <li>➤ The Senior Leadership Experience with Academi Wales</li> <li>➤ APSE "Developing Political Awareness and Sensitivity"</li> <li>➤ APSE "Supervisory Skills for Team Leaders in Frontline Services"</li> <li>➤ The Learning, Training &amp; Development Programme for 2020 / 2021 (suite of leadership and management training).</li> </ul>
To develop our leaders.	Strengthened leadership and management arrangements.	Delivery of a Leadership Development programme.	<p>Refer to information provided above in relation to succession planning events and the Digital Leadership Development Programme.</p> <p>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</p>

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			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 apprenticeships, traineeship and work placement opportunities made available within the Council.	<p>We made good progress in 2020 / 2021.</p> <p>The Learning, Training &amp; Development team supported a total of <b>40</b> apprenticeship, traineeship and work placement opportunities across the Council in 20-21.</p> <p>The implementation of the <b>Kickstart</b> Scheme in 2021 will introduce further, much needed opportunities for our young people:</p> <p>This is a Welsh Government Scheme for young people aged 16-24 who are in receipt of universal credits. The Scheme pays the young person minimum wage for 25 hours per week for 6 months. (Paid work experience at no cost to the employer) NPT applied to be a Gateway host for this initiative, approved in January 2021. Currently <b>19</b> internal managers have expressed interest, <b>7</b> managers have progressed their placements, offering <b>10</b> Kickstart placements and more to come on board in 21/22.</p>

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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.	<p>The delivery of a Workforce Digital Skills Strategy.</p> <p>Basic digital skills training was prioritised for the Domiciliary Care workforce to support mandatory online registration requirements in 2020.</p> <p>The pilot of robotics within the HR team led to the development of skills and experience in utilising the Blue Prism technology that underpins this innovation, which helped to inform and support the roll out of robotics across the Council, now being developed within social services.</p>	<p>In 2019 / 20 we focused on putting in place the foundations, developing and delivering the <b>Digital Leadership Programme</b>, developed in partnership with SOCITM and delivered to a range of managers and digital champions across the council to ensure we have the skills in place to deliver successful digital change. The development and delivery of the Succession Planning Toolkit, to help our senior teams determine the future skills needed and develop a plan of action to deliver these skills.</p> <p>In February 2021 a Network of internal <b>Digital Partners (DPs)</b> was established in to help other staff to gain digital confidence and overcome any barriers to getting digitally active in both the workplace and their personal lives. The LT&amp;D team are equipping our Digital Partners to support colleagues, customers, friends and family learn new digital skills and promote digital skills development across the Council. A range of training has been provided, including:</p> <ul style="list-style-type: none"> <li>• 'Digital Champions Essentials',</li> <li>• 'Helping your colleagues with digital skills',</li> <li>• 'Using your role to help customers get online', 'Working with people with learning difficulties and / or disabilities'</li> <li>• 'Visual impairment and technology'</li> <li>• 'Working with learners who are deaf or hard of hearing'</li> </ul>

Workforce Priority Two: Managing Performance and Building Capacity			
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			<ul style="list-style-type: none"> <li>• 'Working with people with memory loss'</li> <li>• 'Using the internet to help people love later life'</li> </ul> <p><b>31 DPs attended 174 training places during Feb &amp; March 2021.</b></p> <p>The LT&amp;D have worked hard during the pandemic to provide a huge range of online training courses, including a suite of courses to help employees and managers use Microsoft Teams effectively and to maximise the use of this technology.</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 Application and Mid / End Year Monitoring Reports.	<p>The grant requirements ensure that there is an action plan, delivery and monitoring of social care workforce development, including statutory qualifications.</p> <p>Of the <b>6,058 training</b> days supported by the Council's LT&amp;D team, <b>4,710</b> were delivered to the Council's social services workforce, and <b>1,348</b> provided to the County Borough's wider social care workforce including independent, private and voluntary sector providers.</p> <p><b>311</b> training days were delivered for essential manual handling training. This included 55 employees who volunteered to work in the Distribution Hub, as well as employees who volunteered to work in the private care homes as and when necessary.</p>

**Workforce Priority Two: Managing Performance and Building Capacity**

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			<p>During the past year the <b>238</b> staff have been supported to meet the qualification requirements for the continued registration of the social care workforce. A total of <b>661</b> sessions to support learners achieve their required qualifications have been delivered.</p> <p>The T&amp;D Team are also responsible for all medication training for internal staff, external Commissioning Providers and Health Care Support Workers. <b>356</b> individuals have completed on-line training activity.</p> <p>We have provided a total of <b>29</b> placements to Social Work students. This is less than we would normally provide due to Covid-19 workplace restrictions. This consisted of <b>2810</b> practice learning opportunity days.</p>

**Workforce Priority Four: The Engagement, Well-being and Safety of our Workforce**

Action	What will be the outcome?	How can we demonstrate progress?	Current position
<p>To ensure that the Council demonstrates sound occupational health and safety performance, including the minimisation of risks associated with occupational hazards.</p>	<p>Sound occupational health and safety performance.</p>	<p>Through a regular programme of health &amp; safety audits.</p>	<p>A priority schedule for cross auditing for 2020 was developed with the Corporate Director Group and outcomes reported to Heads of Service.</p> <p>Corporate Responsible Persons (RP) e-learning training was developed by the LT&amp;D team (a total of 18 modules) and is now live on the e-Learning portal. <b>172</b> managers have completed the training to date.</p>
<p>To develop an Employee Engagement Strategy in partnership with the Corporate Communication Team and our trade unions.</p>	<p>A strategy to implement and measure actions to improve employee engagement across services.</p>	<p>Deliver an Employee Engagement Strategy, in conjunction with the Corporate Communication and Community Relations Strategy.</p>	<p>Employee communications and engagement has focussed very much on the pandemic during 2020 and in to 2021, with the aim of ensuring that colleagues are kept up to date with the quickly changing situation, and have an understanding of changes in legislation and how this impacts on working arrangements.</p> <p>The Corporate Communications and Marketing team developed a range of methods for communicating, from all staff text messages and emails for urgent updates particularly at the start of the pandemic, sent via Gov.uk, video messages from the Leader and Chief Executive, a weekly HR Sway newsletter, In the Loop monthly newsletter, an internet site, with a range of information</p>

			<p>and updates, as well as social media updates.</p> <p>In January 2021, the team, working with Digital Services, have launched a 'discovery' project to identify whether or not internal communications can be improved via the use of digital platforms such as Facebook Workplace or Yammer. This work will continue in 2021.</p>
<p>To comply with the obligations of the Civil Contingencies Act 2004.</p>	<p>Every service will implement Business Continuity Planning (BCP) arrangements across the Council.</p>	<p>The Emergency Planning team have briefed Heads of Service and their managers on the BCP process and supported the development of BCPs across the Council.</p> <p>Every service 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>	<p>2020 was the biggest test of both business continuity planning arrangements, as well as the dedicated support provided by the small Emergency Planning team led by the Occupational Health &amp; Safety / Emergency Planning Team Manager.</p> <p>The team worked tirelessly to support the council in its response to the Covid-19 Pandemic major incident, and supporting the Chief Executive and Corporate Directors to put in place both response and recovery plans.</p> <p>Other major incidents relating to flooding and a coal mine blast also occurred during the year, requiring response and recovery, and again, the council's processes stood up to the challenges presented.</p>



			As well as the 24 / 7 standby rota that is in place to ensure out of hours incidents can be responded to, staffed by Emergency Planning and Health & Safety Officers, a Strategic Officer rota was also established in 2020, ensuring that a named Chief Officer (Chief Executive, Corporate Director or Head of Service) is also always available 24 / 7 out of hours to support in the case of a major incident. Every Chief Officer participates in this rota. The Emergency Planning team manage the rota arrangements, and have developed guidance and online training to support Chief Officers with this responsibility.
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.	<b>813</b> staff completed Group One training in 2020-21 By March 2021, <b>85%</b> of the Council's workforce had received either online or face to face training in relation to VAWDASV Group One.
To promote well-being through the workplace.	The development and delivery 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.	The Council has determined that its strategy will be delivered via the Time to Change Wales Employer Pledge Scheme. An action plan was 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 presented to and monitored by Personnel Committee. <b><u>Staff Health &amp; Well-being website</u></b>	

This was launched on 9<sup>th</sup> April 2020 via Gov Notify message from the Chief Executive. Accessible inside and outside the Council, via range of digital devices, including personal smartphones.

**Occupational Health Unit Helpline for employees**

Monday to Friday, office hours provision providing advice and signposting to employees.

**Wellbeing Through Work**

The Council has been able to access this service, the mental health and wellbeing service provided to NHS employees. This provides a wide range of support on both physical and mental health well-being including referral to specialist support services. This onward referral includes Trauma Support for those who encounter traumatic experiences.

**Occupational Health Unit Referral Helpline**

A referral service for managers to deal with critical OH matters. We are developing plans to recover OH Physician Clinics to The Quays subject to risk assessment and recovery planning.

**School Counselling Service Helpline for School based staff**

Signposting advice and guidance in relation to the mental health and wellbeing of teaching and learning support assistants, as well as advisory support and guidance on how teachers and learning support assistants can support young people deal with issues arising from Coronavirus.

**Primary School Call Back Service for Parents**

This service provided by the School Based Counselling Service supports parents in supporting the emotional wellbeing of their children during this time.

**Communications focus on wellbeing**

Mental health and wellbeing feature regularly in employee communications, including the Intranet, HR SWAY and In the Loop. Promotion of Mental Health Awareness Week in May, with the 'Kindness Initiative'. Current campaign "5 Ways to Wellbeing".

**Time to Change Wales Employee Champions Network**

12 employees were recruited to be Employee Champions in the summer of 2021. The Champions were trained by Time to Change Wales and are instrumental in providing support for employees within their service areas in relation to mental health and wellbeing and are also the link to rolling out corporate health and wellbeing initiatives across the Council.

**World Mental Health Day – 10<sup>th</sup> October 2020**

5 days of activities to support mental health and wellbeing were arranged for week commencing 5<sup>th</sup> October 2020 in support of World Mental Health Day. These activities involved virtual Tai Chi, talks from Wellbeing Through Work in relation to home working, Mindfulness sessions and Wellbeing Workshops. All were very well attended.

**Return to workplaces following Covid-19 lockdown**

Risk assessments and manager guidance refer to the emotional well-being impact of the return to workplaces, as well as the physical arrangements that are necessary.

**A range of training initiatives offered by the LT&D Team**

**Online First Aid for Mental Health course**

Prior to the Covid-19 emergency we had started to roll out this certificated course, provided face to face by Neath College to group of around 20 at a time. The LT&D team have worked with Neath College to develop this into an online webinar, which is also certificated. This has now been completed by 77 employees.

**Mindfulness Course**

38 employees completed a 5-week online course offered in partnership with UNISON and funded by WULF.

**The Wellbeing Series**

Five online webinars designed to help participants optimise their wellbeing, was provided initially to the council's Corporate Management Group, to support the mental health and wellbeing of the senior team. The series was so successful it has been rolled out across social services, to head teachers and to the Test Trace Protect Service.

	<p>To raise awareness about the Menopause in partnership with the trade unions.</p>	<p>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.</p>	<p>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 was due to become a regular offer. Due to the pandemic, this has been delayed and will be rolled out in 2021/22.</p>
	<p>Improved customer access to occupational health services, 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.</p>	<p>Successful roll out of the OuCH database across the Council and feedback from users of the service.</p>	<p>The OuCH occupational health database has been implemented across the Council. Managers can now refer and access all occupational data relating to the employees within their relevant services.</p>

<b>Workforce Priority Five: Promoting Equality and Embracing Diversity</b>			
<b>Action</b>	<b>What will be the outcome?</b>	<b>How can we demonstrate progress?</b>	<b>Current position</b>
<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 2020/21 17 managers received training in relation to recruitment, 100% feeding back that their knowledge had increased as a result of the training. No complaints were received in 2020 / 21 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 was implemented in 2020, with the support of Corporate Communications colleagues to ensure that it reaches all part of our organisation.</p> <p>The LT&amp;D team provided the following training sessions:</p> <ul style="list-style-type: none"> <li>• Equalities in the Workplace</li> <li>• Unconscious Bias Training</li> <li>• Transgender issues in the Workplace</li> <li>• Providing Muslim Friendly Workplaces</li> <li>• Safer Recruitment</li> </ul> <p>Our Gender Diversity Action Plan contains specific actions in relation to recruitment, and these will be progressed in 2021 / 22.</p>

Workforce Priority Five: Promoting Equality and Embracing Diversity			
Action	What will be the outcome?	How can 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"> <li>➤ engage and encourage employers to become more confident so they employ and retain disabled people;</li> <li>➤ increase understanding of disability and the benefits of employing or retaining disabled people;</li> <li>➤ increase the number of employers taking action to be Disability Confident; and</li> <li>➤ make a substantial contribution towards halving the disability employment gap.</li> </ul>	Level 2 was achieved in August 2017 and maintained at re-assessment in August 2019 for a further 2 years to August 2021. The Council can continue to 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.	In October 2020, in response to the awful circumstances surrounding George Floyd's death and the Black Lives Matter movement, the Cabinet Member for Corporate Services and Equalities, chaired a 'Black Lives Matter – a conversation' for employees.

Workforce Priority Five: Promoting Equality and Embracing Diversity				
Action	What will be the outcome?	How can we demonstrate progress?	Current position	
			<p>This was supported by the Chair of the UNISON Black Members Group, and the discussion and feedback led to the development of an action plan, signed off by the Equality and Community Cohesion Group. It includes a proposal to form an Employment Forum for Black, Asian and minority ethnic employees, and with the intention that this group will help inform and develop our employment strategy to end racism and increase diversity.</p>	
<p>To develop a strategy to close the Council's Gender Pay Gap.</p>	<p>The Council will understand the reasons for our gender pay gap and will have identified actions to close the pay gap.</p>		<p><b>2017/18</b></p> <p>4.17%</p>	<p><b>2018/19</b></p> <p>3.93%</p>
			<p><b>2019/20</b></p> <p>3.93%</p>	<p><b>2020/21</b></p> <p>3.44%</p>
			<p>Since 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. Following the audit, Chwarae Teg awarded the council the Silver Award for Gender Diversity, which confirms the Council's commitment to gender diversity in the workplace. The audit led to the development of a Gender Diversity Action Plan, which includes actions to close the Council's gender pay gap.</p>	

Workforce Priority Five: Promoting Equality and Embracing Diversity																		
Action	What will be the outcome?	How can we demonstrate progress?	Current position															
			<p>Key actions focus on low paid women in the Council, as achieving gender balance amongst the lowest paid employees, is key to eliminating the gender pay gap.</p> <p>In recognition of this work, the council was nominated for the Fair Play Employer award, reaching the final shortlist of 6, out of hundreds of entries.</p> <p>In 2020, the LT&amp;D team worked with Chwarae Teg to implement online Career Development sessions for lower paid women, aimed at increasing skills and confidence. Sessions included:</p> <ul style="list-style-type: none"> <li>• Work Smarter Not Harder</li> <li>• How to say no brilliantly</li> <li>• Speak Up, Stand Out</li> <li>• Change your thinking, get results</li> <li>• Managing challenging behaviour</li> </ul> <p>83 staff completed in 20-21</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.	Number of posts advertised and assessed as: <ul style="list-style-type: none"> <li>(a) Welsh language skills are essential;</li> <li>(b) Welsh language skills are desirable</li> <li>(c) Need to learn Welsh</li> </ul>	<table border="1"> <thead> <tr> <th></th> <th><u>2019/2020</u></th> <th><u>2020/21</u></th> </tr> </thead> <tbody> <tr> <td></td> <td>11</td> <td>2</td> </tr> <tr> <td>(a)</td> <td>138</td> <td>53</td> </tr> <tr> <td>(b)</td> <td>1</td> <td>0</td> </tr> <tr> <td>(c)</td> <td>269</td> <td>206</td> </tr> </tbody> </table>		<u>2019/2020</u>	<u>2020/21</u>		11	2	(a)	138	53	(b)	1	0	(c)	269	206
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Workforce Priority Five: Promoting Equality and Embracing Diversity					
Action	What will be the outcome?	How can we demonstrate progress?	Current position		
		(d) No Welsh Language skills required .			
	Improved Welsh language capability and confidence within the workforce.	Number of employees who have accessed Welsh language learning, training and development.	<table border="1"> <tr> <td><u>2019 / 20</u> 73</td> <td><u>2020 / 21</u> 258</td> </tr> </table>	<u>2019 / 20</u> 73	<u>2020 / 21</u> 258
<u>2019 / 20</u> 73	<u>2020 / 21</u> 258				
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.	<ul style="list-style-type: none"> <li>• The following training courses were provided in 20 / 21 with attendance figures:</li> <li>• Equalities in the Workplace – 17</li> <li>• Unconscious Bias Training -16</li> <li>• Hate Crime - 30</li> <li>• Violence Against Women, Sexual Violence, Domestic abuse (VAWDASV) Group 1 – 813 (E-Learning)</li> <li>• Group 2 - 87</li> <li>• Group 3 - 2</li> <li>• Human Trafficking &amp; Modern Slavery – 4</li> <li>• Exploitation – 99</li> <li>• BAWSO Forced Marriage - 4</li> <li>• Calan-DVS Domestic Abuse – 15</li> <li>• New Pathways Sexual Violence - 10</li> <li>• Harmful Sexual Behaviour - 18</li> <li>• Swansea Women’s Aid Stalking &amp; Harassment - 13</li> <li>• Thrive Disability, Older People Equality. – 5</li> <li>• Understanding Child Sexual Abusers - 24</li> </ul>		

<b>Workforce Priority Five: Promoting Equality and Embracing Diversity</b>			
<b>Action</b>	<b>What will be the outcome?</b>	<b>How can we demonstrate progress?</b>	<b>Current position</b>
			<ul style="list-style-type: none"> <li>• Understanding Child Sexual Abusers &amp; The Internet – 12</li> <li>• Small Steps – Far Right Awareness Training - 26</li> <li>• Obtaining Safe and Legal Decisions – 76</li> <li>• Pre-Retirement Course – 30</li> <li>• Transgender Awareness - 22</li> </ul>