

Updated Action Plan for CNC (Supplies) Limited

August 2019

This document summarises the key actions that have been undertaken since the adoption of the Equality and Diversity Strategy produced in January 2019. The Updated Action Plan overleaf contains information relating to the actual outcomes and impacts that have occurred as a result of the work undertaken.

During the implementation of the strategy, the needs of the business changed therefore some actions remain outstanding and are identified as such in within the Updated Action Plan. Where additional actions were identified, they have been included and are highlighted in yellow.

This update was produced by Gemma Littlejohns Senior Business Partner for Agile Nation 2's Business Programme.

AN2BP10FurtherActionPlanV1					
Version: 1	Version date:30 th November 2018	Approved by: QPI Lead	Initialled: HB	Issue date: November 2018	Page 1 of 7

Updated Action Plan

Objective	Ref.	Action	Owner responsible	Target date	Outcome (planned & actual)	Impact (planned & actual)	Completion date	Evidence
Business Diversity								
1. To provide a culture that embraces diversity, has open channels of communication and provides clear and inclusive support to all employees.	a	Communicate the survey results /E&D Strategy to all employees and involve them in its implementation. Allow employees to provide feedback and suggestions for improvement.	JT	February	Employees take ownership of the EDS and are aware of its intentions and their role to work towards achieving the outcomes Employees are aware of the results and were very engaged and chose 3 areas to work on: PM, FW and R&S.	Improved employee engagement. Diversity of thought during decision making. Improved employee engagement and the quick roll out of new ways of working i.e. internal vacancies and implementation of bi-monthly appraisals (see below)	04/03/19	Email 'CT survey results and actions'
	b	Implement a practice of monitoring data/diversity in order to assess inclusive practices e.g. collecting disability/religious/caring duties information from employees, having open discussion to ensure provision of support, utilising annual employee surveys.	JT with support from Chwarae Teg Business Partner	May	Diversity and data monitoring introduced. Employee voice enhanced. Data is collected on gender, age, marital status, nationality and ethnicity. No further action to be carried out here.	Improved support for individuals, with ongoing assessment of organisational culture and practices. Data is used to inform on future activities. n/a	n/a	n/a
	c	Update / Implement the Flexible Working /Family Policies across the business, to include: Increasing awareness of	JT with support from Chwarae Teg Business Partner	May / June	Comprehensive policy and procedure in place and communicated to all employees. JT to separate out the FW Policy and load into online employee	Those requesting and those responding to FW/Family Leave requests, understand their responsibilities to each other. Transparent process in place.		Email examples from SBP.

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		the policy and monitoring access.			records. JT will notify team and ask them to read the policy. JT can monitor access to policy online. SBP advised JT on FW and sent template incl. best practice.	The company has gone through new ownership and the policies have been collated and will be published at a later date.		
	d	Update / Implement current Equality & Diversity Policy.	JT with support from Chwarae Teg Business Partner	February	Up to date and informative policy which makes clear the business culture and individual responsibility Resources produced by SBP to enable the continual roll out of information for all staff.	Employees are aware of their responsibilities such as reporting discriminatory behaviour/processes Employees are aware of their responsibilities such as reporting discriminatory behaviour/processes	15/05/19	Email from SBP 'guide for employees'.
	e	Attend AN2 Inclusive Employers Webinar	Managers / Employees	30.01.19 AND 05.03.19 (12:00 - 13:00) Webinars	Greater awareness of individual legal responsibility and the cause and effect of unjust, unfair, and unlawful discrimination in the workplace 2 leaders attended the webinar and now have greater awareness of individual legal responsibility and the cause and effect of unjust, unfair, and unlawful discrimination in the workplace	Improved ability to monitor behaviours and evaluate the impact policy may have on marginalised groups Improved ability to monitor behaviours and evaluate the impact policy may have on marginalised groups	31/01/19	Attendance register
Recruitment & Selection								

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2. To improve attraction of candidates to opportunities and to review the process for fair and transparent practices within recruitment.	F	Review current job descriptions (JDs), ensure all roles have a JD and person specification with essential and desirable criteria that can be used for benchmarking/shortlisting. Review language use to improve inclusive recruitment practices.	JT with support from Chwarae Teg Business Partner	April	JDs are sense-checked to ensure/improve inclusive language and provides a breath of information about the role/company/offering. The JDs were reviewed with some feedback from the SBP.	Increased interest from under-represented groups. JD's also provide clear guidance around role expectations and content supports performance management. The JDs are being re-written. Some have gone through gender decoders.	08/04/19	Email feedback
	G	Review how vacancies are advertised: review advert templates, ensure vacancies are advertised internally and to those out of the business, consider advertising on company website.	JT with support from Chwarae Teg Business Partner	April / May	Presentation and placement of adverts/opportunities is strategic, with the intention of widening access. JDs are used for the adverts. Recruitment agency used. They build advert around the JD. SBP looked at the role profiles with the advert in mind. JT has used gender decoder to screen adverts.	Increased interest from under-represented groups. Improved reputation within the local community and employment field. The company now advertises all jobs internally to ensure opportunities are presented to staff. A referral scheme has been implemented where employees get £50 for referring someone for a role and another £50 after a years' service. Social media is being used too, in order to broaden their reach. A website is being developed in order to advertise roles and promote their employer brand.	15/05/19	Email feedback from SBP This report
	H	Introduce transparent processes such as Initial application forms (no CVs), shortlisting/scoring criteria	JT with support from Chwarae	May	An open and transparent process in place that identifies and appoints the most	Increased incidence of under-represented groups making it through shortlisting.	This will not be taken forward at	N/A

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		and diverse interview panels. Assess short listing, success criteria, interview techniques and questioning.	Teg Business Partner		suitable candidate to the post based on merit.		this point in time.	
	i	Adopt an 'Inclusive recruitment practices' policy, to include a clear process for external recruitment and internal promotion.	JT with support from Chwarae Teg Business Partner	May	Employees and candidates witness transparency. The company has implemented a new policy ensuring all internal vacancies are advertised to all employees with full details of the role and person specification.	Improved interest from under-represented groups. Under-represented groups make it through shortlisting stage. Employees see equity in internal processes. Jackie – are there any reportable benefits/impacts yet please?	15/05/19	This report and Email 'CT survey results and actions'
	J	Attend AN2 Best Practice during Recruitment workshop	Managers	11.04.19 Treforest (10:00 – 12:30)	Improved awareness of a range of best practice options that could be implemented during the recruitment process. The business was unable to attend the session.	Leaders make informed decisions in the development & implementation of their R&S policy. n/a	n/a	n/a

Performance Management (PM)

3. To support managers to embed a structured and transparent approach to performance management,	K	Attend the AN2 Performance Management workshop.	Managers	27.02.19 Treforest (10:00 - 12:30) OR IN-HOUSE	Leaders receive information and guidance on implementing an effective PM process. 3 managers attended the workshop, receiving information	Leaders make informed decisions in the development & implementation of their PM system. Site staff have been receiving appraisals. JT reported that they have shown improvement in providing	19/03/19	Signing in sheet and this report
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that supports individual career development.					and guidance on implementing an effective PM process.	feedback and setting objectives. They will receive ongoing support from JT for this.		
	L	Attend AN2 Effective Communication workshop	Managers	01.05.2019 Treforest (10:00 - 12:30) OR IN-HOUSE	Improved awareness of how communication can aid inclusion. 3 managers attended the workshop, receiving information and guidance on implementing effective communication techniques.	Leaders make informed decisions in the development & implementation of their communication policy/strategy. Leadership team are now developing their comms strategy.	22/05/19	Signing in sheet and this report
	M	Attend AN2 Effective Learning and Development workshop.	Managers	20.03.19 Treforest (10:00 - 12:30) OR IN-HOUSE	Improved awareness of the benefits of L&D to aid recruitment, retention and progression. The business was unable to attend the session.	Leaders make informed decisions in the development & implementation of their L&D policy. n/a	n/a	n/a
	N	Review PM arrangements, make recommendations and implement improvements i.e. Responsibilities for PM delegated to Contract Managers, define role responsibilities for PM, ensure regular 1:1 review meetings take place consistently (quarterly) with agreed content/paperwork, ensure	JT with support from Chwarae Teg Business Partner	February - March	Employees receiving regular feedback on performance and development in order to improve. JT has reintroduced bi-annual appraisals. Values and PDPs are included. More frequent one to ones are being implemented.	Employees feel valued/recognised/rewarded for their contribution. The first round of appraisals are near completion and the standard of feedback has been quite good. The next round will occur during Dec/Jan when work with clients is quieter and the pay review will then be completed using accurate	28/02/19	This report and Email 'CT survey results and actions'

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		development plans are in place/effective for all roles e.g. skills matrix across the business.				data from audited accounts and PM feedback.		
	O	Update / Implement a Performance Management policy that includes access to L&D and supports updated practices.	JT with support from Chwarae Teg Business Partner	April / May	PM policy reflects the needs of the business, is inclusive and accessed by whole workforce. JT has introduced PDPs for all staff.	Employees feel valued and supported. Improved progression opportunities. JT will continue with supporting the managers in implementing PDPs		This report Example of PDPs from JT
Community & Environment								
4. To refer to a specialist organisation for support with implementing sustainability initiatives.	p	Refer to specialist organisation for support with implementing environmental/sustainable initiatives.	JT with support from external agency(ies)	ASAP	Business is receiving support from specialist organisation. Sustainable working practices implemented. SBP made an email introduction to Paul at Business Wales for support.	Demonstrateable evidence of the company living its values. Improved Environmental practices. Business Wales has discussed environmental requirements with relevant company representative.	15/05/19	Email from Business Wales.

The information contained within this update, is a true reflection of the activities undertaken since the implementation of the Equality and Diversity Strategy.

Name: _____ Position: _____

Signature: _____ Date: _____