



PEOPLE & ORGANISATIONAL DEVELOPMENT

# ANNUAL REPORT

2022

Making people's  
lives better



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# 01

## PURPOSE OF REPORT

The purpose of this report is to outline:

- **Activities and progress achieved between 1<sup>st</sup> OCTOBER 2021 – 31<sup>st</sup> December 2022**
- **The workforce profile**
- **Key priorities for 2023/24**

Data refers to Awen Cultural Trust unless otherwise stated.

## 02

## INTRODUCTION

HELEN COOK - HEAD OF PEOPLE



**Our people are the key to our success and their performance, wellbeing, knowledge and skills significantly impacts on customer satisfaction our outcomes and our overall financial sustainability. Fostering a culture where individuals can become the best they can be and one that is innovative, fair, diverse, and inclusive is pivotal in our success.**

The People and Organisational Development Team (POD) went through a period of change in October 2021 – January 2022 which saw the personnel within the team all change. We welcomed Rhiannon Tobin as our People Manager and Nicola Ashman as our People Administrator.

As we navigated out of the Covid 19 Pandemic we saw huge challenges in recruitment and retention. This impacted in key areas such as food and beverage and other frontline services as well as the People team, with the Governance and Compliance Officer being vacant for the majority of the year.

In October 2022 we welcomed Helen Shaw to Awen in the role of Governance and Compliance Officer, which resulted in full team for the first time in over 2 years.

The current business plan takes the form of three key themes, People, Places and Good Business. Each theme is underpinned with a number of objectives, the people agenda is linked to the following aim:



RHIANNON TOBIN



NICOLA ASHMAN



HELEN SHAW

**GOOD BUSINESS**

We will listen to and invest in our workforce and maintain a focus on being a healthy, well governed, and sustainable business.

**OBJECTIVE (GB1)**

We will achieve the following standards as a measure of becoming an employer of choice:

- Disability Confident Leader by March 2022
- MIND Wellbeing Index Gold Achieving Excellence by March 2023
- IIP Platinum by March 2024

**Previous reports have been presented in relation to 1st October – 31st September to align with the AGM. As we embark on setting out a new Strategic direction in January 2023 this current report has been extended to incorporate the period up to December 2022.**

By changing the annual report period to January – December this will result in Trustees being presented with up to date analytics in relation to staff surveys which is typically run in November and December and feedback from our annual staff afternoon.

# 03

## KEY OUTCOMES

### RECRUITMENT AND SELECTION

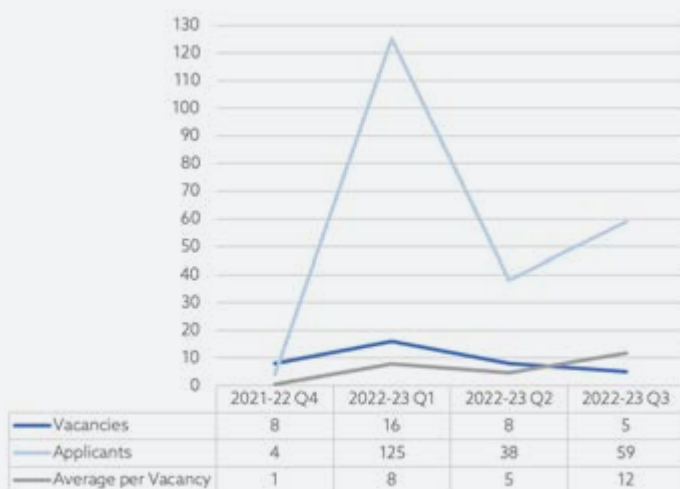
**This has been one of the most difficult periods of recruitment Awen has experienced.**

The ongoing impact of the pandemic has resulted in high levels of competition for candidates as well as a reduction in people actively looking for jobs. During the reporting period the UK saw the level of vacancies reach a 20 year high although latest figures show that vacancies are on the decline. This is also reflected in Awen’s level of vacancies.

#### AWEN CULTURAL TRUST VACANCY DATA



#### AWEN TRADING LTD VACANCY DATA



It will be vital to Awen’s long term sustainability that we develop a Recruitment Strategy which includes positive action to continue to develop Awen’s status in the cultural sector and that will help us stand out as an employer of choice.

The following actions have been taken to improve the recruitment processes and to support our commitment to Equity, Diversity, and Inclusion (EDI).

- Introduced a recruitment schedule to provide a structured approach to the process;
- As a Disability Confident Leading organisation, we offer a guaranteed interview scheme, this is being extended to include candidates who identify as being part of the Global Majority, demonstrating positive action to increase the diversity of applicants;
- Recruitment process have been changed so that candidates are provided with interview questions 15 minutes prior to the interview, to improve inclusive practices;
- Working with us’ section on the Awen website has been enhanced to provide more information to candidates prior to application and to promote the benefits of working at Awen.

# STAFF SURVEY

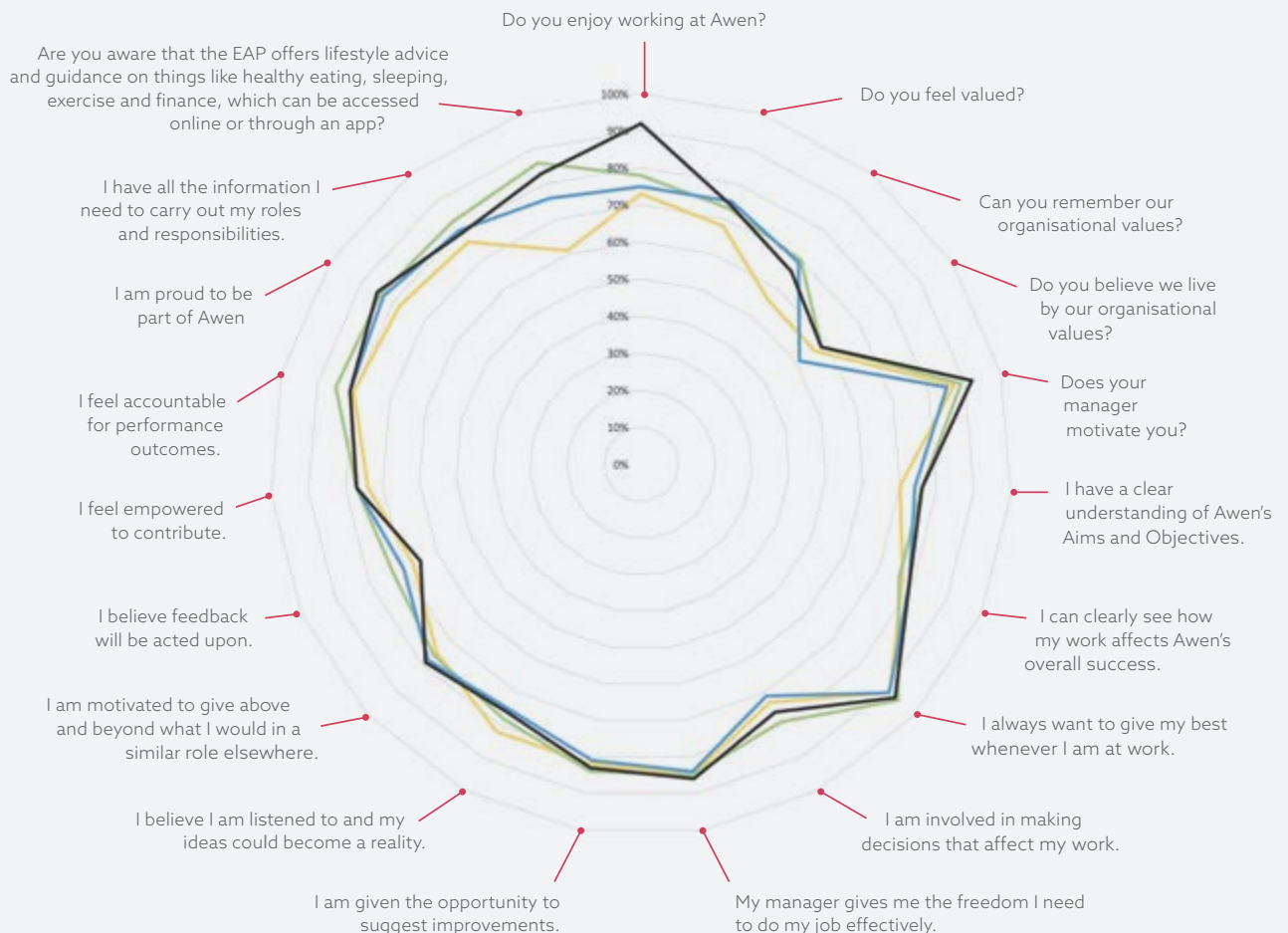
The Staff Survey 2022 received 121 responses in comparison with 117 in 2021, this equates to 56% return rate. This was made up of 52% full time, 27% part time and 21% casual workers.

This year we see improved results in the majority of questions other than five where the scores remained the same and four questions which had a lower result. Whilst we are making strides and have much improved scores than 2021, it is extremely positive that all except two questions have resulted in more positive outcomes than pre-Covid results of 2019.

## Culture

### HIGHLIGHT COMPARISON CHART

2019 2020 2021 2022



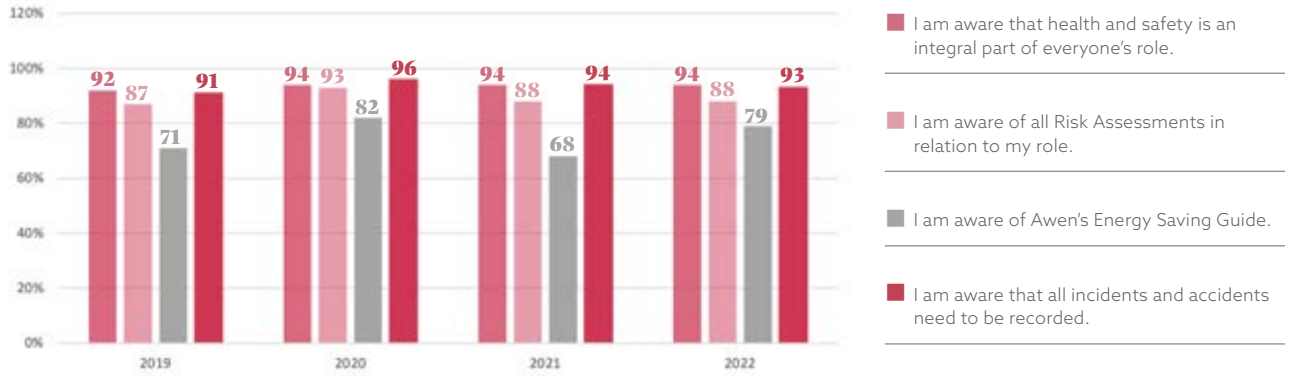
**“I think the culture of recognising others’ achievements is growing – more people are utilising the STARS system, and verbal praise and recognition is occurring more too. I can see a direct correlation between the Investors in People assessment and this culture growth. I can also see how it has made people feel to receive recognition, and the way it motivates. It’s very worth while”**

**“My management team listen to us and work with us, always encouraging our input”**



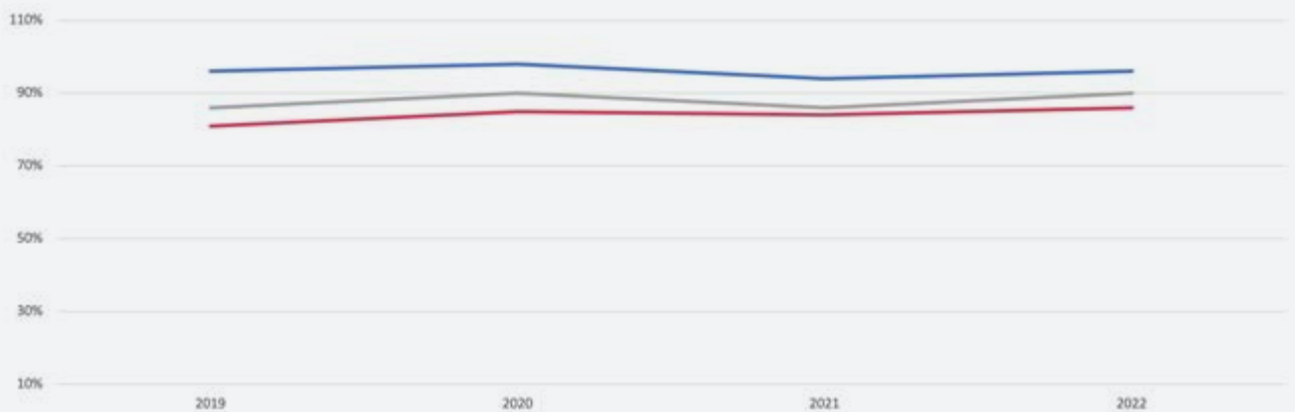
# Health, Safety and Facilities

## HIGHLIGHT COMPARISON CHART



# Equity, Diversity and Inclusion

## HIGHLIGHT COMPARISON CHART



	2019	2020	2021	2022
■ Do you feel Awen is an inclusive employer and welcomes diversity.	96%	98%	94%	96%
■ At Awen, do you believe individuals and their differences are respected.	81%	85%	84%	86%
■ Do you feel Comfortable being yourself at work?	86%	90%	86%	90%

**“I feel there is a lot more work to do to support people from diverse backgrounds to apply, but I think ELT promote an ethos of being keen to develop an inclusive, diverse working environment and employee base”**

**“We are trying our best, but we are still a very white company. I am glad to see the ELT is aware of it, as well as the need for input from people with lived experience. Part of my pride of working for Awen is definitely to see us holding ourselves accountable with humility, and continuously aiming to do better.”**

It was extremely encouraging to see that 92% of staff either ‘always’ or ‘usually’ enjoy working at Awen, this is a 17% rise on the 2021 results.

The result for the statement ‘I believe feedback will be acted upon’ has reduced to a lower percentage than 2019. The statement ‘I believe I am listened to and my ideas could become a reality’ only increased by 1% and is down by 6% on the 2019 score. Aligned to this, the score for ‘I feel empowered to contribute’ has stayed the same at 77% for 3 years.

It will be important to analyse these results in the more detail to understand them and to provide data to feed into future initiatives and communications.

Equity, Diversity and Inclusion, is to become a key theme of 2023 with the development of an EDI Strategic Plan which will be launched in Quarter 4 of 2022-23. We continue to get positive results in respect of these questions and have improved our results in comparison to 2021 and improved two out the three results compared to 2019.

This year we asked an additional question of ‘What three words would you use to describe our culture?’ Here are a selection of the words that were used:





# TRAINING & DEVELOPMENT

Training and Learning has been building momentum throughout the year and in particular has focused on workplace standards, customer care and the development and relaunch of Awen Learn.

New pathways have been developed through Awen Learn and all staff will be attached to a pathway to undertake compliance training which align to the positions held. A new training matrix has been developed to outline mandatory, recommended, and optional training for staff. Managers will be responsible for ensuring that staff meet these training requirements.

Four thousand hours of training were recorded, which includes such things as attendance at conferences, internal or external training courses and training on the job. The table below outlines some of the key topics and training for 2022:

## NUMBER OF STAFF ATTENDING TRAINING SESSIONS



All staff and volunteers at Wood-B and B-Leaf and the Head of People as Safeguarding Lead completed their Level 3 Protection of Vulnerable Adults Training (POVA). Safeguarding has been added to all staff pathways on Awen Learn and staff will be required to redo this training as a refresher .

Key staff completed a half day GDPR course to enhance knowledge and assist with driving forward the action plan during 2023. All staff will be required to complete or have a refresher course on GDPR in 2023.

Understanding appropriate workplace standards and behaviours is crucial to Awen developing an inclusive and fair working culture. Discrimination and harassment will not be tolerated at any level with Awen and providing staff with the knowledge and understanding of practical day to day advice as well as the law was a priority in 2022. It is positive to report that 102 staff attended these sessions and more have been planned for 2023 with it becoming a compulsory requirement for all staff.





# INTERNAL COMMUNICATIONS

Facebook Workplace remains the main form of internal communication for staff along with all staff emails.

The platform provides a forum for sharing achievements, recognition, staff wellbeing and a central place for policies and other relevant forms and documents.

All staff and trustees are automatically enrolled on the platform and actively encouraged to engage.

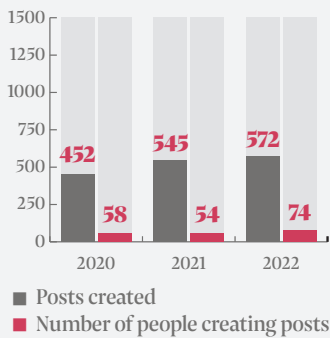
We've seen a 5% increase in posts and a 15% increase in the number of people posting.

Reactions have decreased, however the number of people reacting has gone up by 20%.

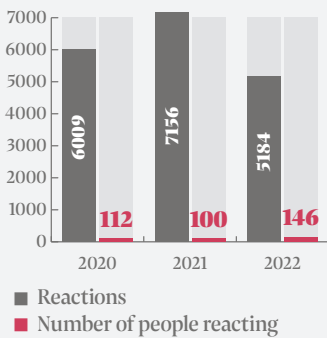
The messaging ability is very rarely used with staff preferring to use other messaging options such as email and WhatsApp.



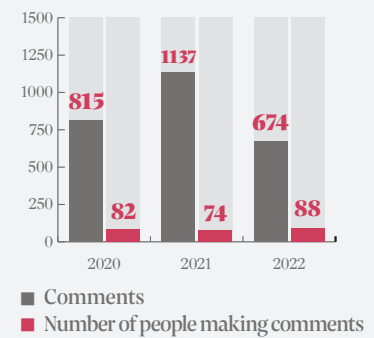
## POSTS CREATED



## REACTIONS

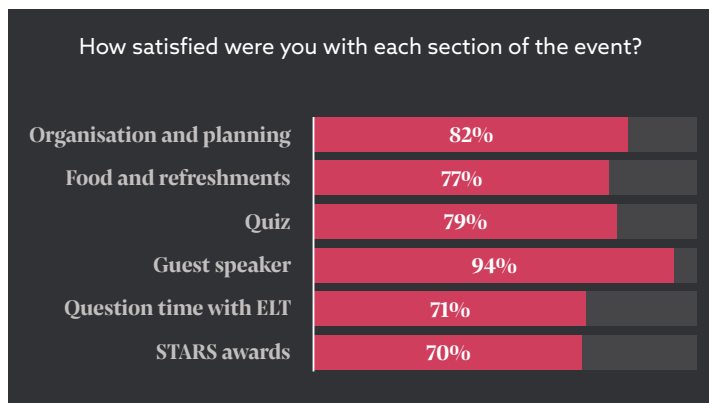
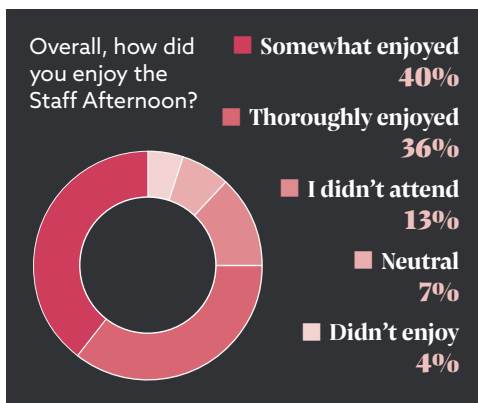


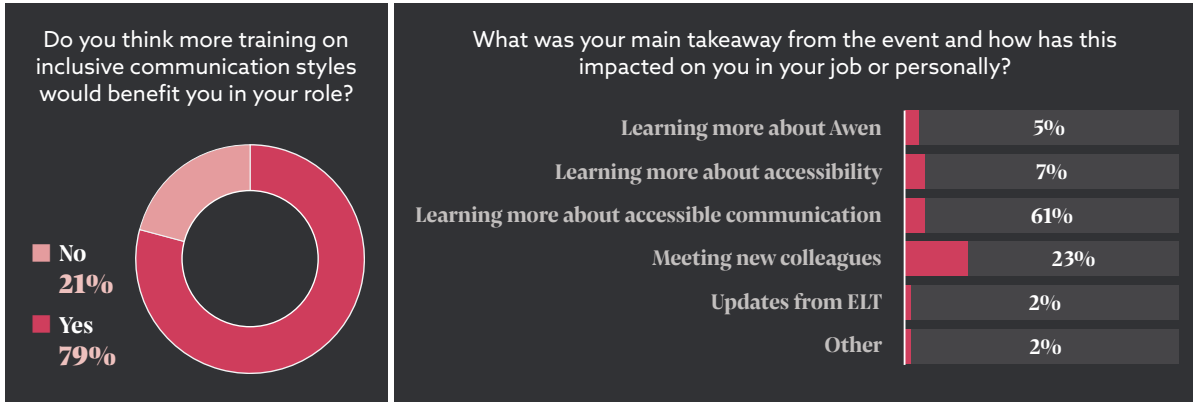
## COMMENTS



With a diverse workforce and eighteen sites robust communication channels are key to keeping staff up-to-date and to allow two-way communication to flow. The Executive Leadership meetings have been aligned to assurance and Senior Leadership Team meetings have been re-introduced, with focus on successes, impact, and key message for dissemination to staff.

We have held two staff afternoons during this period with the results of the latest afternoon held on 21st November 2022 being positive.





**“Just wanted to thank you for arranging the day and particularly for the excellent guest speaker. She was amazing and so inspiring! I could’ve listened to her for hours!!**

**In fact, when I popped over to see my parents last night, I ended up telling them about her and showing them some of the sign language alphabet 😊😊”**

**“Interesting speaker. Fun quiz and good to hear how that Awen are progressing”**

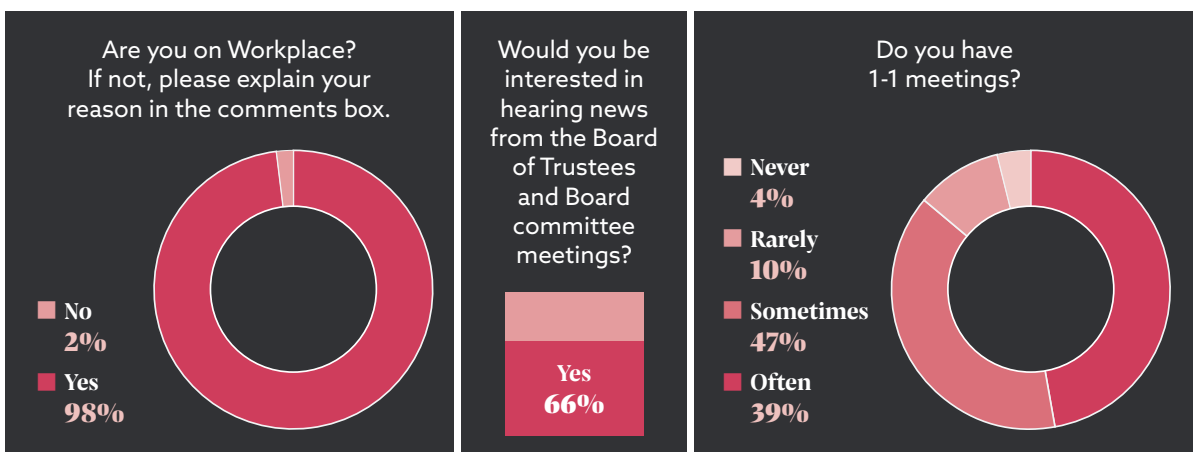
**“I thought this was the best staff afternoon yet!”**

## COMMUNICATION SURVEY

With a diverse workforce we wanted to understand the channels of communication our staff preferred.

The survey showed that most staff still prefer and all staff email, with workplace post/videos, team meetings and a newsletter all coming in a close second. Moving forward it will be important that we have a clear and consistent approach to communication, which staff are fully aware of. Introducing an internal communication plan will ensure staff are aware of how communication flows at Awen and will manage expectations.

The results of the communication survey were:





2% = 1 person, 54 Responses; 98 attendees

Effective internal communications provides a sense of purpose, it increases engagement, makes teams stronger and ultimately impacts on the culture, environment and success of the organisation. With 18 venues and a diverse staff group it will be important that communication is varied to meet the different needs and to reach as many staff as possible.



## DISABILITY CONFIDENT



**Disability Confident is a campaign initiated by the U.K. Department for Work and Pensions (DWP) designed to help companies become more willing to employ disabled staff, by offering advice and breaking down unhelpful work-related myths.**

Awen has been a Disability Confident Employer for a number of years and in January 2022 Awen underwent an external assessment with the aim of achieving Disability Confident Leader Status. This was achieved and Awen

were recognised as a leading organisation from 31st January 2022.

The UK has around seven million people of working age with a disability or long-term health condition, yet just of 50% of them are in work compared to over 80% of non-disabled people. This represents a huge pool of untapped talent which businesses can't afford to ignore. Although statistics show that the employment gap is closing there is much that can be done to improve employment prospects for disabled people.

Awen Cultural Trust reports 4.48% of staff consider themselves disabled and 3.57% of Awen Trading staff consider themselves disabled. The Disability Confident Action Plan sets out Awen's plans to increase the diversity of our workforce, which includes targeted recruitment, improving the diversity of our staff biographies on the website, improving accessibility information and advertising in specialised media.

# HEALTH AND WELLBEING

Staff health and wellbeing remains a priority at Awen. Our Wellbeing Strategy sets out a number of aims within the following pillars:

- Mental Wellbeing
- Physical Wellbeing
- Healthy Lifestyle
- Management and Leadership
- Culture and Positive Environments

A number of initiatives have been held this year to support staff wellbeing and meet our strategic aims, these have included:



## Healthy Eating

**“A really good workshop, I learned so much. There are so many simple improvements that can make such a positive impact on you health and performance, without any faff, you’d be pleasantly surprised...not to mention ravenous! Give it a go, it’s well worth it.”**

## Stress and Anxiety Awareness Sessions

13 staff attended sessions with Andrew Tamplin on managing stress and anxiety through the season and 10 Managers attended training on how to support staff with stress and anxiety.

**“This was a fantastic session, one that I would recommend to all staff members. Not only is Andrew a fantastic presenter, with excellent knowledge of this subject, but he is a truly authentic person and can speak from personal experience in a way that is relatable and accessible. He makes sense. Actually, he makes more sense than any counsellor or therapist I have ever seen. The message is simple and easy to incorporate into everyday life, to discover and embrace your own individual needs without any shame. An absolute must. Please go.”**

## Working Well at Awen



Launched our advice and guidance on working well.

# Menopause Pledge



In March 2022 Awen launched their Menopause Policy and signed the Menopause Pledge to demonstrate our commitment to support everyone who is affected by the menopause. An estimated 900,000 women in the UK have quit their jobs because of the Menopause and Awen are one of over 400 organisation who have signed up to the Pledge.

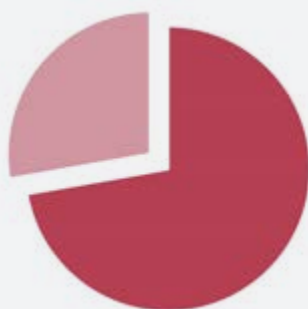
In a recent Menopause Staff Survey 19% of females over 40 took part. The feedback evidences that there is a desire for information and support in relation to managing menopause in the workplace and we will continue to champion and develop our support for anyone affected by the Menopause.

We held our first Menopause Café for staff in November 2022, with more planned for this year. We want to normalise the topic of menopause, remove any stigmas, and help staff realise that we recognise the effects and that there is support to help them through this period in their lives.

**HOW WELL DO YOU UNDERSTAND THE CHANGES TO YOUR BODY THAT OCCUR AROUND THE TIME OF MENOPAUSE?**

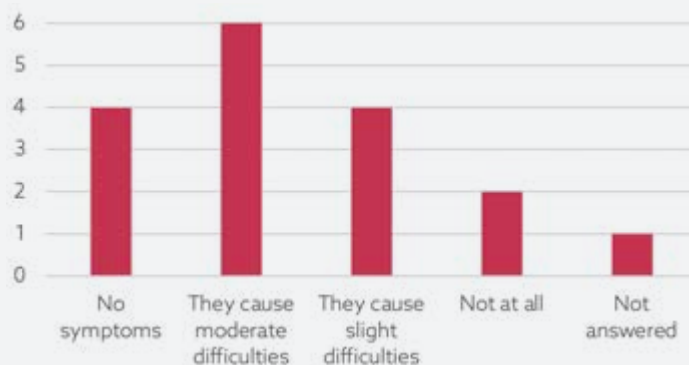


**HAVE YOU EXPERIENCED SYMPTOMS THAT YOU THINK ARE DUE TO THE MENOPAUSE?**



■ No ..... **29%**  
 ■ Yes, ongoing now ..... **76%**

**DO YOU FEEL YOUR MENOPAUSE SYMPTOMS AFFECT YOUR ABILITY TO DO YOUR DAY-TO-DAY WORK?**



**WOULD YOU BE INTERESTED IN INFORMATION ABOUT MENOPAUSE BEING PROVIDED TO YOU THROUGH YOUR WORKPLACE?**





# MIND WELLBEING INDEX

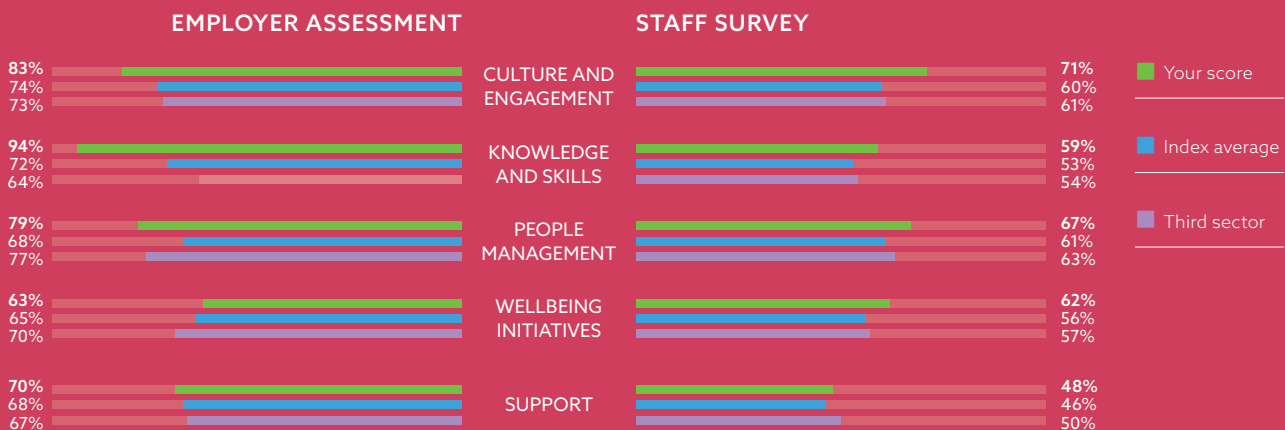


We have continued on our journey with MIND Wellbeing Index journey, striving for Gold by March 2023. The index provides a confidential method of understanding our workforce wellbeing and being able to ascertain what we were doing well and areas where we could improve, through surveys, an evidenced based review, and policy reviews.

This year although we remained in the silver category, we improved our overall ranking which was up from 63rd to 36th out of 119 organisations.

Outlined below are the recommendations and the action that has been taken or is planned in the future.

<p><b>MANAGING HYBRID WORKING EFFECTIVELY, ENSURE REGULAR COMMUNICATION.</b></p>	<ul style="list-style-type: none"> <li>• Hybrid Working Policy currently being developed.</li> <li>• Internal Communication approach being developed.</li> </ul>
<p><b>TRAINING LINE MANAGERS ON RECOGNISING THE SIGNS OF MENTAL HEALTH AND ALSO SELF-MODELLING SELF-CARE, LEADING BY EXAMPLE.</b></p>	<ul style="list-style-type: none"> <li>• Training for all managers on recognising the signs of mental health commenced in 2022 and will continue through 2023.</li> <li>• Working Well at Awen promoted and this includes managers.</li> <li>• Wellbeing Together Group to consider approaches for encouraging managers to lead by example and practice good self-care.</li> </ul>
<p><b>PROVIDE SUPPORT FOR SOCIAL, FINANCIAL, MENTAL WELLBEING AS WE NAVIGATE OUT OF THE PANDEMIC. SIGNPOST TO EXTERNAL SUPPORT AND REVIEW EFFECTIVENESS SUPPORT.</b></p>	<ul style="list-style-type: none"> <li>• Consistent promotion of EAP on Workplace and all staff emails.</li> <li>• New Financial Wellbeing page being developed on Workplace</li> <li>• Working with Barclays Bank to offer sessions and support to staff on financial wellbeing</li> <li>• Wellbeing Together Pages on Workplace have improved formatting to help staff find useful information and links</li> <li>• New benefits platform and other health benefit schemes introduced.</li> </ul>



Since early 2022 the cost of living has increased at exponential rates and supporting our staff throughout this period has been a key priority for the executive leadership team. A number of initiatives have been introduced to support financial wellbeing of staff and these include:

- Employee Benefits, recognition and rewards that make a real difference to people’s lives, both inside and outside the workplace, These include a benefits platform, exclusive discounts and two salary sacrifice schemes for Cycle to Work and Electric or Hybrid Car lease.
- Welsh Hospitals – a health benefits scheme that employees contribute into which gives them access to financial support towards such things as dentist treatment, optical, physiotherapy.
- In progress of developing a Financial Wellbeing page on Workplace supported by Barclays Bank Financial Wellbeing Support.

## WE INVEST IN PEOPLE (IIP)

Investors in People has been recognising organisations for their commitment to their people for over 29 years. Over 50,000 organisations have obtained the ‘We invest in people’ accreditation across 66 countries around the world.

The IIP Framework supports the ethos of continuous improvement and will help focus the people agenda through three key themes, which breakdown into nine indicators, as outlined in the diagram to the right. The indicators align with Awen’s values, organisational ethos and culture, and provide a robust methodology to measure success and benchmark within our sector.

Awen’s first review was in June 2022 as we navigated out of the pandemic.

The areas identified for improvement are outlined in the following table, along with what we are doing in response:



IIP SUGGESTED THINGS TO WORK ON... OUR RESPONSE...

Consistency of management and leadership across the organisation.

The last 12 months has seen a large investment in filling management roles throughout the Awen Group. With no management vacancies and with the plans for induction and leadership training as we move into 2023, we are positive that this will have an impact on consistency of leadership.

Consider whether it might be appropriate to offer further learning and development to create an environment of leadership at all levels.

As part of the budget setting for 2023-24 allocation has been made for Leadership Training and to develop an aspiring manager training programme.

Try to ensure that there is fairness in terms of recognition and reward and that there is transparency of decision making in this regard across the organisation.

The Staff Thanks and Recognition Scheme (STARS) awards has been revamped and will now be a quarterly event. All applications will be assessed by a panel and four awards will be given out.

Consider ways in which you could add more structure and / or flexibility to your recognition and reward processes.

All nominations need to include how the employee demonstrates one or more of our values.

Awen Benefits platform has been launched for all employees.

Awards will all consistent of a voucher through our Awen Benefits platform.

All staff were given a £45 voucher for Christmas as a gesture of thanks and to help with the current cost of living.

Linking reward to individual motivation will further encourage high performance, consider how best to do this, a simple staff survey is one method you could deploy.

Following the results of the survey outlined on page 5, further surveying will be carried out to understand motivators for staff.

The annual review process will also include a question for managers to understand individual motivators and to get to know their staff in more depth.

Consider how people can regularly engage with their colleagues in other teams in order to promote enhanced collaboration and to better understand each other.

As we return to the new normal, working groups are being developed for EDI, new members are joining the Wellbeing Together Group and a working group planned and implemented the staff afternoon.

An activity has been added to staff induction, which encourages staff to think about their new role and come up with ideas on how they think collaboration could work with other business units.

Consider new ways in which Awen could celebrate success, recognise performance and show appreciation, to further improve engagement.

We have re-introduced the face to face staff afternoon, with this years event being a success. Refer to data on page 9 and 10.

Workplace has seen an increase in posts and in particular posts of recognition to others.

Quarterly Impact reports are presented to Bridgend County Borough Council and these are shared with staff and trade unions. This helps staff understand how the excellent work they do is celebrated and demonstrate to our stakeholders.

The Annual Review starts by asking staff 'What are they most proud of this year?' This provides an opportunity for managers to show appreciation and recognise successes in a formal setting.

## STAFF INDUCTION



The induction is an opportunity for our staff to understand how the Awen Group works and how the purpose and values links with their role. 100% of attendees stated that the induction improved their understanding of our values, purpose, and culture.

**“Excellent induction to help you understand the values of Awen, and to help motivate to achieve the common goal”**

**“Very informative and delivered in a friendly manner”**

95 people been through induction

55 responses

83% level of enjoyment

97% said understanding of Awen’s approach and culture had improved

83% thought it was well structured

98% thought is covered everything they needed to know

## YOUR PERFORMANCE AND DEVELOPMENT

A new Annual Review pilot commenced in September 2022 and is due to conclude in spring 2023

Due to the seasonality of our programming, annual reviews will be held through different periods dependant on business units. It is anticipated that all staff will receive a review between September and March which will be followed with a six month review.

Following completion of the pilot the finalised Annual Review process will go live in September 2023.

## EMPLOYEE ASSISTANCE PROGRAMME

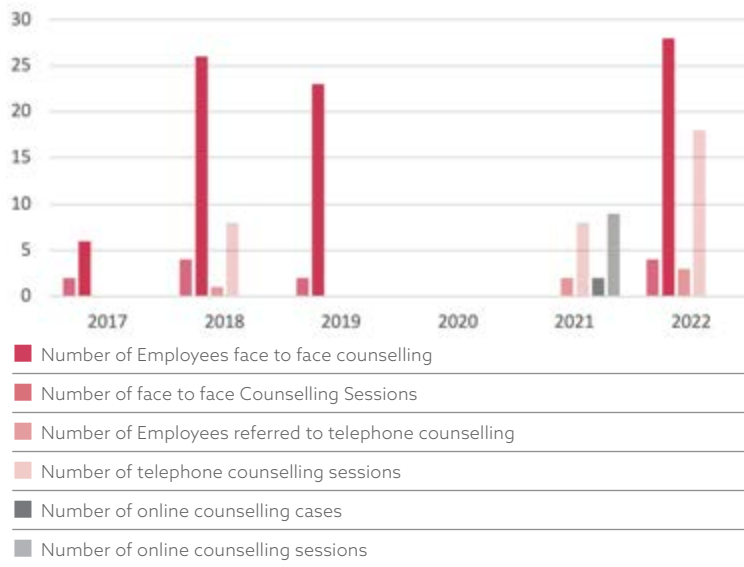


Staff continued to be supported with the employee assistance programme provided by Health Assured. In 2022 we saw an increase in face to face and telephone consultations, and no employees accessed to online counselling.

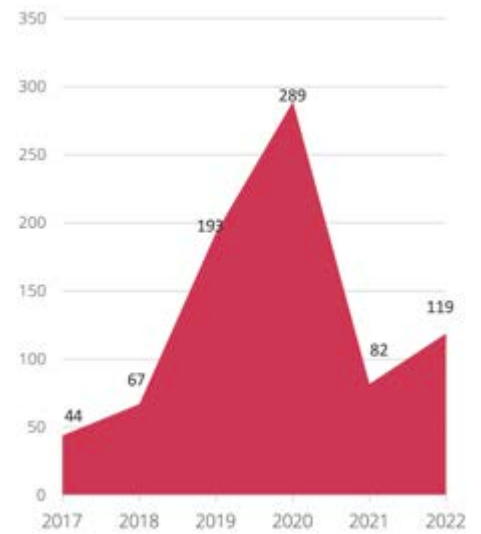
We continue to promote the EAP through Workplace and all staff emails. In this year’s staff survey we saw an increase in awareness of all the services available through our EAP with a rise from 76% of staff awareness in 2021 to 83% in 2022.

The data for category of calls for 2022 was not available at the time of writing this report. The categories reported are physical health, service enquiry, mental health, life event, trauma, work, financial, harassment, legal, relationships, self-identity and whistleblowing. Previous years reasons are highly concentrated around mental health, service enquiries and legal. There has been 112 between 2017 – 2021 with five of those calls falling into the ‘work’ category, four of which were between 2017-2019.

### Counselling Sessions



### Total number of portal hits

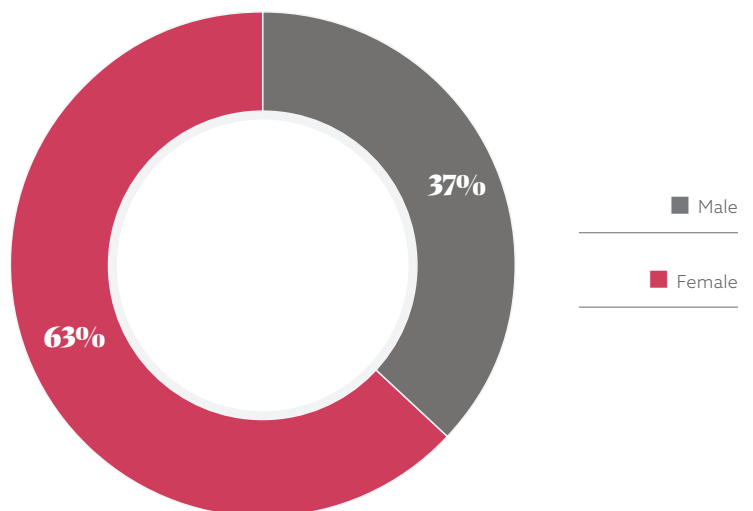


# 04

## GENDER PAY REPORTING

Awen Cultural Trust submit gender pay gap figures voluntarily. A full Gender Pay Gap Report will be submitted for the snapshot date of April 5th, 2022 along with the narrative to explain Awen’s gender pay gap.

GENDER PAY GAP	2022
Mean Gender Pay Gap	9.59%
Median Gender Pay Gap	9.14%





Awen has a predominately female workforce due to the nature of the roles which typically attract females, e.g. Library Assistants, which are in the majority part-time roles. This results in most males within Awen being in higher paid roles.

In comparing the gap with pre Covid data (2019) when we reported a Mean Gender Pay Gap of 15.97% and a Median of 16.49%, the data for 2022 shows a considerable reduction in both the mean and median gender pay gap.

Our mean gender pay gap of 9.59% which means that on average, men working for Awen are paid 9.59% more than women.

- The mean hourly rate for men is £14.08. The mean hourly rate for women is £12.73;
- The median hourly rate for men is £11.53. The median hourly rate for women is £10.48.

Awen's Executive Leadership Team is also female dominated with three females and two males.

Although the Executive Leadership Team overall is female dominant the three highest paid roles of Chief Executive (CEO) and two Directors is made up of a male CEO and one male and one female Director. With two of the top three earners being male this affects the overall mean and median figure in favour of males.

**Awen's mean gender pay gap has reduced from 15.97% in 2019 to 9.59% in 2022.**

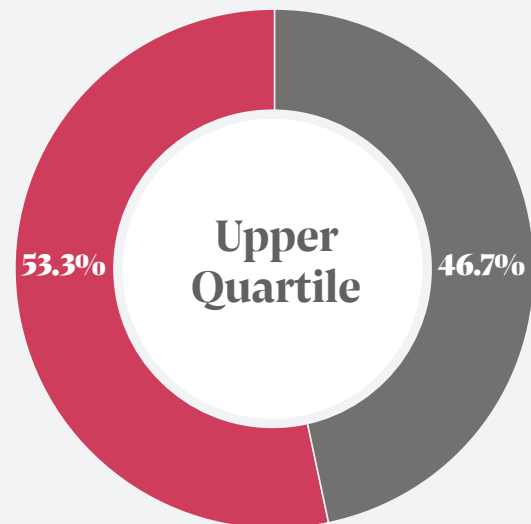
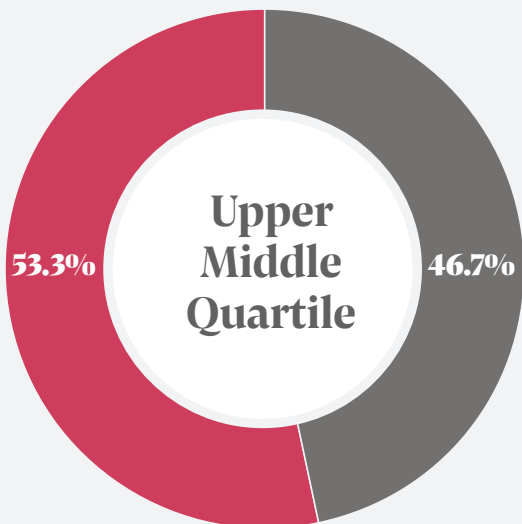
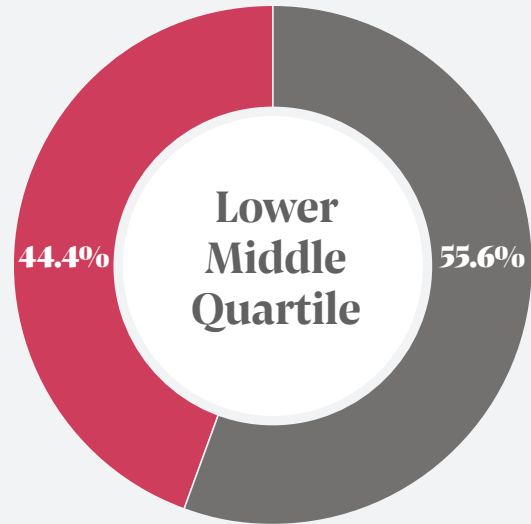
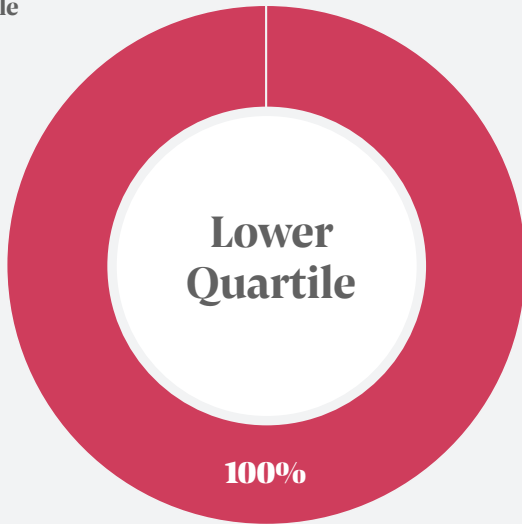
### COMPARISON OF DIFFERENCE IN HOURLY RATES

■ 2019 ■ 2022



The Charity Leisure United Kingdom (CLUK) Annual HR report for 2022 reported Mean hourly rate difference of £2.92 and a Median of 0.66p. The chart above demonstrates the reduction in the Gender Pay Gap in relation to difference in the hourly rate in four quartiles. The Office of National Statistics, Annual Survey of Hours Earnings (ASHE) found out how a small increase in the gender pay gap in 2022, however this is not the case at Awen.

■ Female  
■ Male



Each quartile represents 25% of the workforce, ranked by hourly pay. The pay quartiles are then broken down by gender.

The lower quartile for the second year is made up of only females, with the middle two quartiles not seeing much change. The balance has slight changes in Upper Quartile, but still remains favourable to females.

# 05

## WORKFORCE ANALYTICS



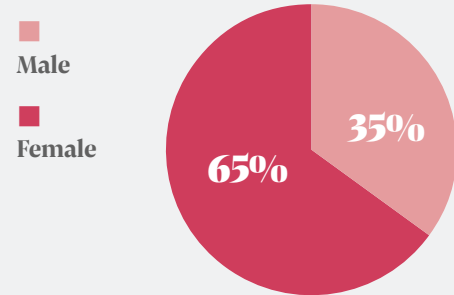
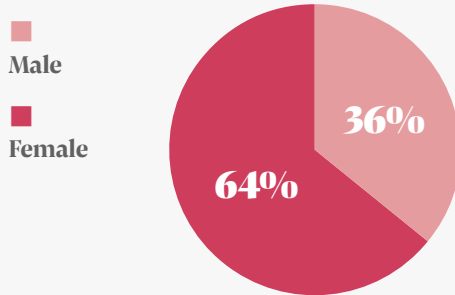
Ymddiriedolaeth  
Ddiwylliannol  
Cultural Trust

## AWEN CULTURAL TRUST

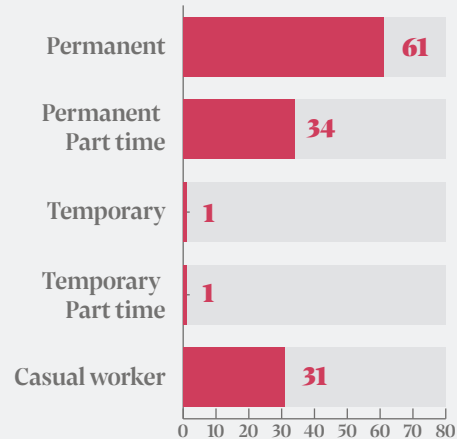
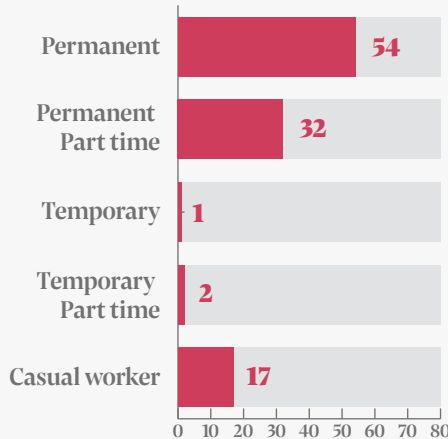
### 2021

### 2022

Gender  
Distribution



Staff numbers  
by contract  
type

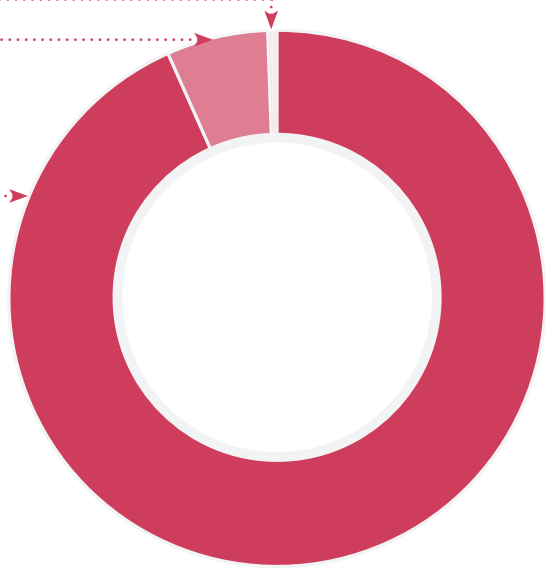




1. The LGPS applies to 38% of staff. The CLUK HR Survey 2022 recorded that 10% of trusts have between 21-40% of staff in the LGPS. The majority of trusts (42%) had 1-20% in the LGPS with the next highest being 23% of trusts having 81-100% of staff in the LGPS.  
 2. Average days lost per employee 4.1% equating to 74 hours - CLUK HR Survey 2022

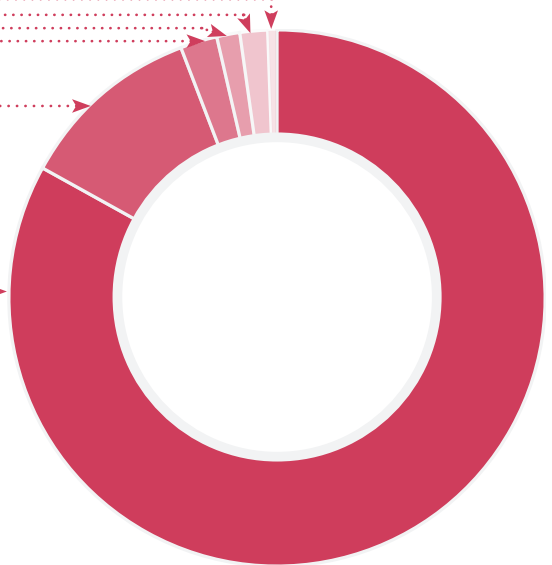
Ethnicity

- Other ..... **0.75%**
- Prefer Not to Say ..... **5.97%**
- White ..... **93.28%**

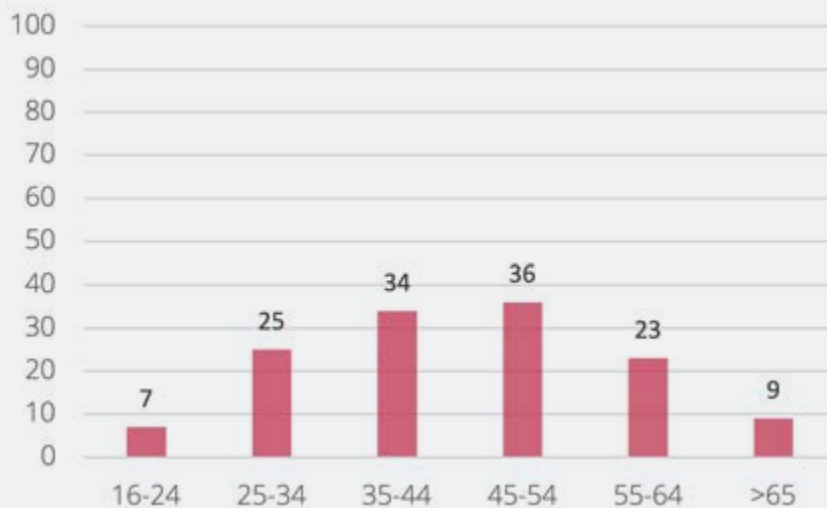


Sexual orientation

- Gay Woman/ Lesbian ..... **0.75%**
- Bi-sexual ..... **1.49%**
- Gay Man ..... **1.49%**
- Other: prefer to self identify . **2.24%**
- Prefer Not to Say ..... **11.19%**
- Heterosexual/ Straight .... **82.84%**



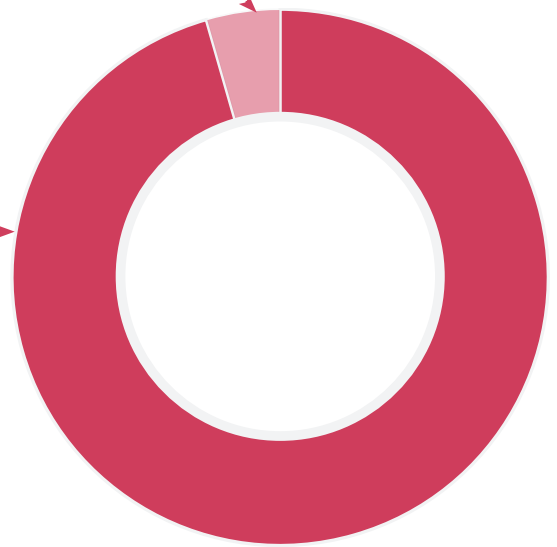
Average number of staff by age group





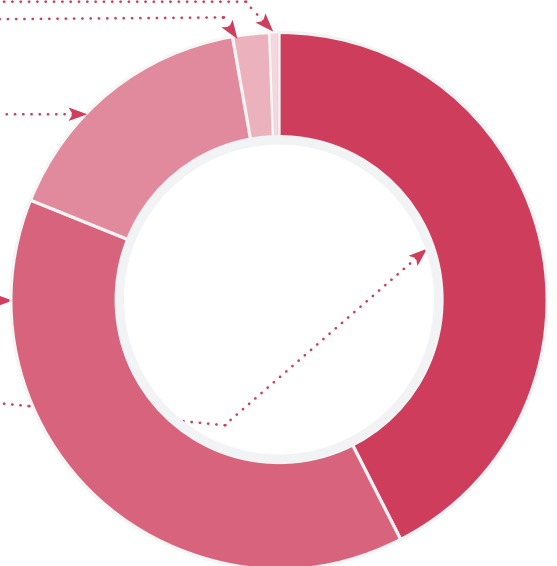
Considers themselves disabled

- Yes ..... **4.48%**
- No ..... **95.52%**



Religion or belief

- Spiritualist ..... **0.75%**
- Other ..... **2.24%**
- Prefer Not to Say ..... **15.67%**
- Christian ..... **38.06%**
- None ..... **41.79%**



# 06

## WORKFORCE ANALYTICS

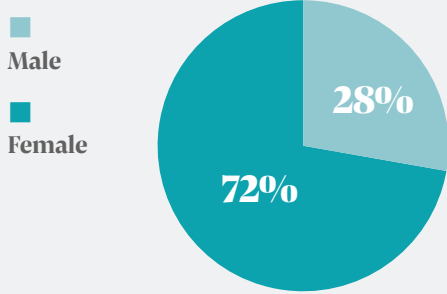
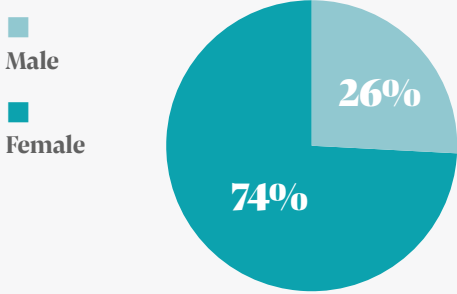


### AWEN TRADING LTD

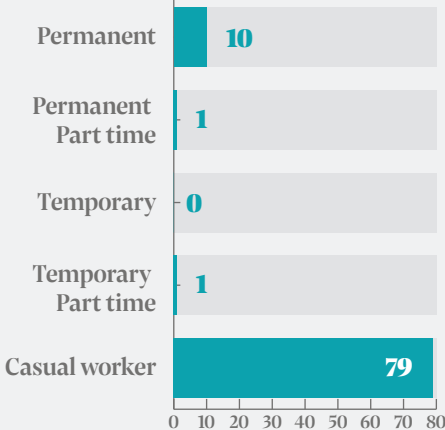
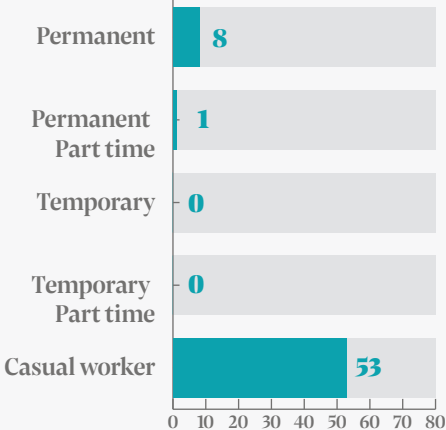
### 2021

### 2022

Gender Distribution



Staff numbers by contract type



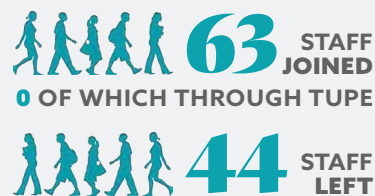
# 2021

# 2022

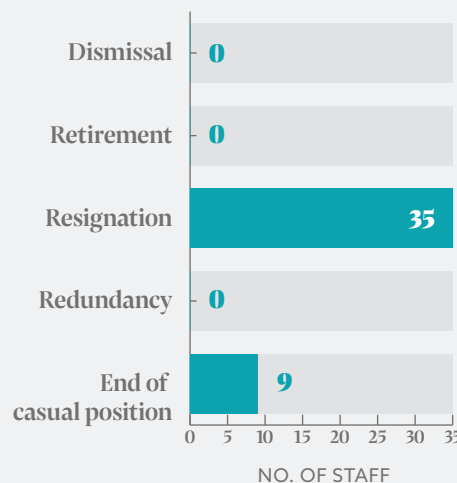
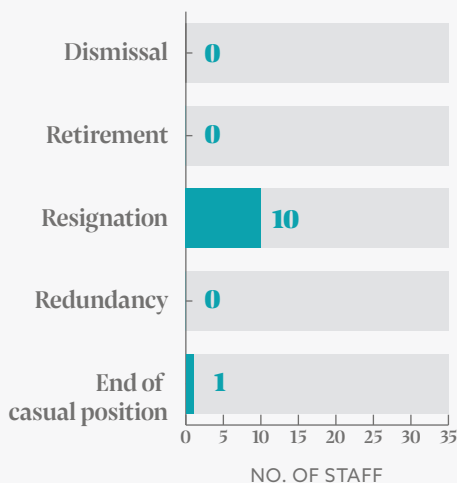
## Employee Turnover

### 18.18%

### 6.55%



## Leavers by reason

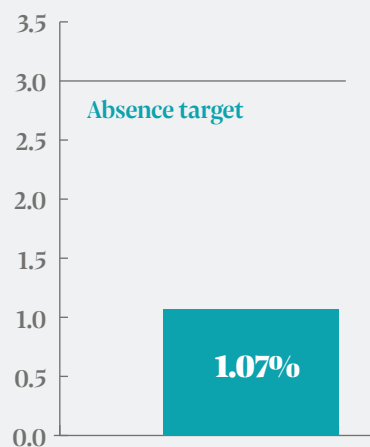
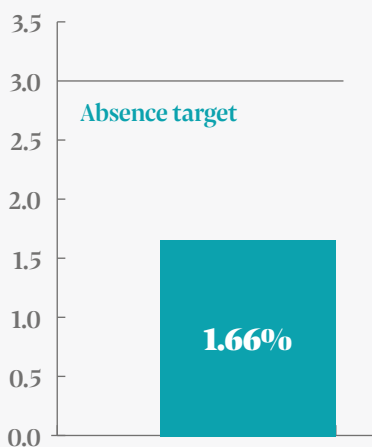


## Employees contributing to a pension last day of reporting year

**7** 7 = NEST

**10** 10 = NEST

## Absence as a percentage of overall hours



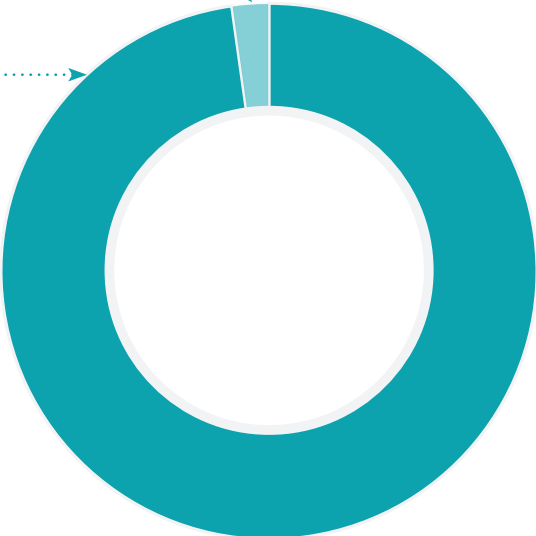
## Average hours sickness absence per employee per year<sup>2</sup>

### 7.3

### 3.4

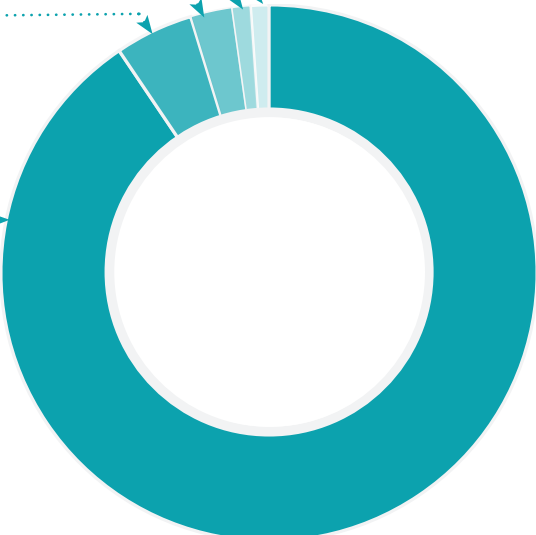
Ethnicity

- Not Completed ..... 2.38%
- White ..... 97.62%

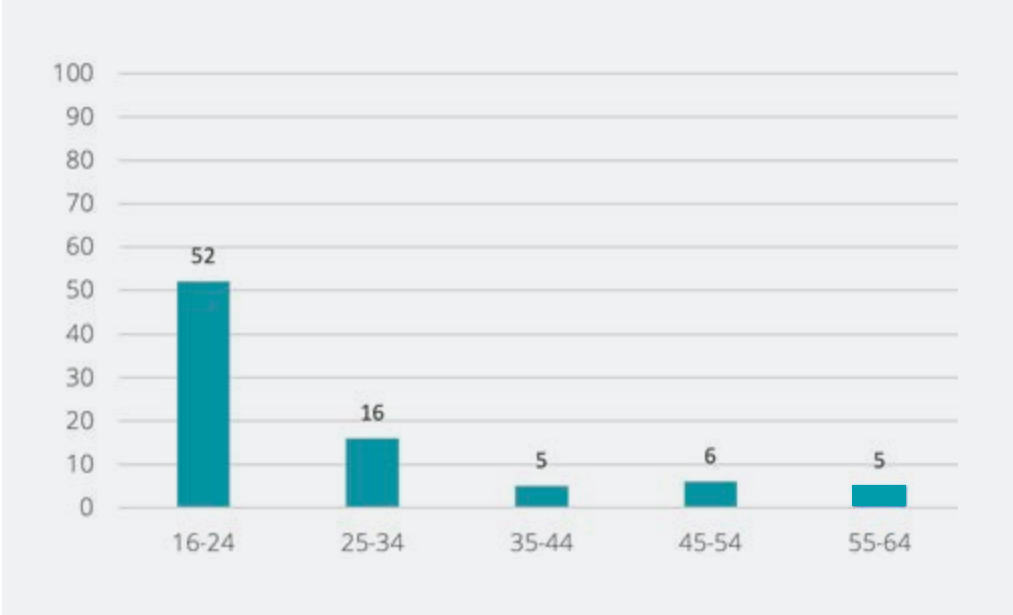


Sexual orientation

- Bi-sexual ..... 1.19%
- Not Completed ..... 1.19%
- Gay Man ..... 2.38%
- Prefer Not to Say ..... 4.76%
- Heterosexual/ Straight .... 89.29%

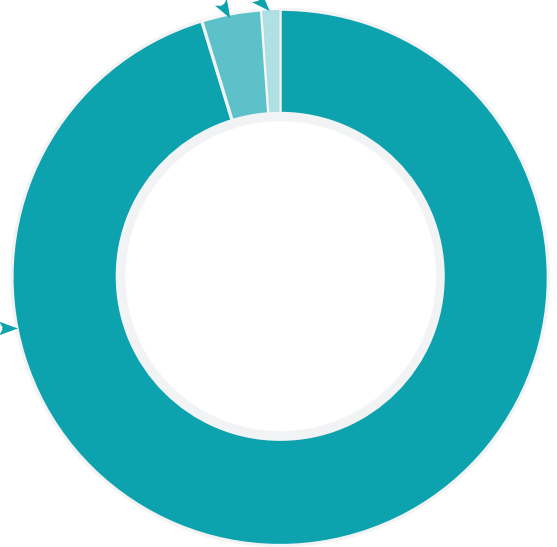


Average number of staff by age group



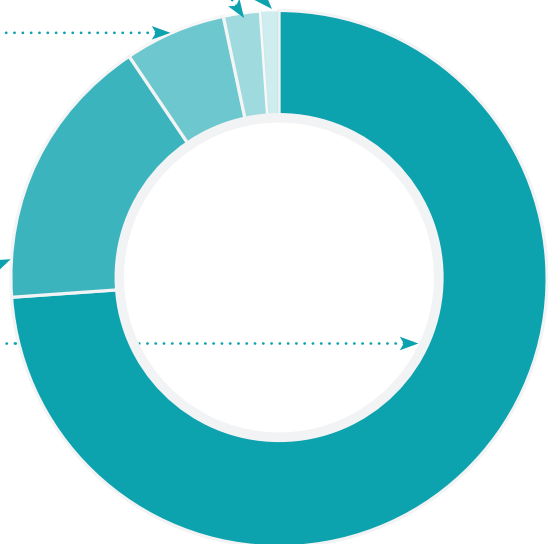
Considers themselves disabled

- Not Completed ..... **1.19%**
- Prefer Not to Say ..... **3.57%**
- No ..... **95.24%**



Religion or belief

- Other ..... **1.19%**
- Not Completed ..... **2.38%**
- Prefer Not to Say ..... **5.95%**
- Christian ..... **16.67%**
- None ..... **73.81%**



07

## ETHICAL HEALTH

**An ethical culture refers to the social norms and values that outline what 'the right behaviour' is and how ethics should guide that behaviour.** Awen's values 'Collaborative, Creative, Empowering, Fair' are embedded throughout our strategies, governance, policies and people management processes and it is vital that they are applied and implemented throughout, to demonstrate fairness and equality in the governance and decision-making processes.

All people-related processes (including recruitment, selection, induction, probation and performance management) are underpinned by Awen's values with the aim of growing and maintaining a shared ethical culture.

Executive pay is reported in three percentiles which means that the CEO pay is reported as a ratio of the pay grade at that percentile. This is calculated by using the Awen Cultural Trust Gender Pay Reported salaries, e.g. In 2022 there were 122 employees reported with the 122nd salary being the CEO. This means that pay would be reported as a ratio against the 34th salary on the list (25th Percentile), 68th (50th Percentile) and 102nd (75th Percentile).

The new Pay and Reward Policy outlines Awen's commitment to analysing the CEO Pay Ratio. Awen do not meet the requirement for compulsory reporting, however, to apply fairness, and application of good governance the CEO pay ratio target has been included in the policy where it states that it will be no higher than 6:1 and this will be reported to Trustees in the People Annual Report.

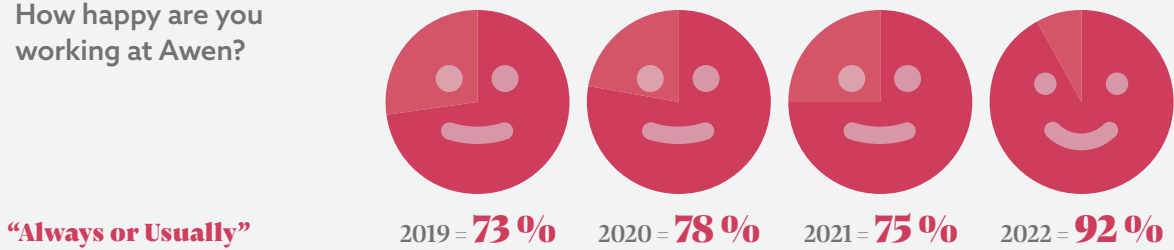
PERCENTILE	2017	2018	2019	2020	2021	2022
25th	4.3:1	4:1	4.4:1	4.5:1	4.4:1	4.8:1
50th	3.3:1	3.7:1	4:1	4.1:1	3.6:1	4.6:1
75th	2.8:1	2.9:1	3.3:1	3.3:1	3:1	3.5:1



There have been no employee relations cases this year in respect of discipline, grievance, capability, dignity at work and whistleblowing. With the support of the People and Organisational Development Team, managers continue to support staff and are proactively dealing with people related matters at source, resulting in formal process not being invoked.

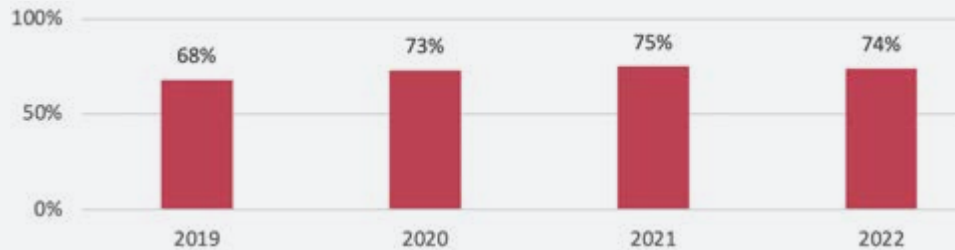
The annual staff survey asks staff questions in a number of areas, including, Culture, Health and Safety and EDI. This helps us measure how staff are feeling and helps us establish any opportunities for improvement. It was really positive this year to see that there is a bit jump in how people are feeling when asked 'Do you enjoy working at Awen?'

How happy are you working at Awen?



The result for 'Do you feel valued for the work that you do?' reduced by 1% on 2021. However, the 74% result is still a much-improved score on Pre Covid 2019 (68%).

Do you feel valued for the work that you do?



This year we invested considerably in staff recognition with tangible rewards such as more STARS awards being presented, a discounted platform for staff to save on everyday items, two salary sacrifice schemes and gave staff a £45 Christmas Voucher. On analysing results against the filters of business unit and job type there is no specific hot spot of concern that effect these figures. It is not only tangible rewards that impact on staff feeling valued as intangible rewards can also have a big impact, e.g. flexible working initiatives, positive working environments, and training opportunities.

**Awen's values shape the culture of the company and are the essence of the principles and beliefs that drive the business.** Although encompassed within many documents, communications, people strategies and policies, evidence suggests that there is still some way to go to immerse them fully within the culture.

One of the lowest scores in our annual surveys has been in relation to knowing our organisation values.

Through varying initiatives some of which are listed below in 2020 we managed to increase the knowledge of our values from 56% to 70% of employees.

- All Awen **induction**;
- Awen **new starter bag** including note pad with values printed;
- Values are being **hash tagged on Facebook Workplace** against posts.

**Staff benefits vary considerably between organisation and Awen has been developing their package of benefits over the last 7 years.** The benefits package was enhanced further in 2022 with the launch of the following:

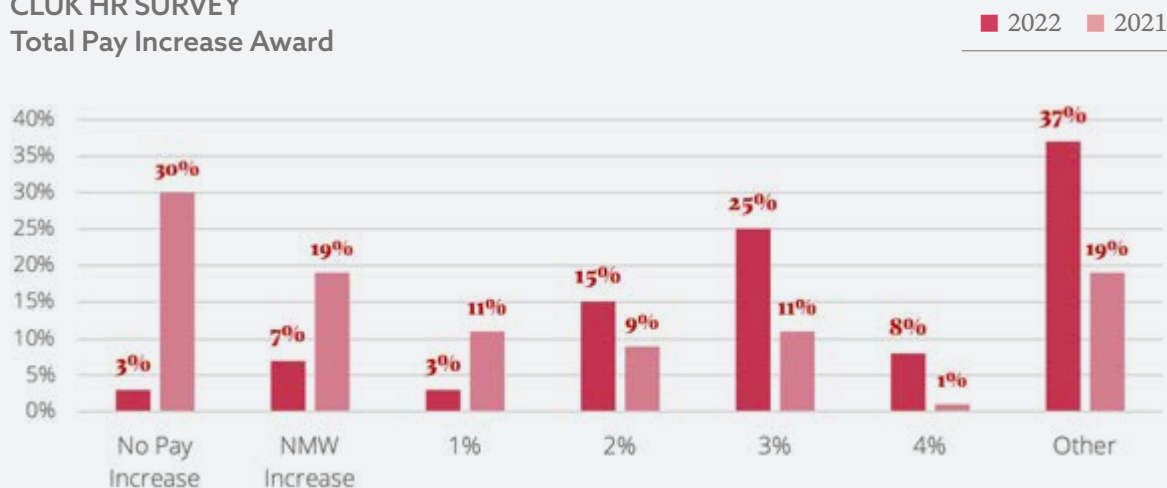
- **Awen Benefits** in partnership with Sodexo;
- **Salary Sacrifice Electric and Hybrid Cars**;
- **Salary Sacrifice Cycle to Work**;
- **Payroll Deduction Health benefits Scheme.**

When comparing with the findings of the CLUK HR Survey 2022, Awen benefits package is comparable with those reviewed in the survey. Out of the top thirteen most common benefits Awen offer ten of them. The three that Awen do not offer are free gym/swim/ membership and sessions, this would be aligned to many of the businesses surveyed which are primarily in the leisure sector. The other benefit that Awen do not provide is death in service insurance. Overall Awen's offer is positive and highly comparable with other organisations in our sector.

Awen awarded staff a 2% increase in April 2022. This is in line with 15% of Trusts who are members of the CLUK Group. The table below outlines the findings from the 2022 CLUK HR Survey in comparison with 2021.

## CLUK HR SURVEY

### Total Pay Increase Award



The equalities profile for Awen is outlined on pages 6 and 7. Awen is committed to promoting equality for all and valuing diversity. Staff survey results evidence how this commitment is recognised by our workforce with 98% of respondents feeling that Awen is an inclusive employer and welcomes diversity an increase of 1.7% on 2019 results.

Community Leisure UK reported the same results as 2021 in their 2022 HR Survey with two thirds of organisations reporting that 50% or less of their top 5 earners are women. Awen positively reported a higher level of women in the top 5% of earners with the gender split being 60% Female and 40% male.

We concluded our Job Evaluation of the Awen Group in December 2022. Job Evaluation is a systematic and methodical approach to assess the demands of a job in a way that is as objective as possible. Having a Job Evaluation Scheme helps Awen meet its legal obligations with regard to equal pay under the Equality Act 2020.

All existing and new jobs will be assessed against the adopted scheme (Croner) and aligned to the new pay and grading structure. Our pay and grading structure was enhanced by the removal of spot salaries and the introduction of a four scale point grading structure.

**The following policies were reviewed, updated, and developed during 2022.**

POLICY/PROCEDURE DOCUMENT TITLE	ACTION
Job Evaluation Policy	UPDATED
Job Evaluation Procedure	UPDATED
Pay and Reward Policy	REVISED
Market Supplement Policy	NEW
Relocation Policy	NEW
Safeguarding Policy	REVISED
Safeguarding Procedures - Performance and Events	NEW
Safeguarding - Children	REVIEWED
Safeguarding - Adults	REVIEWED
Safeguarding - Managing Allegations of Abuse	REVIEWED
Retention Policy	UPDATED
Secondary Employment Policy	UPDATED
Severe Weather Policy	UPDATED
Secondment Policy	UPDATED
Whistleblowing Policy	REVIEWED
CCTV Procedure	UPDATED
Refer a Friend	REVIEWED
Disciplinary Policy	REVIEWED
Discretions Policy	REVIEWED
Job Evaluation Policy	REVISED
Job Evaluation Procedure	REVISED
Pay and Reward	REVISED
Market Supplement	NEW
Retention Procedure	UPDATED
Severe Weather Policy	UPDATED
Secondment Policy	UPDATED
Whistleblowing Policy	REVIEWED
Menopause Policy	REVIEWED

**KEY:**

- **NEW**  
- new policy or procedure

---

- **REVIEWED**  
- no amendments only change to review date

---

- **UPDATED**  
- formatting or minor changes

---

- **REVISED**  
- rewritten

**Compliance with the General Data Protection Regulations 2018 is integral to most business areas of Awen and during 2022 there were no major or minor data breaches were recorded.**

Safeguarding concerns in relation to children and adults are reported to relevant local authorities who manage any joint reviews and involvement by other relevant parties. In 2022 three referrals were made to Bridgend County Borough Council (BCBC), one of which was reported to the Charity Commission. Two were in relation to concerns regarding customers, these were managed by BCBC and no further action by Awen was required. BCBC also led on the joint review of the third case and no further action was taken. The Charity Commission were also satisfied that all matters were dealt with appropriately.

Hybrid working is here to stay in the post Covid era and Awen will need to operate and support staff to work in a flexible manner where appropriate to the role. According to Gartner, 82% of employers plan to continue with remote working post pandemic and evidence shows that employees want companies to offer a mix of working styles. The CIPD reports that employers who do not support flexible forms of working may risk increased employee turnover, reduced employee engagement and limitations on the ability to attract talent in the future.

Due to the nature of the services Awen provides and the types of contracts not all flexible working options will be available to all staff. We are keen to support options for flexible working and help our staff with options to support a positive work life balance.

We are constantly looking at ways of enhancing the ways we work to improve staff work life balance, health and welfare, our benefits package and making Awen a great place to work.

Our policy which enables staff to purchase additional holidays has seen applications double in 2022 compared to 2021, with 20 applications received and approved. All applicants are from Awen Cultural Trust and this makes up 16% of the workforce who are benefiting from up to 10 days extra holidays.

Due to the informal flexible approach that we take to managing hours there has been 5 applications for special leave. In most cases managers are empowered to make changes on a local level to enable staff to attend appointments or manage their working hours to better support their personal needs at that time.

Awen has one permanent full-time home worker. All other staff who are not on a roster and where the work allows, have a hybrid model, which is managed locally within the different business units.

Our employees who work on a roster and on the frontline are not typically able to benefit from homeworking or a hybrid approach. To support these staff with work life balance, managers are able to swap shifts and change working hours were business needs allow to offer as much flexibility as possible to staff.

awen

# 08

## WHAT'S NEXT?

**Awen's success is driven by its people and the last few years has been pivotal in demonstrating the commitment, dedication, and resilience our people.**

As we embark on developing a new strategic plan, we need a people strategy that is fit for purpose and supports successful business outcomes. We have overcome many hurdles, successfully navigated a highly challenging period and it is now time to look to the future and develop a plan that supports the business to grow and continue to have the positive impacts for our stakeholders and communities by 'Making Peoples Life's Better'.

The People Strategy and Recruitment Strategy will be developed as part of the Strategic Plan review in 2023.

**Outlined below are some of the key activities for 2023.**



### **TRAINING AND LEARNING**

Create a leadership programme for current and aspiring leaders.

Implement, monitor, and report on Compliance Training .

Finalise roll out of Awen Learn pathways.



### **RECRUITMENT AND SELECTION**

Look into opportunities for 'growing our own', including opportunities for young people and how we support existing employees to have rewarding careers at Awen.

Invest in targeted recruitment to increase the diversity of staff.



### **EQUITY, DIVERSITY AND INCLUSION (EDI)**

Provide joint strategic leadership on driving the EDI Action Plan forward.

Progress Disability Confident Action Plan.



## RISK AND ASSURANCE

Develop a people risk register and introduce internal auditing process.

Progress GDPR Action Plan.

Annual Reports will be completed on Safeguarding and GDPR for ELT and the Finance and Assurance Committee.



## PAY AND REWARD

Awen will become a Real Living Wage employer.



## HEALTH AND WELLBEING

Review of absence management policy and procedures.

Wellbeing Strategy – a wider group of staff now form the Wellbeing Together Group to support the delivery of the strategy commitments.

MIND Wellbeing Index – aiming for GOLD .



## POLICY REVIEW AND DEVELOPMENT

Review recruitment and selection processes, including how processes and approach can become more inclusive.

Finalise Annual Review Process.

Update all outstanding policies and procedures.

Develop a Hybrid Working Policy.



## INTERNAL COMMUNICATIONS AND STAFF ENGAGEMENT

Develop a brand and programme for internal communications in conjunction with the Head of Marketing and Communication.

Review staff surveys and feedback approaches.



## GOVERNANCE

Migrate all governance processes and document management to Microsoft SharePoint.

Transfer trustees to digital document management.





Ymddiriedolaeth  
Ddiwylliannol  
Cultural Trust



**awen**  
Masnachu  
Trading



[www.awen-wales.com](http://www.awen-wales.com)

Version 1.1  
Helen Cook, Head of People , January 2023