

Anti-Racism Strategy Action Plan

Ref	Action	Owner	Target Date	Outcome	Impact	Progress/Next Steps
Governance arrangements						
1	Establish robust governance structures, with regular progress reporting to the Council's Member Equality Panel and Strategic Leadership Team to ensure transparency and oversight.	Director of Strategy and Corporate Services/Equalities Officer	March 2026	To ensure leadership oversight and buy-in to the strategy and action plan objectives.	Leadership accountability and visibility in relation to the action plan. Ensuring compliance with its objectives are overseen at the highest levels in the organisation.	- Strategy and action plan to be agreed by SLT - The Director of Strategy and Corporate Services will serve as the Corporate Sponsor for the anti-racism strategy, ensuring its implementation is championed at the highest level of leadership. (Complete) - Regular reviews to be overseen by SLT and included in Strategic Equality Plan (SEP) to document and ensure targets are met.
Learning and Awareness						
2	Provide Anti-Racism training across the Council workforce and deliver regular awareness events and resources/information for all.	Head of People and OD/Learning and Development	Ongoing	To have a suitably trained and informed workforce and improved working environment for all	To ensure the workforce is suitably trained and relevant information is available to spread awareness across the organisation Training available on Thinqi for all staff. Completion rates monitored and reported. Positive feedback from workforce on relevance and impact.	- A number of Anti-Racism Training Sessions have already been delivered across the organisation. - Anti-Racism Leadership Training to be delivered at a Service Leaders Network session to all Directors, Heads of Service and Accountable Managers. Quote received from Apex Educate, £3000 plus vat. Decision to be made on approval of training and suitable date for SLN session. (March 26) - Anti-Racism Training to be embedded into Thinqi platform for the whole workforce, utilise Social Care Wales sessions where possible and design relevant content for all. - Anti-Racism Training will be integrated into the Thinqi platform for the entire workforce, making use of Social Care Wales learning modules where possible and developing tailored content for all staff.
3	Establish a dedicated internal platform that offers a wide range of educational materials—such as articles, podcasts, videos, and other resources. support staff in deepening their understanding of racial injustice, unconscious bias, and the historical and social contexts that shape these issues.	HR Manager/Learning and Development/Equalities Policy Officer/Employee Network	2026	To have a suitably trained and informed workforce and improved working environment for all	To support staff in deepening their understanding of racial injustice, unconscious bias, and the historical and social contexts that shape these issues.	- Meeting needs to be arranged for action owners to discuss detail and implementation. TO/LCS to arrange meeting. - Provide staff with a language guide that includes Preferred terms (e.g.,

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						global majority, instead of outdated or offensive terms). Guidance on avoiding stereotypes and biased phrasing.
4	Celebrate Colleagues' Lived Experiences: Organise a series of events and resources that celebrate the diverse experiences of our colleagues.	Communications Lead/Employee Network	October 2026	To have a suitably trained and informed workforce and improved working environment for all	Ensure employee voice and experience are heard, understood and respected by the wider workforce.	- Induction information updated to include employee network information and equalities aims and objectives. - Employee Network information being presented at events. - Videos and or written resources need to be developed and shared in relevant forums. Include video testimonies, written information and ongoing calendar of events to be created. - Create a calendar of relevant dates and events that need to be distributed to the wider workforce for awareness raising. Information available from CIPD inclusion calendar.
5	Promote employee network across communication channels and at corporate induction	HR Manager/Employee Network	Ongoing	Raise awareness of the Council being an inclusive employer	Clearly communicates the Council's position as an Anti-Racist employer to new and existing employees.	- Corporate Induction sessions are delivered on a quarterly basis and information included. - Ongoing promotion on regular basis of the Employee Network and any awareness raising events organised
Inclusive Policy Development						
6	Implement a Strong Anti-Racism Policy: Develop a clear and firm anti-racism policy that explicitly states our commitment to eliminating racist behaviours and attitudes within the organisation.	HR Manager	Ongoing	Clear and strong position as an anti-racist organisation set for the workforce.	Clear position for all employees to understand behaviours expected of them. Clear reporting procedures for racist incidents and detail of support available to employees.	- Policy in draft and will be consulted with recognised trade unions once the strategy is approved. - Create clear and anonymised reporting information and channels. reportit@ email address already created for Sexual Harassment to be utilised. - Create and recruit Anti-Racism Support Officers positions to champion the Council's position and offer support and guidance to victims of racist incidents
7	Relevant HR Policies that are developed or amended to be shared with the Employee Network for comment and their perspective to be used to ensure the needs of minority groups are included.	HR Managers	Ongoing	Inclusive HR Policy and Practice that includes employee voice and perspective.	Improved working policies and practices that improve the working lives and opportunities of individuals from Ethnic minority backgrounds.	- Policies have already been sent for comment such as the Recruitment and Selection policy, Dignity at Work Policy and draft Anti-Racism policy. - Policies will continue to be shared with the network when they are reviewed.

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						Continue to use Employee Engagement Survey for feedback.
8	Review of Performance Management Frameworks	HR Managers/Learning and Development	December 2026	Review and refine performance evaluation frameworks to ensure fairness, transparency, and ensure the elimination of any racial bias.	Ensure a fair and transparent evaluation of performance for all employees.	- Review of Appraisal policy is underway. - Review of Performance Management and probation procedures
Recruitment and Opportunities						
9	Advertise career opportunities widely, conduct outreach initiatives, and spotlight role models to attract underrepresented groups.	Talent Management Team/HR Manager	Ongoing	Attract and engage underrepresented groups to show NPT as a safe place to work where individuals will be valued	Improve representation of ethnic minorities within the organisation	- Recruitment event held in partnership with NPTBME Community Association for individuals from ethnic minority backgrounds. - management Team engaging with wider selection of recruitment fayres - Jobs advertised on more widespread platforms such as LinkedIn, Indeed and universities. - Hold additional recruitment event following up from the initial one held at the Princess Royal Theatre - Create spotlight videos for recruitment pages to support the new We are NPT videos
10	Consider positive action in recruitment activity	Talent Management Team	Ongoing	Encourage applications and appointments from a more diverse talent pool	More ethnic minority individuals applying for roles and being shortlisted/appointed to roles in the Council.	- Anonymised application form function introduced as the default application method for recruitment - Advert template amended to add sentence around encouraging applications from individuals from ethnic minority backgrounds. - Trial diverse interview panels by utilising employee network members for appointments in Social Services in line with ADSS Anti-Racism recommendations
11	Strengthen representation of ethnic minority staff within senior leadership roles.	SLT/Head of People and OD/Learning and Development	December 2026	Clearer pathways to leadership and development opportunities for individuals from ethnic minority backgrounds	More diverse management teams or more visible pathways for individuals to identify to.	- Promote Meant2Be mentoring programme encouraging applicants from ethnic minority backgrounds. Has been done previously via employee network, new comms to encourage participation and engagement. - Targeted promotion of Council Leadership and Development Programmes with employees from ethnic minority backgrounds.

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12	Ensure all hiring managers receive training to recognise and address any biases during the recruitment process.	HR Managers/Learning and Development	December 2026	Transparency and continued visibility of the recruitment and selection process	Managers understand the process and can evidence reasons for recruitment decisions.	Identify which manager have and haven't undertaken the training and plan sessions to meet the requirement
13	Identify and analyse retention issues among colleagues from ethnic minority communities.	HR Managers/Managers/Talent Management	July 2026	Understanding of retention issues in relation to individuals from ethnic minority backgrounds and the associated reasons. Allowing the opportunity to build in preventative measures	Improved retention of employees and ability to analyse trends or patterns in relation to retention of employees.	- Talent management reviewing exit interviews when they are received. - Leavers from ethnic minority backgrounds offered a detailed exit interview with HR employee.
14	Allocate protected time for staff participation in Employee Network meetings, with up to two hours per month dedicated to Equality, Diversity, and Inclusion (EDI) activity.	Head of People and OD/SLT/Managers	July 26	Staff get protected time in relation to EDI activity that will support the Council's Anti-Racism commitments	Improved employee engagement and involvement in EDI areas of interest from the workforce	- Network employees already receive protected time to attend Network Meetings. - Approval to be granted to expand that time to up to 2 hours per month dedicated time to work on dedicated DEI activity on behalf of the Council
Partnerships, Community Engagement and Communication						
15	Create and publish a statement of intent and publish strategy on our website and social media around our commitment to becoming an Anti-Racist organisation	HR Manager/Equalities Officer/Communications Section	Ongoing	Clear and visible position as an Anti-Racist organisation for employees and members of the public	Will promote the Council as a proud anti-racist organisation internally and externally	- Zero Racism Wales Statement of Intent published on the Council's jobs pages. (Add this commitment to NPT Connect internal pages) - Publicise the agreed strategy on the public facing NPT website for greater visibility - Advertise the launch of the strategy via event, social media pages and internal comms channels
16	Develop an Anti-Racist Internal Communication Plan: Create a plan using approved language that clearly conveys our commitment to being anti-racist.	HR/Internal Comms/Equalities Officer	September 26	Launch a targeted internal communication plan to champion and uphold our anti-racist values	Will promote the Council as a proud anti-racist organisation internally and externally	- Create an Internal Communication Plan in consultation with the Ethnic Employee Network - Review current messaging for use of language that may unintentionally reinforce bias. - Embed Anti-Racism messaging across all channels, e.g. NPT Connect/Sway/viva Engage - Identify gaps where anti-racist messaging could be strengthened
17	Create an External Communications Plan: Outline our zero-tolerance approach to racism for our customers in a clear and concise manner.	HR/External Comms/Equalities Officer	September 26	Drive anti-racist principles through a proactive external communication plan that demonstrates our commitment	Will promote the Council as a proud anti-racist organisation internally and externally	- Create an External Communication Plan in consultation with the Ethnic Employee Network - Review current messaging for use of language that may unintentionally reinforce bias. - Identify gaps where anti-racist messaging could be strengthened
18	Conduct Surveys and Focus Groups: Regularly assess employee experiences and perceptions of	HR/Equalities Officer/Corporate	Mar 26	Providing robust evidence to inform policy decisions, address disparities,	Employees voices are heard	Create anonymised surveys in collaboration with the Ethnic

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	racial inclusion and equity through surveys, focus groups, and interviews.	Policy/Ethnic Employee Network		and strengthen an inclusive organisational culture		Employee Network to assess perceptions of racial inclusion and equity • Work closely with the Ethnic Employee Networks to review next steps for focus groups and interviews
19	Work in Social Partnership with recognised Trade Unions on Anti-Racism initiatives and policy development	Human Resources/Trade Union representatives/Employee Network	Ongoing	Social Partnership working in embedding the Councils Anti-Racism strategy. Outlining the commitment of both the organisation and the trade unions publicly and to the workforce		• Unison Anti-Racism Charter commitment approved by Personnel Committee • Commitments of the charter to be met within 12 month period • Strategy, action plan and policy to be consulted upon and agreed by recognised trade unions (December 25) • Ongoing support of awareness raising events and resources from the trade unions
20	Engage with local community organisations to ensure the perspectives of ethnic minority groups inform service design and delivery.	Ethnic Employee Network/Equality Officer	Ongoing	Positive working relationships with community organisations		• Have already partnered with NPTBME Community Association in relation to joint recruitment events, sharing of job advertisements and sharing of Ethnic Minority workforce data
21	Build upon relationships with multicultural organisations such as Race Equality First and the Muslim Council of Wales to support inclusive recruitment, racist incident support and outreach.	HR Manager/Equality Officer	Ongoing	Wider level of expertise and knowledge being utilised to support inclusive working practices across the Council	Specialist support and guidance being utilised in Council policy and procedure	• Race Equality First contact information added to the draft Policy for support for victims of racist incidents. • Race Council Cymru, Show Racism the Red Card and DARPL supported Training sessions across the workforce.
Monitoring and Evaluation						
22	Collect and analyse workforce data to identify disparities and inform targeted interventions.	HR Managers	Ongoing	Data will inform decision making and areas of targeted intervention of improvement for the organisation	Evidence based action progression, decision making and future objective setting	• Data has already been provided to employee network and NPTBME Community Association • Data dashboard to be developed that will inform progress and decision making around the action plan
23	Publish ethnicity pay gap and suitable workforce data to support accountability and continuous improvement.	HR Managers	July 2026	Pay data is publicly visible and transparent for all to see	Publicly visible and transparent workforce data evidencing our commitment to improvement	• Agree detail of what is to be published publicly between relevant HRMs.
24	Evaluate all racist incidents raised within the Council	HR Managers/Equality Officer	March 2026	A clear structure for evaluating and learning from how racist incidents have been dealt with within the organisation.	Continuous learning and improvement in dealing with racist incidents from the findings of the evaluations	• ADSS Evaluation Framework has been embedded into the Anti-Racism policy for implementation by March 2026. • Decision to be made about who would evaluate them. (current proposal is relevant HR Manager)

