

## Fair Play Employer Scheme Gender Diversity Action Plan – Updated Plan 2<sup>nd</sup> August 2021

Objective	Ref.	Action	Owner responsible	Target date	Outcome	Impact	Progress / Next Steps
<b>To ensure the Council is a diverse and inclusive organisation</b>							
1 a	1	Communicate the EDS to employees with the appropriate level of detail. Allow employees to provide feedback and suggestions for improvement.	Sheenagh Rees	March 2020	Employees are aware of its intentions and their role to work towards achieving the outcomes	Improved employee engagement. Diversity of thought during decision making.	<ul style="list-style-type: none"> <li>➤ Equality and Community Cohesion Group presentation 10<sup>th</sup> October 2019</li> <li>➤ Personnel Committee Report 2<sup>nd</sup> December 2019</li> <li>➤ In the Loop article December 2019</li> <li>➤ Staff Council 13<sup>th</sup> January 2020</li> </ul> <b>COMPLETE</b>
1 b	2	Put in place a communication platform for employees in the job roles which are predominantly female and low paid which they feel comfortable using.	Amy Hutchings	March 2022	To give staff a platform with 'like minded people' to feel comfortable asking questions around career opportunities, development opportunities and in general gain greater communication from the Council.	Employees become aware of opportunities and communication which they may previously not have been and feel a greater part of the Council.	
<b>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.</b>							
2a	3	Long term, in line with the planned introduction of the new HR system, collect and monitor data in more depth related to Flexible Working (informal and formal). Scrutinise the Shared Parental Leave uptake to date to monitor the gender balance and encourage uptake across genders. Short term - Centralise Flexible Working requests to be able to monitor all requests and outcomes.	Lauren Margetson	March 2022	More knowledge of the number and nature of requests for Flexible Working and the split across levels, genders and all protected characteristics	Information that will help the organisation manage FW. A consistent approach to managing FW across the organisation.	<p>February 2020: A copy of all Flexible Working Requests will be sent to the HR Business Manager to monitor and collate quarterly reports from 1<sup>st</sup> April 2020.</p> <p><b>Complete</b></p> <p>Reports to be run from new I-trent system which will log these.</p>
2f	4	Undertake awareness sessions with managers on FW is, what is possible and the benefits to not only the individual but the teams and organisation as a whole. Include FW in our Recruitment & Selection training for recruiting managers	HR Managers: Amy Hutchings Tom Owen Cath Lewis Lauren Margetson	March 2020	Raised awareness amongst management team of potential business benefits of adopting WLB strategies.	Improved access to FW. Employees report improved WLB.	<p>HR Managers have made arrangements to attend Extended Senior Management Team meetings before end of March 2020.</p> <p>FW is now included in the Recruitment Training Course for Recruiting Line Managers.</p> <p><b>Complete</b></p>
2g	5	Publicise (with consent) case studies of those employees who have benefited from FW and/or also taken advantage of the different types of leave available.	Diane Hopkins	March 2020	Employees see people, and particularly men, who work flexibly, but for reasons beyond solely childcare. FW heroes	Promotes FW and highlights 'flexible working heroes' in both your internal and external communications part-time and flexible working' doesn't	February 2020: DH has confirmed volunteers who have benefited from a range of FW practices, and who are willing to participate in the FW Publicity Campaign. DH to liaise with ERLS and the Council's Marketing Team to determine different support available and costs to produce a range of materials including Vox Pop videos and posters.

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		(particularly at higher levels of the organisation and across genders)				remain problematically synonymous with 'working mothers'	The survey and the strategic assessment work that is ongoing will sort a lot of this out.
2h	6	Work with the senior leadership team to raise awareness and understanding of work life balance.	Sheenagh Rees	March 2020	Raised awareness amongst management team of potential business benefits of adopting WLB strategies.	Improved access to FW. Employees report improved WLB.	Optimising Well-being session for Corporate Management Group 7 <sup>th</sup> February 2020. Agile Working Presentation to CMG 11 <sup>th</sup> February 2020.
2i	7	Promote availability of alternative working patterns at senior level.	Lauren Margetson	Actioned	Availability of FW at senior level communicated internally and during advertisement of vacancies.	Senior roles accessing range of working patterns i.e. compressed, job share, etc. Improved retention rates of women in senior roles.	Completed
2j		Review current flexi arrangements and implement new 'hybrid' working model to allow more flexibility around working times and locations		October 2021	A more flexible approach (as has been trialled due to covid) allowing flexibility around childcare arrangements and working from home.	All genders feel empowered to work more flexibly, employees report that this improved WLB and also strengthens the culture that flexible working is for all, not just females.	
<b>To ensure a fair and transparent recruitment and selection process that encourages a wider talent pool and facilitates a more equal gender balance</b>							
3a	8	Recommunicate the recruitment and selection process in the context of the current moratorium	Lauren Margetson	March 2020	Transparency and continued visibility of the recruitment and selection process	Employees understand the process and reasons for recruitment decisions.	Planned action - In the Loop article February / March 2020. Complete – Article appeared in the loop in June.
	9	Increase recruitment & selection training sessions to ensure line managers apply the fair selection procedure.	Lauren Margetson	Actioned	Transparency and continued visibility of the recruitment and selection process	Managers understand the process and can evidence reasons for recruitment decisions.	Increased offer for 2020: 3 x Recruitment and Selection training course dates for Recruiting Line Managers 3 x Safe Recruitment dates Increased offer remains, although was delayed due to COVID. Now being offered as an online session
3b	10	Consider a long term goal of 50/50 recruitment shortlists for the roles where there are more women in the lower paid jobs as well as fewer in the high paid roles to work towards redressing the balance.	Diane Hopkins	December 2021	More balanced shortlists with an increased talent pool.	More women recruited into higher	Review the language used in adverts for specific roles where there are more females in lower paid jobs or specific high paid roles. Investigate computer software to aid this task. Link with Sylvia Griffiths (marketing)
	11	Consider introducing anonymised application forms.	Diane Hopkins	March 2021	More balanced shortlists with an increased talent pool.	More women recruited into higher	Anonymised applications will be actioned on iTrent in April 2021
	12	Long term look at celebrating/publicising cases where the organisation has male employees working in non-traditional roles particularly in the traditionally female dominated roles	Diane Hopkins	August 2020	Raised awareness of what opportunities are available throughout the organisation.	Employees from all genders accessing non-traditional roles/routes	See action 2 g above.

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<b>Ensure the talent pipeline promotes female talent and progression and increases the number of women in senior roles</b>							
4a	13	Ensure all leaders responsible for managing performance are aware of how to monitor performance and provide feedback on performance.	Cath Lewis Lynne Doyle	December 2021	Performance is measured fairly. Leaders are providing positive and developmental feedback.	Employees feel valued and supported. Improved progression opportunities.	Performance Appraisal Training to be delivered 3x a year. Performance Appraisal Training to be amended to reflect the new Itrent system and processes.  Publicise performance training to managers and the workforce – to be actions by September 2021
4b	14	Implement an internal mentoring programme to support the development of employees within their roles and progression within the organisation	Lynne Doyle Amy Hutchings Cath Lewis	March 2021	Employees benefit from the support of others and increasing their ability to fulfil their potential.	Increased opportunities for progression/promotion. Aids succession planning. Increased numbers of women able to progress into more senior roles	Focus Group 7 <sup>th</sup> February 2020 with Cleaners and Kitchen Assistants to inform the development of a Mentoring Scheme aimed at the lowest paid women in the Council and to break down barriers to progression.  Feedback session with Chwarae Teg scheduled for 4 <sup>th</sup> March 2020. Complete
4c	15	Identify different career development/progression pathways to facilitate employees' development	Lynne Doyle	December 2021	Raised awareness of alternative career paths within the organisation employees.	Increased opportunities for progression/promotion. Aids succession planning.	Online career day or potential face to face career day (covid dependent) Introduce the career day through potential webinars
4d	16	Review how the performance process is being conducted across all teams to ensure consistency.	Cath Lewis Lynne Doyle	March 2021	Raised awareness of how the PM process is working in practice	All employees are receiving performance appraisals in line with the organisation's process	New system to be introduced using I-Trent which will be able to monitor completion of performance appraisals.
<b>Recognition and rewards to be managed transparently and kept fair regardless of gender or any other protected characteristic to ensure employees feel valued</b>							
5a	18	Ensure leaders/managers provide balanced, regular and constructive feedback; whilst still allowing staff autonomy.	Cath Lewis Lynne Doyle	March 2021	Employees receive regular and constructive feedback.	Employees feel valued for their contribution to the business aim. Improved employee retention.	Develop and deliver training or sessions on reward/recognition and constructive feedback for leaders and managers.
5b	19	Identify and Adopt non-financial rewards that can be implemented that provide recognition for a job well done.	Diane Hopkins	March 2021	Non-financial rewards implemented that are relevant to the workforce.	Employees feel valued for their contribution to the business aim. Improved employee retention.	DH – this to be done via i-Trent in the summer of 2021
5c	20	Update and/or Implement and adopt clear criteria for awarding R & R which is understood by all employees	Cath Lewis	March 2021	All employees know what they have to do to access R & R.	Employees feel engaged and motivated. Improved retention.	Develop and deliver training or sessions on reward/recognition and constructive feedback for leaders and managers
5d	21	Leaders ensure they provide regular appreciation and recognition for employee effort, commitment and attainment.	Diane Hopkins	March 2021	Employees receive regular and timely acknowledgement for their efforts in contributing to overall business/team aim.	All employees feel valued and appreciated for what they do. Improved retention.	Develop and deliver training or sessions on reward/recognition and constructive feedback for leaders and managers

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

**Name: Sheenagh Rees Position: Head of Human & Organisational Development Date: 06/08/21**