

**Appendix 1: Our Objectives and Action Plan 2017-18**

<p><b>Our role as an Employer:</b> We are the county’s largest employer and have a workforce exceeding 8,000 (including school based staff). We are committed to ensuring equality within our workforce and we want to be an exemplar of good practice to other employers.</p>	
<p><b>Equality Objective: Attract and retain the very best workforce</b></p>	
<p><b>Action</b></p>	<p><b>Status and update</b></p>
<p>Attract and retain talent by positively encouraging applicants and employees from underrepresented groups to apply for jobs and career progression opportunities within our organisation.</p>	<p>CCC publicises a positive action strapline within all recruitment advertisements and if posts are under-represented encourages applicants to apply. All external adverts are publicised on our accessible corporate website and applicants can apply online or via hard copy application and request if required. Signposting advertisements are placed in specialist press or participate at recruitment events to attract applicants. As a Disability confident employer we are committed to the obligations to supporting applicants with disabilities through the recruitment process.</p>

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Regularly review our recruitment training to ensure recruiting managers and support staff involved in the recruitment process are up to date in our corporate procedures and apply fairness and equality at all stages of the process

Training being run monthly. E-Learning package recently re-designed as a referral for managers on process/equality.



Course Flyer RS  
Skills bi lingual.doc

Develop an overarching behaviour statement aligned to our newly developed core values to ensure employees and managers appreciate and understand the Equality Duty and how it relates to their role in our organisation

Research and consultation was undertaken to develop a set of core behaviours to support leadership and management and underpin the Council’s revised Core Values.

CMT received an update on progress and were supportive of the core behaviours requiring that they be developed and integrated as part of the People Strategy.

Further work has been undertaken to apply the behaviours through learning and development interventions and to support the delivery of the model.

The ‘Lead’ Work stream (People Strategy Group) will support this work, ensure ongoing engagement and will monitor its progress as part of the agreed priorities for the People Strategy.

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<p>Develop an online Corporate Welcome module and review departmental induction procedures to ensure new employees are welcomed and understand their equality and diversity responsibilities, core values and behavioural standards</p>	<p>New on-line Induction module is available and work is on-going to integrate it to the recruitment process. The module includes information on E&amp;D and behavioural standards. The Core Values are a key part of the module, including staff talking about what the values mean to them.</p>
<p>Develop employment policies and promote initiatives that support our employees through periods of organisational change, work related or personal challenge e.g. Stress management, mental health awareness, domestic abuse and sexual violence support</p>	<p>CCC has adopted a Restructure policy to advise and support managers on a clear and transparent process for managing organisational change and to support employees through the restructure process.</p>
<p>Provide the framework for managers to develop a positive working environment to support regular attendance, advise managers and monitor consistency, e.g. reasonable adjustments for a disability, flexible working for caring responsibilities, time off for religious observance</p>	<p>CCC has a broad HR policy framework in place to support and advise managers and employees including Sickness Absence policy, Disability Information &amp; Reasonable Adjustments guidance, Flexible Working policy, Time Off policy, Career Break policy, Supporting LGBT Staff in the Workplace guide, Supporting Maternity/Adoption Returners guide, Religion &amp; Belief guide, Behavioural Standards in the Workplace guide</p>
<p>Develop an integrated programme of Welsh Language development for our employees</p>	<p>L&amp;D Advisor Welsh Language is supporting the development of the Welsh Language Plan / Strategy which has been separated into three areas:</p> <ul style="list-style-type: none"> <li>• To support recruitment of new staff</li> <li>• Develop the current workforce</li> <li>• Embed language into the organisational culture</li> </ul> <p>Key documents/information have been made available</p>

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	<p>including 1) Welsh Learning Agreement to achieve the desired level for an employee’s job role. 2) A guide to summarise the different pathways &amp; methods available to reach various levels. 3) Update L&amp;D Web Page For Welsh Language. 4) Marketing posters created for the 10 hour online course, &amp; Welsh for everyone.</p> <p>Analysis of skills profile with appropriate interventions &amp; corporate support to get employees from Level 0 to Level 1 via online learning &amp; alternative learning methods commenced</p>
<p>Use the Work Ready Project (apprenticeships, graduate, work experience, work placements, volunteering) to attract and retain underrepresented groups, e.g. Young people, people with disabilities, and monitor outcomes</p>	<p>Recruitment has begun for a new tranche of Apprentices and Graduate, broadening the range of opportunities provided. Access to Work Experience continues to be popular, with the on-line application form increasing participation</p>

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<p><b>Equality Objective: We will work to improve employment monitoring data held by the local authority and ensure pay differentials are identified and acted upon</b></p>	
<p><b>Action</b></p>	<p><b>Status and update</b></p>
<p>Maintain our targeted campaign to encourage employees to voluntary declare equality monitoring information to reduce data gaps and better understand the composition of our workforce</p>	<p>CCC continues to encourage recruitment applicants as part of the recruitment process and employees via Resource link self-service facility to voluntary declare equality monitoring information. This information is used to inform the Annual Workforce information Report and Corporate/Departmental Workforce Reports to inform Departmental workforce planning process.</p>
<p>Support the provision of workforce data to schools to enable each to fulfil its statutory responsibility for annual strategic equality reporting</p>	<p>CCC continues to respond to requests from schools for employment and equality data relating to employees locally employed by the respective school to inform individual school workforce and equality planning.</p>
<p>Review our learning and development application and approval process to ensure consistent and fair access</p>	<p>Enhancements to the new Intranet site will allow employee applicants to complete and submit training requests online. The improved process will digitalise the processing of applications, from initial request to Manager approval, or reasons for rejection. The application processing stages will allow the Learning and Development Team to monitor the flow of information, allowing the organisation to monitor any adverse impacts on any of the protected characteristics. This will include those applications for training that have been rejected. The Digital Transformation</p>

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	Projects [Prioritisation 18-19] approved the enhancements to the application process that will enable the organisation to fully report on training applications by March 2019.
Undertake an annual Equal Pay audit to identify and understand our actual pay gaps and/or pay discrepancies and develop actions for improvement	CCC undertakes and publishes an annual Equal Pay Audit, investigates any pay gaps and/or pay anomalies and develops actions for improvement.
Apply the Gender Employment and Pay Analysis (GEPA) method to our workforce information and pay data to identify any potential employment disparities and develop actions for improvement	CCC applies to GEPA method to analyse workforce information and pay data to inform the annual workforce information report, Corporate and departmental workforce people management data reports to identify trends and areas requiring further investigation. This is to support the development of corporate and departmental workforce planning.
Utilise our workforce information to inform succession and workforce planning and develop business objectives that support equality improvement	CCC utilises workforce information within the annual workforce information report, corporate and departmental people management reports to support departmental workforce planning process.
Continue to advise and support business units during service reconfiguration to ensure workforce impact is assessed appropriately	The People Services and Equality teams continues to advise and support service managers during periods of organisational change in line with the Restructure policy including undertaking equality impact assessments.
Utilise feedback from external accreditations such as Investors in People to inform future equality and diversity priorities	Investors in People (IiP) review is in progress with the report due in June 2018. Results will be fed back to the People Strategy Board to integrate actions into the priorities of the workstreams (lead, support, engage).

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<p>Undertake an audit of the Language Skills of our employees</p>	<p>The Council adopted a Welsh Language Skills Strategy in January 2016 with it being very timely due to having to comply with the Welsh Language Standards on 30 March 2016. One of the actions of the Strategy was to update the language audit of the workforce and it coincides with Standard 127 which places a responsibility on the Council 'to assess the Welsh language skills of your employees'. As staff follow training and move along the continuum, the record is updated and when appointing, the individual records are placed on our Human Resource software. Further details regarding the audit can be found in the Annual Report in relation to the Welsh Language 2017-18, on our corporate website.</p>
<p>Evaluate and review our equality objectives to ensure they support continued improvement and report annually</p>	<p>The annual report is an opportunity to evaluate and review our work in reaching our Objectives. Further discussion is needed during 2018-19 to ensure that the annual reports for the Well-being Objectives and the Equality Objectives support / tie-in with each other, in order to reflect the wider equality work.</p>

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<p><b>Our role as a service provider:</b> We provide around 300 different services to local people, which are as diverse as providing the local education service, refuse collection, caring for vulnerable older people or children, providing leisure facilities, maintaining highways and as landlord for 9000 council homes. We wish to ensure that all of our services are provided in accordance with the commitments contained in this Strategic Equality Plan.</p>	
<p><b>Equality Objective: We will continue to work to remove the barriers to accessing Council services and give due regard to all groups when making decisions</b></p>	
<p><b>Action:</b></p>	<p><b>Status and update</b></p>
<p>Continue to implement accessibility improvements to the CCC website</p>	<p>The Marketing and Media team are leading on the accessibility improvements to the website. The default position is that single language documents are now used. Modern.gov has been adapted so that pages are now viewable in HTML format.</p>
<p>Continue to roll out staff awareness training, including through on-line provision</p>	<p>On-line awareness training is on-going and completion is monitored as part of the HR Business Partner Data set.</p>
<p>Encourage public feedback on accessibility issues</p>	<p>The Executive Board Disability Champion has established a Carmarthenshire Disability Partnership, which meets regularly with members of the Disability Coalition. Members have prepared a rolling action plan, which identifies key issues such as accessible information, parking and design access statements.</p>
<p>Continue to make sure equality impact assessments (EIAs) are embedded within the decision making process and as part of responsibilities under the Well-being of Future Generations Act</p>	<p>During the year, the Policy and Partnership Team have been leading on the preparation of an Integrated Assessment. This is due to the fact that the Council has a</p>

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	statutory requirement to complete impact assessments under a number of new and existing legislation.
Support the EIA process by developing a series of community profiles, showing key facts for specified demographic groups	The ward profiles have been prepared and are updated regularly in light of any new data / local information. They are available on the corporate website and have been provided to all Elected Members.
Monitor complaints which have an equality dimension as a means of triggering service improvement	All complaints received are logged and monitored through an information management system, which includes a category to monitor any complaints in relation to Equality & Diversity.
Ensure all contracting arrangements (including review) include appropriate stipulations under the 2010 Equality Act	The Procurement Unit regularly update the information which is included in all contracting arrangements
Support key engagement mechanisms, including Equality Carmarthenshire, the Disability Coalition, the 50+ Forum and Youth Council	The Policy and Partnership Team / Strategic Development Team continue to support these key engagement mechanisms.
Develop a pilot project on countryside access path improvement at Pembrey Country Park, in collaboration with the Disability Coalition	The Senior Outdoor Recreation Manager was invited to the Carmarthenshire Disability Partnership to discuss key issues, in November 2017. Staff awareness was highlighted as a key area where the Partnership could support the Park.

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<p><b>Equality Objective:</b> Help maximise the potential of people, through the education system and by supporting the growth of the local economy</p>	
Action	Status and update
<p>To develop a knowledge economy and innovation through the Workways+ Project identified in the County Wide Employment &amp; Skills Plan to increase the employability of Economically Inactive and Long Term Unemployed people aged 25 and over, who have complex barriers to employment</p>	<p>The Workways+ project engages with participants who are either long term unemployed or economically inactive. The project supports participants by providing one to one mentoring, tailored job search, volunteer placements, qualifications and funding for subsidised jobs.</p>
<p>We will increase % of pupils eligible for Free School Meals who achieved the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and mathematics</p>	<p>The Authority has worked collaboratively through a Task and Finish Review in support of ‘Narrowing the Attainment Gap for Learners eligible for free school meals.’ This extensive piece of work produced an informative and practical document for use as a valuable resource across our schools. Its key messages include:</p> <ul style="list-style-type: none"> <li>• Carmarthenshire schools place much emphasis on raising standards and achievement for eFSM learners through a range of early interventions and enhanced curriculum opportunities. This work has secured enriched experiences and improved outcomes.</li> <li>• Our schools are able to evidence numerous elements of ‘good practice initiatives’ (as presented to</li> </ul>

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	<p>the Task and Finish Group) which are effective in reducing the impact of poverty on eFSM learners’ engagement and potential.</p> <ul style="list-style-type: none"> <li>• Analyses of performance data over time demonstrates that standards continue to rise at the end of all key stages for e-FSM learners.</li> <li>• Effective school leadership and working in partnership are central to tackling this issue in a sustainable manner.</li> </ul>
<p>We will deliver literacy, numeracy and English for speakers of other languages (ESOL) courses for Carmarthenshire residents and in-comers to the County</p>	<p>A full and continuing programme of literacy, numeracy and ESOL classes were offered at centres in Llanelli, Ammanford and Carmarthen and enrolments in these classes has been good.</p>
<p>We will support schools, in tandem with ERW, to further improve outcomes for all pupils but with a particular emphasis on raising the achievements of pupils entitled to free school meals and looked after children</p>	<p>We continued to hold all schools and ERW to account for further improving standards and outcomes for learners, intervening in schools where performance is not satisfactory. We undertook Core Visits for evaluation of school performance outcomes and undertaking of National Categorisation and review Teaching and Learning provision. The LA Scrutiny Panel has continued its valuable work through inviting a range of schools across all phases to present an overview of their progress, success and areas of concern to the Panel. The ongoing monitoring and scrutiny of our `Schools Causing</p>

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	Concern' has continued to be challenged and supported.
We will fully implement the Vulnerability Assessment Profile in all Secondary Schools for Years 7-11 to ensure early identification of all young people who may become NEET	The identified elements of the Youth Engagement and Progression Framework have been delivered in-county. Vulnerability Assessment Profile (VAP) meetings are now taking place on a termly basis in all Carmarthenshire Secondary Schools. These meetings identify young people at risk of becoming NEET and enable extra support to be provided for them, in some cases via the Cynnydd European Social Fund bid.
We will ensure a new Vulnerable Young Peoples panel be put in place to co-ordinate support for vulnerable young people in Key Stage 4	
We shall further develop the family engagement programme to support families to engage in education	The Education Welfare Service continued to deliver a range of programmes for families particularly engaging with more hard to reach, vulnerable families. The Family Learning Signature (FLS) continues to be supported through some schools in Llanelli, with families engaging in their child`s learning. There was positive feedback from families reporting that they feel more able to support their child`s attendance
We will continue to advance the objectives of the Welsh in Education Strategic Plan	The Welsh in Education Strategic Plan 2017-2020 has been reviewed during the last 12 months in line with the most recent Welsh Government guidance. This will allow us to further promote and increase bilingual education in the County.

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<p><b>Our role as a community leader:</b> We wish to promote tolerance and understanding and to help build a cohesive and united community within Carmarthenshire. We will promote the principles of equality and diversity as set out in this Strategic Equality Plan through our working with partners and community organizations throughout the county.</p>	
<p><b>Equality Objective:</b> Support cohesive communities by promoting community and civic engagement</p>	
Action	Status and update
Support the implementation of the Community Cohesion National Delivery Plan	The Regional Community Cohesion Co-ordinator sits on the Fair and Safe Communities Thematic Group. The Co-ordinator submitted written observations to a Fair and Safe Communities Work Shop. The Co-ordinator also sits on community safety partnerships and strategic equality groups across Ceredigion, Pembrokeshire and Powys. The Co-ordinator contributed a section on community cohesion to the Divisional Business Plan.
Conduct and support awareness raising and signposting of Hate Crime victims to report and support services.	The Policy and Partnership Team are members of the Dyfed Powys Hate Crime Forum, which is facilitated by Dyfed Powys Police. During Hate Crime Awareness week the forum focussed its activity around raising awareness within our communities as to what a Hate Crime or Incident is and also, how the same can be reported.
Deliver the Syrian Resettlement Programme. Support communities through changes due to immigration	The Co-ordinator attended and contributed to meetings of the Syrian Refugee Task Groups in Carmarthenshire, Powys and Ceredigion and Panel in Pembrokeshire. The Co-ordinator represented the region at a meeting of the

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	<p>Wales Strategic Migration Partnership Local Authority Delivery Group. Information sheets for professionals, volunteers and refugees were produced in Carmarthenshire for the Syrian Refugee Programme.</p>
<p>Fostering of Good Relations. Support the building of resilient and cohesive communities</p>	<p>The Co-ordinator attended meetings of Carmarthenshire Fair and Safe Communities Thematic Group,</p>
<p>Engage with and support community groups that represent the Protected Characteristics.</p>	<p>Pembrokeshire Community Safety Partnership and Powys Community Safety Partnership. The Co-ordinator continues to meet with organisations such as Bawso (a specialist support provider for Black and Minority Ethnic Communities) regarding training and crime stoppers regarding the Fearless Project for young people.</p>

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<p><b>Equality Objective:</b> We will encourage healthy lifestyles and promote the importance of well-being</p>	
Action	Status and update
<p>To promote the Welsh language and ensure compliance with the 'Active Offer' across all service areas (Active Officer - Care providers must actively offer and deliver Welsh language care services to the same standard as English language care services as part of the More than Just Words Strategic Framework)</p>	<p>As part of a Corporate exercise looking at a skills audit in relation to the Welsh language we are confident that services users are able to receive a service in Welsh if they require it but that there is still some work to do to ensure total compliance with the active offer.</p>
<p>To implement actions within the Regional Dementia plan in line with the findings of the Older People's Commissioner report "More than just Memory Loss"</p>	<p>The regional dementia group continues to meet and will lead on the delivery of the regional dementia plan.</p>
<p>Contribute to health led transformation programmes in mental health and redesign of services within learning disability</p>	<p>Officers are involved in the various workstreams the Health Board have created for this programme of work.</p>
<p>Establish and promote an "everybody's business" approach to safeguarding in Carmarthenshire by working with local authority colleagues and partner agencies</p>	<p>The Carmarthenshire Local Operational Safeguarding group is now well established and well attended by various statutory and non-statutory organisations. This forum positively stimulates honest dialogue in relation to the collectively responsibility for keeping citizens safe. The agenda and discussion continues to evolve as does the performance data available to us. The everybody's business approach to safeguarding is also supported by the ongoing operational partnership work between</p>

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	agencies and a variety of other relevant forums.
Deliver the affordable home delivery plan	We are working on a range of solutions including bringing empty homes back into use, social lettings, buying private sector homes, through developer contributions and Section 106 and by working in partnership with our housing association partners to develop new homes.