

DELIVERY PLAN 2023 / 2024 – REVIEW OF ACTIONS

This plan sets out what we intended to achieve by 31st March 2024. We have provided commentary in relation to progress made against each action, confirming actions taken (outputs) and where we are able to, we provide an assessment of the impact of the actions taken. Please note however, that an action we intend to take into 2024 / 2025 relates to how we measure impact – this is very much a work in progress.

Workforce Priority: Resourcing Team Neath Port Talbot

| Action | What are the outcomes? | How have we demonstrated progress? |
|---|---|--|
| <p>Establish a Recruitment Taskforce to drive the council’s recruitment strategy.</p> | <p>The establishment of the Recruitment Taskforce Partnership has brought together key stakeholders and partner agencies to work together to develop recruitment strategies; to fill vacant posts across Neath Port Talbot with suitably qualified and experienced people and to do so at pace; to develop longer term actions to support succession planning activity across the council.</p> <p>Actions include:</p> <ul style="list-style-type: none"> • The launch of the new NPT Recruitment website with branding ‘Join Team NPT’. • The new Itrent Recruitment module. • A new Job Description and Person Specification Template to ensure consistency of branding and format. • Improved recruitment assets • Bespoke support for managers of hard to fill posts | <p>How can we measure impact?</p> <ul style="list-style-type: none"> • Reviews from online platforms such as glass door, indeed and our own site evidence high ratings of the recruitment experience and high ratings of the council as an employer – our ratings are consistently higher than our regional local government competitors. • The number of applications received increased from 3911 in 2020/21 to 5796 in 2022/23, an increase of 33%. Successful appointments rose from 386 in 2020/21 to 687 in 2022/23, an increase of 44% - so not only has the volume of what we do increased significantly, our success rate has also increased – we are getting better at what we do. • In the year to date (to 31/01/24) the number of applications (6125) have already increased by 6% when compared with the full year position for last year, and our success rate (702) has increased by a further 2%. • Our overall appointment rate in 2023 / 2024 is currently 93% compared with 82% in 2021 / 2022 and 91% in 2022 / 2023. • As can be evidenced in the table below, recruitment outstrips resignations: |

The Future of Work: The Strategic Workforce Plan 2022 – 2027

| Action | What are the outcomes? | How have we demonstrated progress? | | | | | | | | | | | | | | | | | | | | |
|--------|------------------------|---|---------------|-------------------|-------------------|---------------|----------------|-------|-----|-----|------|--------|-------|-----|-----|-------|--------|--------|-----|-----|------|-------|
| | | <table border="1" data-bbox="1196 277 2123 466"> <thead> <tr> <th data-bbox="1196 277 1301 347">Year</th> <th data-bbox="1301 277 1518 347">Headcount Joiners</th> <th data-bbox="1518 277 1704 347">Headcount Leavers</th> <th data-bbox="1704 277 1910 347">Turnover Rate</th> <th data-bbox="1910 277 2123 347">Retention rate</th> </tr> </thead> <tbody> <tr> <td data-bbox="1196 347 1301 387">21/22</td> <td data-bbox="1301 347 1518 387">827</td> <td data-bbox="1518 347 1704 387">498</td> <td data-bbox="1704 347 1910 387">8.02</td> <td data-bbox="1910 347 2123 387">105.75</td> </tr> <tr> <td data-bbox="1196 387 1301 427">22/23</td> <td data-bbox="1301 387 1518 427">865</td> <td data-bbox="1518 387 1704 427">767</td> <td data-bbox="1704 387 1910 427">11.93</td> <td data-bbox="1910 387 2123 427">102.31</td> </tr> <tr> <td data-bbox="1196 427 1301 466">23/24*</td> <td data-bbox="1301 427 1518 466">649</td> <td data-bbox="1518 427 1704 466">621</td> <td data-bbox="1704 427 1910 466">9.56</td> <td data-bbox="1910 427 2123 466">100.6</td> </tr> </tbody> </table> <p data-bbox="1137 472 1615 499">*part year 1st April 2023 – 31st January 2024</p> | Year | Headcount Joiners | Headcount Leavers | Turnover Rate | Retention rate | 21/22 | 827 | 498 | 8.02 | 105.75 | 22/23 | 865 | 767 | 11.93 | 102.31 | 23/24* | 649 | 621 | 9.56 | 100.6 |
| Year | Headcount Joiners | Headcount Leavers | Turnover Rate | Retention rate | | | | | | | | | | | | | | | | | | |
| 21/22 | 827 | 498 | 8.02 | 105.75 | | | | | | | | | | | | | | | | | | |
| 22/23 | 865 | 767 | 11.93 | 102.31 | | | | | | | | | | | | | | | | | | |
| 23/24* | 649 | 621 | 9.56 | 100.6 | | | | | | | | | | | | | | | | | | |

Workforce Priority: Developing and Retaining Talent

| Action | What are the outcomes? | How have we demonstrated progress? | | | | | | | | | | | | | | | | |
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| <p>Embed operational service level workforce planning, via the Succession Planning Toolkit.</p> | <p>In 2023 / 2024 we have developed the skill sets of Heads of Service and Accountable Managers with the aim of ensuring that they have the knowledge and skills to develop a succession plan for their service. This is enabling us to identify and develop the potential future leaders and individuals required to fill other business-critical positions and to ensure we continue to provide high quality services to our citizens.</p> <p><u>Succession Planning Workshops:</u> 72 managers attended live workshops to support the Succession Planning process (this mainly included Accountable Managers, with some Heads of Service attending, along with some staff delegated to attend).</p> <table border="1" data-bbox="454 879 1184 963"> <thead> <tr> <th>S&CS</th> <th>ENV</th> <th>SSHH</th> <th>ELLL</th> </tr> </thead> <tbody> <tr> <td>19</td> <td>29</td> <td>12</td> <td>12</td> </tr> </tbody> </table> <p>The Succession Planning workshop is now part of our core development programme – with further workshops scheduled to take place in early 2024. This topic also features in the pilot Leadership Development Programme for New (& Curious) Managers.</p> | S&CS | ENV | SSHH | ELLL | 19 | 29 | 12 | 12 | <p><u>Completion of Succession Plans:</u></p> <p>42* completed Succession Plans have been received.</p> <table border="1" data-bbox="1256 437 1778 521"> <thead> <tr> <th>S&CS</th> <th>ENV</th> <th>SSHH</th> <th>ELLL</th> </tr> </thead> <tbody> <tr> <td>13</td> <td>18</td> <td>4</td> <td>7</td> </tr> </tbody> </table> <p><i>NB: In some instances, service leads have submitted one over-arching plan representing the whole of their service area.</i></p> <p>*This number is expected to increase as result of the apprenticeship recruitment project (UKSPF) which requires managers requesting funded apprenticeships, to have a succession plan in place.</p> <p><u>Analysis of Succession Plans</u></p> <p>An initial analysis has taken place, with business-critical posts identified, as well as noting essential training needs. However, it is difficult to reach a definitive conclusion since there are still several managers yet to submit their plans.</p> <p><u>Review of Toolkit</u></p> <p>The FOW are working with Digital Services with a view to creating an electronic version of the Toolkit to make it easier for managers to populate.</p> | S&CS | ENV | SSHH | ELLL | 13 | 18 | 4 | 7 |
| S&CS | ENV | SSHH | ELLL | | | | | | | | | | | | | | | |
| 19 | 29 | 12 | 12 | | | | | | | | | | | | | | | |
| S&CS | ENV | SSHH | ELLL | | | | | | | | | | | | | | | |
| 13 | 18 | 4 | 7 | | | | | | | | | | | | | | | |

| Action | What are the outcomes? | How have we demonstrated progress? |
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| <p>Review of the council's organisational design to enable us to do the work necessary to effectively and efficiently achieve our business strategy, (Corporate Plan) while delivering high quality customer and employee experience.</p> | <p>We have developed skills and knowledge across People & Organisational Development, via the 2 day CIPD Workshop in Organisational Design, which focussed on the approach developed by Naomi Stanford (leading OD practitioner). The team are now in a position to support and facilitate organisational design working within a systematic and holistic framework.</p> <p>The Phase one review which is complete, focussed on the council's corporate management and leadership team.</p> | <p>Phase one focussed on the most senior level of the workforce, led by the Chief Executive. It was implemented in September 2022 following consultation with Corporate Directors and Heads of Service. In this phase activities were reviewed across the senior team to improve synergy between services and 'right-size' senior management capacity. This included the creation of additional posts at Head of Service and Corporate Director level.</p> <p>The creation of a new Strategic Manager pay grade was approved at Personnel Committee in October 2022. This pay grade sits between Accountable Manager and Head of Service levels to address capacity issues, succession planning and retention. It aims to enable leadership and management capacity and capability (Accountable Managers and above) to deliver the priorities set out in the Corporate Plan. Comment: This pay grade has not been implemented, and is currently subject to deliberation at CDG.</p> <p>Phase two of the review of the council's organisational design will focus on the introduction of the Strategic Manager pay grade (see comment above) and the Accountable Manager level – approach and timescale to be determined by Corporate Director Group.</p> |
| <p>The development of a strategic approach to how we develop Chief Officers and senior leaders that enables them to demonstrate the key competencies</p> | <p>Our starting point has been to ensure that there is clarity around Chief Officer and senior jobs, and that our leaders understand the key competencies required of them.</p> | <p>A Leadership Competency Framework has been developed and subsequently agreed by the Corporate Director's Group. The Framework outlines the knowledge, skills, values and behaviours associated with an effective, 21st Century Public Service Leader. The Framework is encompassed in new template job descriptions and person specifications for the following levels:</p> |

| Action | What are the outcomes? | How have we demonstrated progress? |
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| required of them in their role. Our aim is to develop an approach that sets out how the council will develop our senior leaders to be capable, confident, competent and compassionate. | | <ul style="list-style-type: none"> • Head of Service • Strategic Manager • Accountable Manager |

Workforce Priority: Employer of Choice – Employee Experience and Engagement

| Action | What are the outcomes? | How have we demonstrated progress? |
|---------------------------------|--|---|
| Pay review of hard to fill jobs | Assessments have taken place where retention and recruitment risks have been identified. | <ul style="list-style-type: none"> • The review considers whether actions taken to recruit to the post have been exhausted, and then considers the market place to ensure that pay is not a barrier to the council attracting the best candidates. • Heads of Service are reminded of the council’s equality proofed pay and grading structure and that there are equal pay risks in applying, Market Pay Supplements. • Reviews take place on a job by job basis, and in line with the council’s Market Pay Scheme that was developed in 2009. • A review of arrangements is underway to ensure that the scheme remains fit for purpose and effective. |

| Action | What are the outcomes? | How have we demonstrated progress? |
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| | | <ul style="list-style-type: none"> Recruitment solutions are provided where pay cannot be ‘matched’ and information on our complete employment offer advertised. |
| <p>Development of an Employee Engagement & Communication Strategy: this year we will focus on rolling out Viva Engage to every employee as the council’s primary communication platform and ensure that we are using this new workplace tool effectively.</p> | <p>The aim of employee engagement will be better retention of employees who are healthier, happier, more fulfilled and more motivated. We also want our employees to be involved and engaged through good internal communications, so that they are well placed to represent and champion the council in their local communities.</p> <p>Viva Engage has now been rolled out across the workforce, including Hwb users in schools who Digital Services worked hard to bring on board towards the end of 2023.</p> <p>Training has been provided to employees from across People & OD Services, including An Introduction to Organisation Development and Facilitation Skills Workshop, to support a more strategic approach to employee engagement and communication.</p> <p>The Annual Employee Engagement Survey has been developed and agreed by Corporate Management Group and recognised trade unions, ready for launching in March 2024. Two versions of the survey have been developed, one for school employees and one for all other employees, but both surveys ask the same questions (terminology used is appropriate to each group of employees). In 2024 this will</p> | <p>Usage of Viva Engage is increasing. One post which achieved the highest number of views attracted 1086 people. We estimate that the number of ‘active users’, i.e. those who view posts on a regular basis, is currently at around 20% of the council’s workforce. Actions to increase active users include:</p> <ul style="list-style-type: none"> Creation of ‘special interest’ communities on Viva Engage, for example Menopause Matters, the Leading & Managing Team NPT Community (see below), Digital Tips, Wellbeing, etc. Viva Engage is now the one stop shop for Sway, In the Loop and all employee news Regular posting of items of interest <p>Case Study Example: Leading & Managing Team NPT Community</p> <p>Leading & Managing Team NPT was launched on Viva Engage during International Leadership Week, to complement existing communication networks. The network now has 373 members consisting of managers at all levels. Participants benefit from articles, blogs, videos on the theme of leadership and management, as well as receiving updates on internal and external personal development activities.</p> |

| Action | What are the outcomes? | How have we demonstrated progress? |
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| | give us a base line assessment of employee engagement, and enable us to develop our strategy further. | |
| We will develop an effective communication cascade strategy. | Effective cascading of information from senior management levels to employees at operational delivery level. | See activity described above in relation to Viva Engage and the Leading & Managing Team NPT Community. |
| Employees are involved in the co-production of our employment framework. | The Future of Work Team use a number of methods to involve employees and stakeholder in the development of our employment framework, including surveys, focus groups, viva engage, as well as using feedback gathered at training and briefing events. The aim of this is to ensure our employment framework is fit for purpose and our workforce is engaged and motivated. | <p>The new or revised employment policies, schemes and strategies that have been co-produced so far, are:</p> <ul style="list-style-type: none"> • The Hybrid Working Framework • Flexible Working • Acting Up and Honoraria Schemes • Employee Code of Conduct • Special Leave Policy • Maternity and Adoption Policies • Carers’ Policy • Employers for Carers Platform • Relocation Scheme • Travel and Subsistence Policy • Employer supported Policing • TUC Disability Passport • Car Salary Sacrifice Scheme • Financial Well-being Strategy • Salary Finance Platform • Employee Assistance Scheme • The Ethnic Minority Employee Forum • The Menopause Pledge |

| Action | What are the outcomes? | How have we demonstrated progress? |
|--|---|---|
| <p>Procurement and implementation of an Employee Assistance Programme offering every employee in the council access to confidential counselling services as well as a range of other benefits which could include holistic health and well-being support, a rewards platform, etc.</p> | <p>Corporate Director Group have approved the procurement of the Your Care Platform, Employee Assistance Programme. Approval has been given to fund this for one year from the OD Reserve, pending a review of effectiveness. This offers every employee in the council access to confidential accessible counselling 24/7, 365 days a year. Employees can use the platform to assess and track their own health, set goals and access a range of well-being resources.</p> | <p>The platform was launched on 22nd January 2024. It is too early to begin to assess the impact of this platform, however anecdotally our trade union partners have told us that their members this as a really positive employee benefit and we had similar reactions from manager focus groups.</p> |

Workforce Priority: Developing The Future of Work

| Action | What are the outcomes? | How have we demonstrated progress? |
|--|---|---|
| <p>Review the Hybrid Working Framework through engagement with all key stakeholders, including employees, managers and trade unions.</p> | <p>A review of the Hybrid Working Framework was carried out in the autumn of 2022.</p> <p>The review process included gathering the views and feedback from employees, managers, HR Officers and trade unions, via questionnaires, focus groups and consultation. Best practice research was undertaken, as well as a survey of welsh councils to understand approaches taken by other local government employers in Wales.</p> | <p>This feedback led to changes in the Framework which were agreed with our recognised trade unions and the revised Framework was launched in October 2022, along with tools to support line managers, including FAQs and bespoke training.</p> |

| Action | What are the outcomes? | How have we demonstrated progress? | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| <p>Delivery of management training to support the implementation of hybrid working practices.</p> | <p>Training has been provided to both managers, leading and managing hybrid teams, and to employees to help them make the most of hybrid working.</p> <p>The workshops now feature in our core development programme and have been scheduled for February 2024.</p> | <p>Training for Managers:</p> <p>Both managers and staff have benefited from training around the theme of remote working (Developing Effective Remote Teams). This was originally delivered by external providers (The Hub Events and SOCITM). However, an internal workshop has since been developed. A breakdown of attendance is highlighted below:</p> <p>Workshops delivered by External Providers (2021):</p> <table border="1" data-bbox="1294 639 2157 767"> <thead> <tr> <th></th> <th>S&CS</th> <th>ENV</th> <th>SSHH</th> <th>ELLL</th> </tr> </thead> <tbody> <tr> <td>01.12.21</td> <td>2</td> <td>2</td> <td>5</td> <td>1</td> </tr> <tr> <td>15.12.21</td> <td>4</td> <td>5</td> <td>0</td> <td>1</td> </tr> </tbody> </table> <p>Workshop Provider: The Hub Events (July 2022)</p> <table border="1" data-bbox="1294 895 2157 978"> <thead> <tr> <th>S&CS</th> <th>ENV</th> <th>SSHH</th> <th>ELLL</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>6</td> <td>3</td> <td>0</td> </tr> </tbody> </table> <p>Workshop Provider: SOCITM (x2 ½ day sessions – December 2022)</p> <table border="1" data-bbox="1294 1150 1989 1233"> <thead> <tr> <th>S&CS</th> <th>ENV</th> <th>SSHH</th> <th>ELLL</th> </tr> </thead> <tbody> <tr> <td>10</td> <td>3</td> <td>17</td> <td>0</td> </tr> </tbody> </table> | | S&CS | ENV | SSHH | ELLL | 01.12.21 | 2 | 2 | 5 | 1 | 15.12.21 | 4 | 5 | 0 | 1 | S&CS | ENV | SSHH | ELLL | 3 | 6 | 3 | 0 | S&CS | ENV | SSHH | ELLL | 10 | 3 | 17 | 0 |
| | S&CS | ENV | SSHH | ELLL | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 01.12.21 | 2 | 2 | 5 | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 15.12.21 | 4 | 5 | 0 | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| S&CS | ENV | SSHH | ELLL | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | 6 | 3 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| S&CS | ENV | SSHH | ELLL | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 10 | 3 | 17 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Action | What are the outcomes? | How have we demonstrated progress? | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| | | <p data-bbox="1294 244 1850 276">Internal Workshops (2023)</p> <table border="1" data-bbox="1294 276 2157 403"> <thead> <tr> <th></th> <th>S&CS</th> <th>ENV</th> <th>SSHH</th> <th>ELLL</th> </tr> </thead> <tbody> <tr> <td>20.3.23</td> <td>0</td> <td>0</td> <td>4</td> <td>0</td> </tr> <tr> <td>29.3.23</td> <td>0</td> <td>6</td> <td>0</td> <td>1</td> </tr> </tbody> </table> <p data-bbox="1294 448 1370 475">Totals</p> <table border="1" data-bbox="1294 475 1720 566"> <thead> <tr> <th>S&CS</th> <th>ENV</th> <th>SSHH</th> <th>ELLL</th> </tr> </thead> <tbody> <tr> <td>19</td> <td>22</td> <td>29</td> <td>3</td> </tr> </tbody> </table> <p data-bbox="1294 639 2157 794">Most participants felt this was a beneficial workshop and welcomed the opportunity to discuss challenges with other managers. There was particular interest in the concept of “<i>Growth Mind-set</i>”.</p> <p data-bbox="1294 826 1527 858"><u>Training for Staff:</u></p> <p data-bbox="1294 890 2157 965">Alongside this we developed a similar workshop aimed at employees in general (Making the Best of Remote Working).</p> <p data-bbox="1294 997 1863 1029">A breakdown of attendance is noted below:</p> <p data-bbox="1294 1061 1556 1093">SOCITM Workshop:</p> <table border="1" data-bbox="1294 1117 1731 1204"> <thead> <tr> <th>S&CS</th> <th>ENV</th> <th>SSHH</th> <th>ELLL</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>2</td> <td>7</td> <td>0</td> </tr> </tbody> </table> | | S&CS | ENV | SSHH | ELLL | 20.3.23 | 0 | 0 | 4 | 0 | 29.3.23 | 0 | 6 | 0 | 1 | S&CS | ENV | SSHH | ELLL | 19 | 22 | 29 | 3 | S&CS | ENV | SSHH | ELLL | 4 | 2 | 7 | 0 |
| | S&CS | ENV | SSHH | ELLL | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 20.3.23 | 0 | 0 | 4 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 29.3.23 | 0 | 6 | 0 | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| S&CS | ENV | SSHH | ELLL | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 19 | 22 | 29 | 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| S&CS | ENV | SSHH | ELLL | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | 2 | 7 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Action | What are the outcomes? | How have we demonstrated progress? | | | | | | | | | | | | | | | |
|--|--|--|------|------|-----|------|------|---------|---|---|---|---|---------|---|---|---|---|
| | | <p>Internal Workshop:</p> <table border="1" data-bbox="1294 300 2152 427"> <thead> <tr> <th></th> <th>S&CS</th> <th>ENV</th> <th>SSHH</th> <th>ELLL</th> </tr> </thead> <tbody> <tr> <td>12.5.23</td> <td>4</td> <td>0</td> <td>5</td> <td>0</td> </tr> <tr> <td>25.5.23</td> <td>2</td> <td>3</td> <td>2</td> <td>0</td> </tr> </tbody> </table> <p>Employees welcomed the opportunity to network with peers, finding discussions with others to be beneficial and reassuring (especially in respect of being physically detached from their teams). As with the manager’s workshops, employees were intrigued by the concept of “Growth Mind-set” and benefited from tips shared on overcoming procrastination.</p> | | S&CS | ENV | SSHH | ELLL | 12.5.23 | 4 | 0 | 5 | 0 | 25.5.23 | 2 | 3 | 2 | 0 |
| | S&CS | ENV | SSHH | ELLL | | | | | | | | | | | | | |
| 12.5.23 | 4 | 0 | 5 | 0 | | | | | | | | | | | | | |
| 25.5.23 | 2 | 3 | 2 | 0 | | | | | | | | | | | | | |
| <p>Establish a working group to consider how we can introduce more choice and flexibility for all our employees including those whose jobs do not lend themselves to a high level of mobility or agility in terms of location of delivery.</p> | <p>The aim of this action is to create a more inclusive workplace where all employees feel valued and motivated and do not feel that they are overlooked in our strategic and operational approaches – feedback from some managers of front-line workers is that there are perceptions of unfairness as a result of the introduction of hybrid working. Unfortunately attempts to establish a working group for front-line employees in Environment have not been successful so we are reconsidering this.</p> <p>In the Autumn term of 2023, we established a School Well-being Group that considers choice and flexibility for school employees.</p> | <p>The School Well-being Group meets on a quarterly basis, and includes head teacher representatives from primary and comprehensive, welsh language and special school sectors, LEA representatives, HR, Health & Safety and trade unions.</p> <p>The Forward Work Programme includes:</p> <ul style="list-style-type: none"> • Developing a Wellbeing Toolkit for School Employees • Updating the online well-being site • Publicising the Vivup and Salary Finance Offer • Creating a Viva Engage community dedicated to school employees | | | | | | | | | | | | | | | |
| <p>Confirmation of new working arrangements.</p> | <p>Every employee will have a Statement of Particulars that reflects their agreed working pattern.</p> | <p>All new employees can access this via Itrent Employee Self Service.</p> | | | | | | | | | | | | | | | |

| Action | What are the outcomes? | How have we demonstrated progress? |
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| | | Data has been gathered from managers of existing employees and will begin to be uploaded to itrent in the early part of 2024. |
| Reduce unnecessary bureaucracy in employment policies and processes, which are also less prescriptive. | As we review our employment policies and processes, one of our aims is to ensure that managers feel more empowered to make the decisions that are right for their services, and that policies are accessible, and processes are efficient. One key way of ensuring this is through our co-production model of review. | Early on we also sought to gain some ‘quick wins’, through a swift review of processes that required Head of Service sign off, when actual Accountable Managers are better placed to make the decision and therefore should be afforded the decision-making powers. This includes honorarium and acting up decisions, special leave and eye test forms |
| Review of policies and employment processes to ensure that they remain fit for purpose in a hybrid world of work: this year we will establish a Joint Working Group with our trade unions to review mileage allowances and other issues associated with business travel. | The Joint Travel Working Group was established in Autumn 2022, including HR, payroll and finance, Environment officers and trade unions. The working group developed proposals for new travel arrangements to reflect new ways of working, and take into account the council’s decarbonisation strategy, as well as the cost of living crisis. | As well as the Revised Travel and Subsistence Policy and Car Salary Sacrifice Scheme the following employment policies and processes have been reviewed so far: <ul style="list-style-type: none"> • The Hybrid Working Framework • Flexible Working • Acting Up and Honoraria Schemes • Employee Code of Conduct • Special Leave Policy • Maternity and Adoption Policies • Carers’ Policy • Relocation Scheme • Employer supported Policing • TUC Disability Passport • Financial Well-being Strategy • Salary Finance Platform • Employee Assistance Scheme • The Ethnic Minority Employee Forum |

Workforce Priority: Skills Development

| Action | What are the outcomes? | How have we demonstrated progress? | | | | | | | | | | | | | | | | |
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| <p>The development of an on-site Corporate Induction Day to supplement induction arrangements.</p> | <p>Following engagement with newly appointed employees and their managers, a face-to-face Corporate Induction Programme has been established.</p> <p>A Working Group agreed the agenda for the one-day programme, drawing on the input of officers from a range of teams across the council. The programme runs on a quarterly basis and attendance is gradually growing, as more managers become aware of it.</p> <p>In terms of content, the newly appointed Director of Strategy & Corporate Services, now attends all sessions, and gives an overview of the Council’s purpose, aims and values – so that all staff are aware of where they fit into the “big picture”</p> <p>New employees will understand:</p> <ul style="list-style-type: none"> • What the Corporate Plan trying to achieve, and where they fit into the “big picture”? • What they do on a daily basis to enact the Council’s purpose • How they can embody the Authority’s values and behaviours | <p>157 employees have attended since the programme was established. Attendance is slowly increasing. A breakdown of attendance is noted below:</p> <p>2023 (April, June, September):</p> <table border="1" data-bbox="1373 515 1895 603"> <thead> <tr> <th>S&CS</th> <th>ENV</th> <th>ELLL</th> <th>SSHH</th> </tr> </thead> <tbody> <tr> <td>28</td> <td>38</td> <td>20</td> <td>18</td> </tr> </tbody> </table> <p>January 2024:</p> <table border="1" data-bbox="1373 667 2101 754"> <thead> <tr> <th>S&CS</th> <th>ENV</th> <th>ELLL</th> <th>SSHH</th> </tr> </thead> <tbody> <tr> <td>13</td> <td>7</td> <td>6</td> <td>27</td> </tr> </tbody> </table> <p>Feedback from participants is largely positive, with specific comments about the value of our well-being initiatives. Having a better understanding of the council’s purpose, objectives and values is also noted as beneficial.</p> <p>One participant said:</p> <p><i>“It helped me feel part of NPT”.</i></p> <p>More general feedback confirmed the face-to-face format provides an opportunity for networking and gaining an understanding of the range of services provided across the council.</p> | S&CS | ENV | ELLL | SSHH | 28 | 38 | 20 | 18 | S&CS | ENV | ELLL | SSHH | 13 | 7 | 6 | 27 |
| S&CS | ENV | ELLL | SSHH | | | | | | | | | | | | | | | |
| 28 | 38 | 20 | 18 | | | | | | | | | | | | | | | |
| S&CS | ENV | ELLL | SSHH | | | | | | | | | | | | | | | |
| 13 | 7 | 6 | 27 | | | | | | | | | | | | | | | |

| Action | What are the outcomes? | How have we demonstrated progress? | | | | | | | | | | | | | | | | | | |
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| | | <p>How have we demonstrated progress?</p> <p><u>New Starter Induction Checklist:</u></p> <p>Similarly, the New Starter Induction Checklist has been reviewed and recirculated. Completion of this is monitored by the FOW Team.</p> | | | | | | | | | | | | | | | | | | |
| <p>The development of an Organisational Development and Training & Development Strategy that supports the delivery of the corporate plan and develops a competent and motivated workforce that can deliver on the commitments set out in the council's corporate plan.</p> | <p><u>Leadership Development Pathway:</u></p> <p>A Leadership Development Pathway was agreed by the Corporate Directors Group. This outlines opportunities for development from the point of induction. The comprehensive programme draws on ILM qualifications - considered the de facto standard in terms of leadership & management qualifications, designed in line with National Occupational Standards. In completing any of the qualifications listed from Levels 2 to 5, participants will also achieve a NVQ qualification at the same level.</p> <p>NB: We are currently drawing down funding for qualifications from Levels 2 – 5 (via the Welsh Government Apprenticeship Programme).</p> <ul style="list-style-type: none"> • Level 2 Diploma in Team Leading: Aimed at first time supervisors/managers. Limited to those who have been in post less than 12 months (unless the candidate is under the age of 25, or discloses a disability). • Level 3 Diploma in Leadership & Management: Also aimed at first time managers or those with limited experience. A more comprehensive qualification compared with Level 2. • Level 4 Diploma in Leadership & Management: Aimed at those in positions who might be removed from the day to day line | <p>ILM Levels 2 - 5</p> <p>The tables below outline current uptake.</p> <p><i>(NB: Level 2 has only recently been added to our offer, due to a recent change in eligibility criteria)</i></p> <table border="1" data-bbox="1375 667 1895 754"> <thead> <tr> <th>L2</th> <th>L3</th> <th>L4</th> <th>L5</th> <th>PM</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>3</td> <td>16</td> <td>23</td> <td>4</td> </tr> </tbody> </table> <p>In addition, we have a further 80+ employees who have applied to undertake one of the ILM qualifications. The provider, Talk Training, are meeting with these applicants to determine whether they will proceed with the qualification. The figures above will therefore increase significantly during 2024.</p> <p><u>ILM Level 7:</u></p> <table border="1" data-bbox="1375 1158 1895 1246"> <thead> <tr> <th>S&CS</th> <th>ENV</th> <th>SSH</th> <th>ELL</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>3</td> <td>3</td> <td>1</td> </tr> </tbody> </table> | L2 | L3 | L4 | L5 | PM | 0 | 3 | 16 | 23 | 4 | S&CS | ENV | SSH | ELL | 0 | 3 | 3 | 1 |
| L2 | L3 | L4 | L5 | PM | | | | | | | | | | | | | | | | |
| 0 | 3 | 16 | 23 | 4 | | | | | | | | | | | | | | | | |
| S&CS | ENV | SSH | ELL | | | | | | | | | | | | | | | | | |
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| Action | What are the outcomes? | How have we demonstrated progress? |
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| | <p>The programme appears to be popular, with all sessions fully subscribed, and a waiting list in place. Pending a full evaluation, we aim to repeat the programme later in the year.</p> | <p>2024. Another employee has already completed a Level 7 qualification and together, they will form an internal coaching network to support managers at all levels. We will continue to source external coaching where conflicts of interest occur etc.</p> <ul style="list-style-type: none"> • Manager’s Peer Network – those working through ILM qualifications have been invited to an event on 1st March with a view to supporting each other through the programme and forming professional networks. |
| <p>The implementation of a programme of mentoring and work shadowing.</p> | <p>In 2024 we established the Ment2Be NPT mentoring programme, matching trained mentors to mentees, with the aim of growing employee skills, exploring career options and pathways, and helping our employees reach their full potential. Mentoring will generate confidence, inspire trust and support development.</p> | <ul style="list-style-type: none"> • 10 mentors from across the council have received training from Chwarae Teg, to form our Ment2Be NPT Mentoring Network. • 11 employees are currently being mentored by our mentoring network. • 5 employees are on a waiting list for mentoring; as soon as our mentors have capacity their mentoring sessions can commence. |
| <p>Develop and implement Employer Supported Policing a partnership benefitting the</p> | <p>The Scheme was developed and launched at an event attended by the Chief Constable of South Wales Police. By allowing our employees time off to volunteer as a Special Constable to undertake policing duties, we will be helping to protect those who are most vulnerable within our communities whilst providing opportunities for our employees for</p> | <p>Feedback from Participant: <i>"I am so grateful that the Council has adopted the Employer Supported Policing Scheme (ESP). The reason I joined SWP as a Special Constable was to help South Wales Police to address policing issues and enhance service delivery which in turn will support the people and communities of Neath Port Talbot. One of the</i></p> |

| Action | What are the outcomes? | How have we demonstrated progress? |
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| <p>council, employees and the police service by releasing Special Constables and Police Support Volunteers to volunteer in the communities they serve.</p> | <p>them to expand their skillsets and undergo training that will aid them both in and out of the workplace. Examples of training provided by SWP include first aid training and conflict management. Case studies provided by SWP also demonstrate how ESP aids staff engagement, team building skills and work-life balance.</p> | <p><i>mandatory requirements of a Special Constable is having to carry out a minimum of 16 hours a month, so being part of the ESP scheme will allow me to juggle family life and the demands of my role within the Council whilst being able to carry out specific tasks of policing that I might not have been able to do without the adoption of the ESP Scheme. I am proud to contribute in making our communities safer."</i></p> |

Workforce Priority: A Safe Workplace – supporting the health and wellbeing of our employees

| Action | What are the outcomes? | How have we demonstrated progress? |
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| <p>Embed Health and Safety culture across the council.</p> | <p>We want our workplaces to be safe spaces for all employees wherever they are doing their job.</p> | <p>Activity in 2023 / 2024:</p> <ul style="list-style-type: none"> • Improvements made to the Health and Safety (H&S) Resources available on Sharepoint, to be more user friendly. • H&S Committees are in place for every Directorate with revised Terms of Reference agreed with the recognised trade unions. • Improved communications and joint working across the council between the H&S team and key stakeholders, • Networking with other Local Authorities in order to learn and share best practice • Improved communication and engagement with SMT's and Trade Unions. |
| <p>Delivery of our Mental Health Strategy in partnership with Time to Change Wales.</p> | <p>In partnership with Time to Change Wales we continue to develop and implement evidence-based actions that support mental health and well-being in the workplace. We have been proud to be partnership with TTCW since 2019.</p> | <p>Activity in 2023 / 2024:</p> <p>Recruitment and training of 33 Mental Health Champions across the workforce. Champions are people with an interest in or experience of mental health problems and they are at the heart of the TTCW campaign to challenge the stigma associated with mental health. They share their story with their colleagues, and help signpost to sources of help and advice. Two of our champions produced films of their story this year to help colleagues.</p> <p>Provision of Mental Health First Aid Training</p> <p>Viva Engage: Weekly key mental health messages</p> |

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| | | <p>Stress management E Learning modules available via the eLearning platform. The first concentrates on managing an individual's stress and suggests some relaxation exercises. It also looks at a few lifestyle ideas to help reduce stress. The second video is based on Self-care, and it looks at ways in which staff can practice looking after themselves and being positive in their outlook and the way they treat themselves. A third video concentrating on making the best of Homeworking is currently in production and will be released shortly.</p> |
| <p>Development and delivery of a Menopause Action Plan.</p> | <p>Through delivery of the Menopause Action Plan we have aimed:</p> <ul style="list-style-type: none"> • to create an environment in which colleagues can openly and comfortably instigate conversations or engage in discussions about menopause. • to ensure everyone understands what menopause is and are clear on the council's policy and practices. • to help our managers understand the potential symptoms of menopause, and how they can support women at work. • to ensure women with menopause symptoms will feel confident to discuss it and ask for support. <p>Key actions include:</p> <p>The council signed up to the Menopause Pledge in September 2023, and by doing so we are demonstrating our commitment to supporting our employees who are perimenopausal and menopausal, as well as those who are</p> | <p>Engagement with activities:</p> <ul style="list-style-type: none"> • 73 people attended events held over menopause fitness week (following fitness week Menopause Matters membership increased by 10%) • 142 employees belong to the Menopause Matters Community • 41 employees attended the Menovest Event • 51 employees attended General awareness of menopause training sessions • 9 managers/leaders attended Awareness for Managers and Leaders • 8 attended menopause awareness for men <p>Employee Feedback:</p> <p>"This has given me the chance to talk to people who are going through the same journey with the bumps in the road. I know now the things I am experiencing are normal and this has helped me</p> |

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| <p>providing support to individuals going through the peri-menopause and menopause. It will enhance our reputation as an 'Employer of Choice' which in turn will aid recruitment and retention.</p> <p>Focus groups held with women led to the establishment of a Menopause Support Network for those experiencing the menopause and to help us further understand how we can better support them at work.</p> <p>Creation of the Menopause Matters Viva Engage Community.</p> <p>Training for employees on general menopause awareness, awareness for men and awareness for leaders and managers have been delivered.</p> <p>A high profile awareness Menovest Event was held in 2023 with Carolyn Harris, the Co-Chair of the Government Cross-Party Menopause Working Group in attendance.</p> <p>Menopause Fitness Week held in in partnership with Celtic Leisure Trust, saw a week of well-being activities for menopausal women, including walks, yoga, pilates, strength and conditioning and a virtual menopause cafe.</p> <p>We are shortly to launch the Menopause Champions Network.</p> | <p>massively along with understanding there are other experiences I may have later in this journey. This is all thanks to your team for putting this all together for all of us".</p> <p>"Well done to all involved with this - the group has been a massive help/support in the menopause journey for me personally - helps us all realise we are NOT ALONE - Thanks to everyone who is involved. More events like the one with Carolyn Harris MP I think will continue to help raise awareness/ importance of female staff's difficulties at times , and in turn help our colleagues gain a better understanding of what happens to our bodies/ and mind during peri/ menopause."</p> |
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Workforce Priority: An Inclusive Workplace where all employees can be themselves

| Action | What are the outcomes? | How have we demonstrated progress? |
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| <p>Establishment of the Ethnic Minority Employee Network to support the development and delivery of an anti-racism strategy.</p> | <p>The network's aim is to provide a safe, confidential environment to network, socialise, question, challenge and receive support and advice in relation to race equality. The network's main goal is to turn discussions into tangible actions to improve the ethnic minority employee experience and to create cultural change, accountability and anti-racism within the council.</p> | <p>The Network was established with support from the UNISON Cymru National Black Member, who was seconded part-time to help us get the network up and running. The network received intensive support from a HR Manager to begin with and this is gradually reducing as the network gains confidence. The Network currently has 20 members and meets every 2-3 months. The network have established a chair from within and are now able to manage meetings and agenda self-sufficiently.</p> <p>The network is consulted on major employee policy developments as a key stakeholder and help us to develop policy in a way that supports ethnic minority employees.</p> <p>As part of the Anti-Racism Action Plan, we aim to remove barriers to employment and promotion opportunities for BME Employees and have done so by trialling anonymised application forms and adding a clear Anti-Racism Statement to our Jobs website. We have added Employee Network and Anti-Racism Action Plan information into Corporate Induction sessions.</p> <p>The Network supported a BME Recruitment Day at Port Talbot in February 2023 in partnership with the NPT BME Community Association. This was well attended and received positive reviews. Discussions are underway between HR and Network representatives to hold a similar</p> |

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| | | <p>event this year with the next taking place in Neath in late spring 2024.</p> <p>The numbers of BME job applicants to the Council has increased steadily this year:-</p> <p>2021 / 2022 = 286 applicants 2022 / 2023 = 447 applicants</p> <p>Number of applicants shortlisted: 2021/ 2022 = 38 (13%) 2022/ 2023 = 97 (21%)</p> <p>Number of BME applicants appointed: 2021 / 2022 = 9 (3%) 2022 / 2023 = 23 (5%)</p> <p>The Council has signed the Unison Anti-Racism Charter. In signing, the Council pledges that it will introduce the commitments outlined in the Anti-Racism Charter within 12 months. Doing so will demonstrate our commitment to addressing any racial disparities in recruitment, in promotions, in training opportunities, in employment relations procedures such as disciplinary and in pay.</p> <p>The charter aligns with our Future of Work Strategy ambition to become a proud Anti-Racist Council.</p> |
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| <p>To subscribe to the Carers Wales, Employers for Carers Subscription Membership.</p> | <p>The council subscription to this platform was confirmed in October 2022. Membership provides a toolkit to support employees who are carers, so that their skills and experience can be retained within the organisation. They provide employers with the tools they need to enable employees to manage their work commitments.</p> <p>As a member we have access to The Employers for Carers digital platform full of practical guides, e-learning and toolkits to support carers and line managers in the workforce along with expert consultancy and training services, all tailored to our organisation.</p> | <p>Engagement:</p> <ul style="list-style-type: none"> • 79 employees have signed up to the ‘Employers for Carers’ Platform • 54 employees have downloaded resources from the platform • 47 employees have signed up to the NPT Carers Viva Engage Community • 4 employees have become Employers for Carers Champions • 11 Managers completed ‘Supporting Working Carers in the Workplace’ training <p>Employee Feedback:</p> <p><i>“It’s great to see so many support sessions set up for carers”</i></p> <p><i>“Really useful resource”</i></p> |
| <p>Reduction in the council’s gender pay gap through actions set out in the Gender Equality Action Plan and developed in partnership with Chwarae Teg via the Fair Play Employer Scheme.</p> | <p>Efforts to reduce our Gender Pay Gap are paying off. The Gender Pay Gap has decreased to a median of 3.28% in 2023, compared to a median of 3.93% in 2019.</p> <p>The ultimate aim is that the council will not have a gender pay gap.</p> | <p>Key activity in 2023 / 2024:</p> <ul style="list-style-type: none"> • Neath Port Talbot County Borough Council was awarded the ‘Womenspire Fair Play Employer Award’ recognising our achievements towards gender equality within the workplace • An event was held to mark International Women’s Day (8th March) with guest speakers from Chwarae |

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| | | <p>Teg, and attended by the Chief Executive and employees across the Council.</p> <ul style="list-style-type: none"> • Flexible working policies and options have been re-publicised via communication channels to ensure all our employees (men and women) are aware of the opportunities available to them. • The Menopause Action Plan and Menopause Pledge are supporting and showing support to employees via communication channels and activities (see feedback above). This work won an Innovation Award at the Employee Recognition Awards 2023. • The launch of the Ment2Be NPT mentoring scheme developed to support low paid women access advice and guidance to help them with career development and progression. |
| <p>Career Mentoring for low-paid women delivered in partnership with Chwarae Teg.</p> | <p>The scheme was developed and launched with the support of Chwarae Teg. The overall aim is to support the career progression of low paid women within our workforce, however the offer is not exclusive to low paid women. Mentoring is available to any employees who want to access it (subject to numbers and capacity of mentors available).</p> | <ul style="list-style-type: none"> • 10 mentors from across the council have received training from Chwarae Teg, to form our Ment2Be NPT Mentoring Network. • 11 employees are currently being mentored by our mentoring network. • 5 employees are on a waiting list for mentoring; as soon as our mentors have capacity their mentoring sessions can commence. |

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| <p>Implement the TUC / GMB Disability Passport Scheme.</p> | <p>The council was pleased to sign up to the Disability Passport scheme, developed by the TUC and the GMB. The Scheme helps disabled people who fall out of work or switch employers each year to get the support they need. The scheme includes a model reasonable adjustments employer agreement and a template reasonable adjustments passport, to capture what adjustments have been put in place to eliminate barriers in the workplace. These adjustments could include: providing specially adapted equipment (like a chair, desk or computer), temporarily changing the duties of the job, changing break times or working patterns, or allowing flexible working or time off for medical appointments.</p> <p>When the adjustments are agreed, the passport is signed by everyone. The document can be reviewed at regular intervals and means disabled people don't have to explain their requirements every time their line manager changes, or they change roles within their organisation.</p> | <p>The Scheme has been Implemented and publicised across the council, including our schools.</p> <p>In terms of potential impact, TUC analysis reveals 391,000 (one in 10) disabled people dropped out of work in the UK last year and a further 555,000 (one in seven) started work with a new employer.</p> <p>Disabled people can leave their jobs for many reasons. One preventable reason is when employers fail to carry out their legal duty to make – and keep in place – the reasonable adjustments their disabled staff need to do their jobs. This Scheme will help to ensure a more successful and unified way of agreeing and recording what modifications need to be put in place.</p> |
| <p>We will provide training in support of the National Autism Training Framework for Wales. Appropriate training provision is made available on a continuing</p> | <p>To improve the lives of autistic people and their families in Wales by gaining a greater understanding</p> | <p>MODULE 1: Understanding Autism - 443 completions</p> <p>MODULE: Understanding Effective Communication and Autism - 32 - completions</p> |

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| <p>basis for all new staff, and existing staff who change their job roles.</p> | | |
| <p>Implementation of anonymised application forms in our recruitment process.</p> | <p>With the implementation of the iTrent recruitment module, the council is now able to offer recruiting managers the opportunity to adopt the use of anonymised application forms during the shortlisting stage of the appointment process. The applicant's name is removed from the application form, before it is provided to the recruiting manager for shortlisting, in order to reduce bias in decision making, and increase inclusivity in our recruitment practices.</p> | <p>Research carried out by the Chartered Institute of Personnel and Development suggests that women are more likely to progress through the recruitment process when their gender is obscured in the application process. The evidence is less clear cut in relation to ethnic minority applicants.</p> <p>The Council's Special Appointments Committee have committed to using anonymised application forms for Chief Officer appointments. Monitoring will determine the impact on the appointment process and inclusivity.</p> |

Wellbeing Objective: All children get the best start in life*

| Action | What are the outcomes? | How have we demonstrated progress? |
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| High quality apprenticeship, traineeship and work experience opportunities within the council's workforce, including opportunities to use the welsh language in the workplace. | Apprenticeships help young people gain an understanding of the workplace, develop transferable skills, build confidence and entry into the world of work. It also enables the council to develop the future of work and support succession planning across the council. | Apprentice numbers continue to increase with 185 Apprentices currently on programmes. 75 new Apprenticeship placements were created in 23/24 with 13 achieving a qualification. A UKSPF funded programme will see the number of apprenticeships increase further in 2024 / 2025. |
| Establishment of a Workforce Forum to support the delivery of the Welsh in Education Strategic Plan. | The Forum will work in partnership to develop actions to support the WESP's aim of increasing the number of learners accessing Welsh medium education by at least 27% over a 10 year period; this will include actions to increase the number of employees within education who are able to use the Welsh language in the workplace. | The Forum has not yet been established, and discussions are taking place with colleagues in Education to see how we can support this activity. Promotion of Welsh Language Training Courses is taking place, across the Education workforce, see below. Team NPT Welsh Language Training |
| A training plan to develop the Welsh language skills of the education workforce. | A programme of welsh language training is available across the council and including the education workforce. It can be accessed at a time that suits the individual employee. | Team NPT Welsh Language Training |

Wellbeing Objective: All communities are thriving and sustainable*

| Action | What are the outcomes? | How have we demonstrated progress? |
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| <p>Delivery of training in partnership with the Community Safety Partnership.</p> | <p>Through delivery of the training our employees have increased awareness of issues that impact on our communities including domestic violence, anti-social behaviour, cyber-crime, substance misuse and county lines, and can take action that is appropriate to their job.</p> | <p>Work undertaken by the NPT Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASW) Leadership Group includes the provision of training compliant with the Welsh Government National Training Framework. Training is mandatory for all employees on VAWDASV including how to appropriately “Ask and Act” in relation to violence against women, domestic abuse and sexual violence.</p> <p>3497 employees (53% of the workforce) are currently in compliance against the Framework</p> <p>Training is also provided to employees on Safeguarding Children and Adults at Risk of Exploitation including awareness of county lines, criminal and sexual exploitation, trafficking, modern slavery, harmful sexual behaviour, radicalisation and hate crime for both adults and children.</p> |
| <p>Development of Employee Volunteering Scheme: Special Police Constables</p> | <p>The Scheme was developed and launched at an event attended by the Chief Constable of South Wales Police. By allowing our employees time off to volunteer as a Special Constable to undertake policing duties, we will be helping to protect those who are most vulnerable within our communities whilst providing opportunities for our employees for them to expand their skillsets and undergo training that will aid them both in and out of the workplace. Examples of training provided by SWP include first aid training and conflict management. Case studies provided by SWP also demonstrate how ESP aids staff engagement, team building skills and work-life balance.</p> | <p>Feedback from Participant:</p> <p><i>“I am so grateful that the Council has adopted the Employer Supported Policing Scheme (ESP). The reason I joined SWP as a Special Constable was to help South Wales Police to address policing issues and enhance service delivery which in turn will support the people and communities of Neath Port Talbot. One of the mandatory requirements of a Special Constable is having to carry out a minimum of 16 hours a month, so being part of the ESP scheme will allow me to juggle family life and the demands of my role within the Council whilst being able to carry out specific tasks of policing that I might not have been able to do without the adoption of the ESP Scheme. I am proud to contribute in making our communities safer.”</i></p> |

Wellbeing Objective: Our local environment, heritage and culture can be enjoyed by future generations*

| Action | What are the outcomes? | How have we demonstrated progress? |
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| <p>Embed Welsh Language Learning Opportunities at all levels.</p> | <p>In order to increase number of employees who have the confidence to use the Welsh language in the workplace an accessible programme of training is available. The Training Team has added a voice over to the Welsh language learning package to make it more accessible and a little more presentable.</p> | <p>Team NPT Welsh Language Training 683 employees have completed welsh language awareness training across our services, as follows: 404 - Education, Leisure and Lifelong Learning 54 - Environment and Regeneration 79 - Strategy and Corporate Services 134 - Social Services Health and Housing</p> <p>In addition 13 employees are enrolled for Welsh Language courses (5 modules) with Learn.Cymru.</p> <p>The number of employees who have disclosed they are happy to use their welsh language ability in the workplace has risen by 20% in the last 12 months.</p> |
| <p>Establish a programme of training and development to enable our workforce to contribute to the conservation and enjoyment of our local environment, heritage and culture</p> | <p>A training package has been developed that will help employees to talk about the local environment, culture, sports and heritage with pride and confidence and more people will be actively involved in the conservation of our environment, culture and heritage</p> | <p>The 'On Our Doorstep Course' was published on 22nd January, to coincide with the first Corporate Induction session of the year. The online training package emphasises the importance of the culture and heritage of Neath Port Talbot County Borough, and is mandatory for all new starters. We are now actively looking to advertise the course through the Council's corporate communication channels.</p> <p>The package will help employees to learn about some of the exciting things going on around us, which will increase our well-being and pride in our environment. On Our Doorstep</p> |

Wellbeing Objective: Jobs and Skills – local people are skilled and can access high quality, green jobs*

| Action | What are the outcomes? | How have we demonstrated progress? |
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| <p>Working with a range of partners, including the Neath Port Talbot Community Association, CVS, DWP, Employability Services, HMP Swansea, Business in the Community, Armed Forces and education providers to ensure that all parts of our community can access opportunities to apply for jobs with the council.</p> | <p>The establishment of the Recruitment Taskforce Partnership has brought together key stakeholders and partner agencies to work together to develop recruitment strategies; to fill vacant posts across Neath Port Talbot with suitably qualified and experienced people and to do so at pace; to develop longer term actions to support succession planning activity across the council.</p> <p>Actions include:</p> <ul style="list-style-type: none"> • The launch of the new NPT Recruitment website with branding 'Join Team NPT'. • The new Itrent Recruitment module. • A new Job Description and Person Specification Template to ensure consistency of branding and format. • Improved recruitment assets • Bespoke support for managers of hard to fill posts | <p>How can we measure impact?</p> <ul style="list-style-type: none"> • Reviews from online platforms such as glass door, indeed and our own site evidence high ratings of the recruitment experience and high ratings of the council as an employer – our ratings are consistently higher than our regional local government competitors. • The number of applications received increased from 3911 in 2020/21 to 5796 in 2022/23, an increase of 33%. Successful appointments rose from 386 in 2020/21 to 687 in 2022/23, an increase of 44% - so not only has the volume of what we do increased significantly, our success rate has also increased – we are getting better at what we do. • In the year to date (to 31/01/24) the number of applications (6125) have already increased by 6% when compared with the full year position for last year, and our success rate (702) has increased by a further 2%. • Our overall appointment rate in 2023 / 2024 is currently 93% compared with 82% in 2021 / 2022 and 91% in 2022 / 2023 |

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|--|---|---|-----|------|------|------|-----|------|------|------|-------|------|
| <p>Delivery of our Training and Development Programme.</p> | <p>A comprehensive corporate training programme accessible to all employees, including the following categories of training provision:</p> <ul style="list-style-type: none"> • Induction courses • Digital training • ELearning • Welsh Language • Adult Services Training Programme • Children Services Training Programme • Qualification Centre • Corporate Training Programme • Environment Training Programme • Education Training Programme • Health & Safety Training Programme • Practice Educator and Onsite Supervisor Support | <p>NPT Learning, Training & Development Training Programme</p> <p>NPT Corporate Training Programme</p> <p>In the current year 2023 / 2024, to date, 22,339 training days have been supported by LTD Team:</p> <table border="1" data-bbox="1144 491 1400 715"> <tr> <td>EDU</td> <td>9936</td> </tr> <tr> <td>SSHH</td> <td>6063</td> </tr> <tr> <td>ENV</td> <td>2137</td> </tr> <tr> <td>S&CS</td> <td>1359</td> </tr> <tr> <td>Other</td> <td>2844</td> </tr> </table> <p>In addition, there have been 374 employees have completed Health & Safety Highfield Accredited eLearning Courses and Qualifications, 22 Social Work Qualifications have been successfully attained and 56 Health & Social Care Qualifications awarded.</p> | EDU | 9936 | SSHH | 6063 | ENV | 2137 | S&CS | 1359 | Other | 2844 |
| EDU | 9936 | | | | | | | | | | | |
| SSHH | 6063 | | | | | | | | | | | |
| ENV | 2137 | | | | | | | | | | | |
| S&CS | 1359 | | | | | | | | | | | |
| Other | 2844 | | | | | | | | | | | |