

## Gender Equality Action Plan

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 Gender Equality Action Plan to employees with the appropriate level of detail. Allow employees to provide feedback and suggestions for improvement.	Head of People & OD / Future of Work Team Manager	January 2024	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> <li>• Regular updates to Equality &amp; Community Cohesion Group</li> <li>• Recommunicate the action plan on newer platform Viva Engage.</li> </ul>
1 b	2	Implement a communication platform accessible by ALL employees, including those in the job roles which are predominantly female and low paid. The platform should be one which they feel comfortable using.	Future of Work Team Manager	September 2023	To give staff a platform to communicate 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.	<ul style="list-style-type: none"> <li>• Meeting held with Digital Services, and Catering Management to establish Viva Engage trial for AMS cooks</li> <li>• Focus group with cooks conducted and feedback collected</li> <li>• School Hwb users brought onto viva engage plus received communications September 2023</li> <li>• Investigate options for remaining NPT employees to access communication channels.</li> </ul>
1c		There is commitment to introducing the real living wage when this is affordable.	Head of People & OD	Ongoing	To close the gender pay gap.	This action will have a range of positive impacts including reducing the gender pay gap, reducing poverty within the county borough and increasing employee engagement and supporting recruitment and retention.	<ul style="list-style-type: none"> <li>• Report presented to Corporate Director Group May 2022</li> <li>• Revisit with CDG in 2024</li> </ul>
1d		Develop data analytics to inform actions to improve the gender pay gap.	HR Manager People Analytics and Systems	Ongoing	To receive data for analysis purposes relating to gender	Use the data to analyse and prepare new initiatives	<ul style="list-style-type: none"> <li>• People Data Analytics and Systems team established May 2023</li> <li>• Discussions with Digital Services are ongoing to introduce an effective data analytics tool such as PowerBi to enable this work to progress.</li> </ul>
<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 development of the new HR iTrent 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	Future of Work Team Manager	September 2024	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. Complete</p> <p>It is recognised that Flexible Working now also extends to include Hybrid Working.</p> <p>Link with the Future of Work Team to consider a data capture exercise incorporating both flexible working and hybrid working including information such as gender split.</p>

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		monitor all requests and outcomes.					
2f	4	Undertake awareness sessions with managers on what flexible working is, what is possible and the benefits to not only the individual but the teams and organisation as a whole. Include flexible working in our Recruitment & Selection training for recruiting managers	HR Managers	September 2022	Raised awareness amongst management team of potential business benefits of adopting WLB strategies.	Improved access to flexible working. Employees report improved work life balance.	<p>HR Managers have attended Senior Management Team meetings to raise the profile of flexible working.</p> <p>Flexible working is now included in the Recruitment Training Course for Recruiting Line Managers.</p> <p>Following the review of the Hybrid Working Framework, undertake communication and promotion of both Hybrid Working and Flexible Working options through appropriate channels</p> <p>Segment every week in the sway on different flexible working policies – ran for 5 weeks.</p> <p>International Womens Day Event held virtually</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. (particularly at higher levels of the organisation and across genders)	Principal HR Manager Future of Work Team Manager	December 2023	Employees see people, and particularly men, who work flexibly, but for reasons beyond solely childcare: Our Flexible Working Heroes	Promotes flexible working and highlights ‘flexible working heroes’ in both internal and external communications so that part-time and flexible working’ doesn’t remain problematically synonymous with ‘working mothers’	<p>February 2020: confirmed volunteers who have benefited from a range of flexible practices, and who are willing to participate in the Flexible Working Publicity Campaign.</p> <p>Since March 2020, the Hybrid Working Framework has been introduced which has focussed managers on communication with their teams regarding flexible working. There has been a large scale communication exercise regarding flexible working and hybrid working which has introduced a more flexible approach within the Council.</p> <p>Link with future of work team – following data collection exercise identify whether publicity around case studies is a feasible option for either flexible working or hybrid working arrangements.</p>
2h	6	Work with the senior leadership team to raise awareness and understanding of work life balance/wellbeing.	Learning, Training & Development Manager / OD Training & Development Officer	January 2024	Raised awareness amongst management team of potential business benefits of adopting WLB strategies.	Improved access to FW. Employees report improved WLB.	<p>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.</p> <p>In addition to this a large amount of work is ongoing with senior managers regarding hybrid and flexible working; supporting the development of the mobile and agile workstyle.</p> <p>Build in the importance of work life balance and wellbeing into Organisational Development and CMG Development Programmes and Managers Inductions</p> <p>NPT signed up to ‘Employers for Carers Scheme’ – creating a supportive workplace culture. Workshops to be rolled out for HR, Managers and Carers</p>
2i	7	Promote availability of alternative working patterns at senior level.	HR Manager People Analytics and Systems	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.	<p>Completed</p> <p>Option of work life balance/flexible working repeated through all senior management appointment processes</p>

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2j		Review current flexi arrangements and implement new 'hybrid' working model to allow more flexibility around working times and locations	Future of Work Team Manager	September 2023	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.	Managers consultation took place in relation to the new flexi arrangements and hybrid working model. Manager drop in sessions taken place and hybrid model and flexi scheme communicated to staff. Reviewed Hybrid Working Framework arrangements and introduced permanent arrangements.
<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>							
	9	Increase recruitment & selection training sessions to ensure line managers apply the fair selection procedure.	HR Manager People Analytics and Systems	Actioned	Transparency and continued visibility of the recruitment and selection process	Managers understand the process and can evidence reasons for recruitment decisions.	Increased offer made for 2020. Recruitment Masterclass to be implemented.
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.	Principal HR Manager	September 2024	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. New Recruitment Website should assist this. New Recruitment Specialists to link in with the wording of Adverts
	11	Consider introducing anonymised application forms.	Principal HR Manager	September 2023	More balanced shortlists with an increased talent pool.	More women recruited into higher	Anonymised applications actioned on iTrent in 2023 Piloted in certain areas.
	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	Principal HR Manager	TBC	Raised awareness of what opportunities are available throughout the organisation.	Employees from all genders accessing non-traditional roles/routes	New Recruitment Website to be introduced  Link with services to publicise employee stories where employees are working in non traditional roles.
<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.	HR Manager ENV + Corporate Services / Learning Training & Development Manager	TBC	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 3 x a year. Performance Appraisal Training to be amended to reflect the new Itrent system and processes??  Managing and motivating Hybrid Teams training rolled out and delivered to all Accountable Managers and Heads of Service in October / November 2021.  A review of the council's Managing performance framework will be undertaken as part of the Future of Work Organisational Strategy which will be implemented over the next 5 year period. This piece of work is a priority for delivery in 22 / 23, and will look holistically at performance from recruitment to exit.
4b	14	Implement an internal mentoring programme to support the development of employees within their roles and progression within the organisation	Learning, Training & Development Manager / FOW Team Manager	March September 2023	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	Mentoring Scheme launched in 2023 with 11 taking part as part of the first phase.  Promote training offer 'Women Aspiring to Management'

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4c	15	Identify different career development/progression pathways to facilitate employees' development	Learning, Training & Development Manager / FOW Team Manager	December 2022	Raised awareness of alternative career paths within the organisation employees.	Increased opportunities for progression/promotion. Aids succession planning.	Mentoring offer to be rolled out with assistance of chwarae teg. Identify mentors across the organisation and set up a mentoring network.  Communication and promotion of the Acedmi Wales Springboard programme which is open to all women aspiring to management. Complete
4d	16	Review how the performance process is being conducted across all teams to ensure consistency.	HR Manager ENV + Corporate Services / Learning Training & Development Manager	TBC	Raised awareness of how the PM process is working in practice	All employees are receiving performance appraisals in line with the organisation's process	Performance Management will be digitalised, which as well as offering an improved experience will mean that we can monitor the 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.	HR Manager ENV + Corporate Services / Learning Training & Development Manager	December 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. Training sessions conducted by Chwarae Teg and run late 2021. Link to corporate training plan delivered on an annual basis.
5b	19	Identify and Adopt non-financial rewards that can be implemented that provide recognition for a job well done.	Learning Training & Development Manager	Ongoing	Non-financial rewards implemented that are relevant to the workforce.	Employees feel valued for their contribution to the business aim. Improved employee retention.	Building on actions taken in 2021 to recognise the effort of employees during the pandemic, with the Virtual Awards Ceremony held in 2021, and further awards ceremonies held 2022 and 2023.
5c	20	Update and/or Implement and adopt clear criteria for awarding Reward & Recognition which is understood by all employees	HR Manager ENV + Corporate Services	TBC	All employees know what they have to do to access R & R.	Employees feel engaged and motivated. Improved retention.	Link with development of Reward and Recognition Strategy as set out in the Council's Strategic Workforce Plan 2022 – 2027.  Link with Performance Management Training to be introduced. Introduce the total reward benefit statement from Itrent.
5d	21						