





Gwynedd Council's Strategic Equality Plan

2020-24



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I am pleased to present Gwynedd Council's Strategic Equality Plan for the next four years.

We want to ensure that every service we provide is available to every person in Gwynedd - in a way that is suitable for them and ensures fairness for all the people of the county. Realising this is at the heart of the vision of the ten of us who are Members of the Council's Cabinet.

Our aim is to achieve this by implementing five key objectives that will ensure that equality is deeply rooted within the Council's work and that all our staff understand the importance of the field.

The input of the Gwynedd Equality Core Group was central to the preparation of this plan as well as the members of the public who participated in the consultation on the draft scheme. The views and comments of participants have been used to improve and strengthen the scheme and we are indebted to everyone who has contributed to this process, thank you all.

This is an ambitious and practical Plan that will put all of the people of Gwynedd at the heart of what the Council is working to achieve.



Councillor Nia Jeffreys,
Gwynedd Council Cabinet Member for
Corporate Support



If you need this document in a different format or language contact the Equality Officer on equality@gwynedd.llyw.cymru or 01286 679708.



1. Introduction

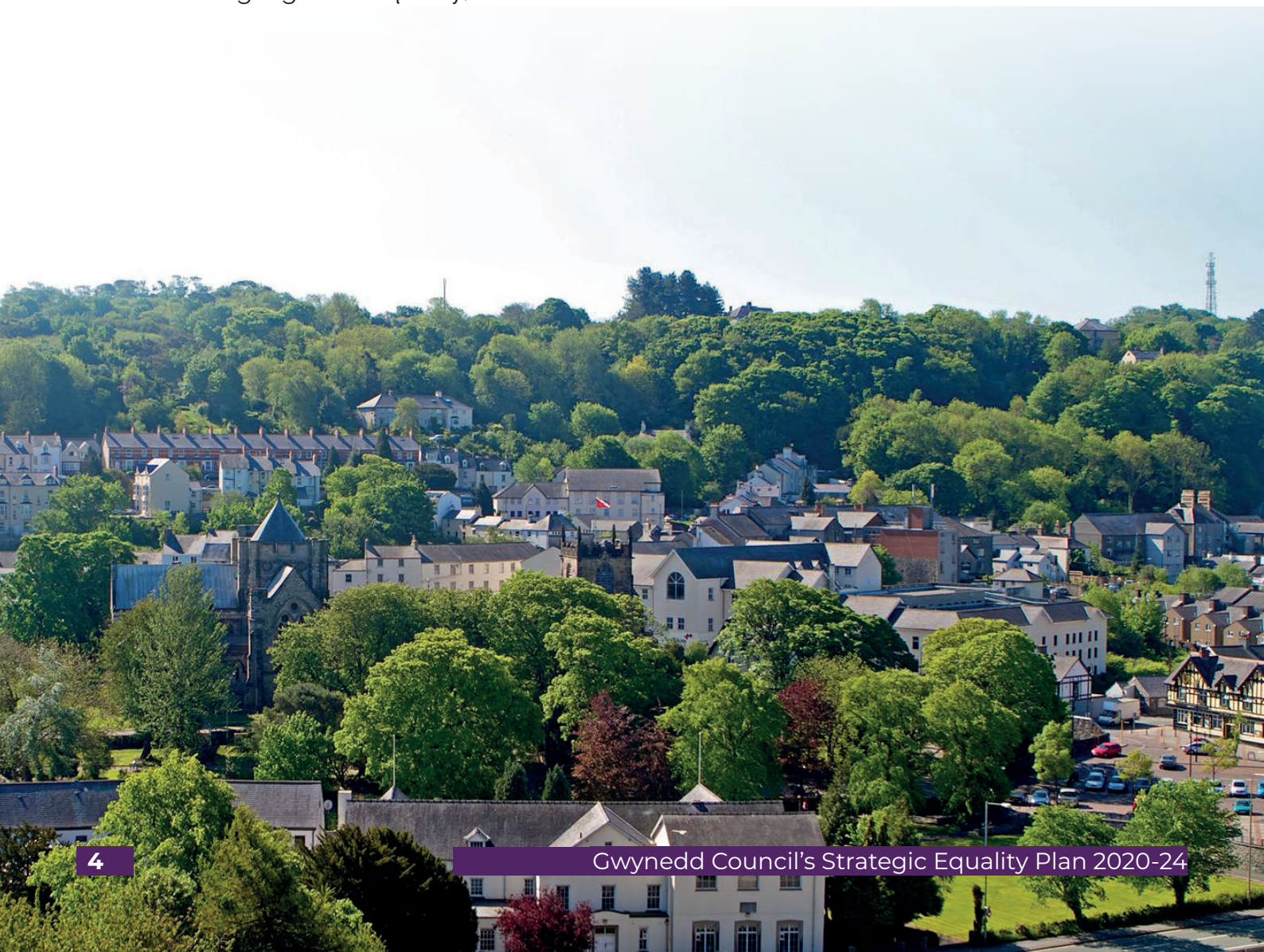
- 1.1 Gwynedd Council is very eager to ensure that equality is deeply rooted within the Council's work in order to improve our services for all the people of Gwynedd.
- 1.2 Each individual possesses at least 5 characteristics, and thus all of the Council's work involves people with protected characteristics. Some elements of work, however, deal specifically with particular protected characteristics, such as the Adults, Health and Well-being Department (age and disability characteristics), the Children and Families Department (age, pregnancy, maternity) and the Education Department (age). Nevertheless, it is important to note that all of us possess characteristics that are protected under the Act, and as such, further work is required to ensure that every member of staff and every elected member is fully aware of how to ensure fairness for all by reducing inequality.
- 1.3 One of the ways in which Gwynedd Council does this is by producing a Strategic Equality Plan which fulfils the public sector duties under the Equality Act 2010 (the Act).
- 1.4 The Act has been designed to reduce inequalities between specific groups by asking public bodies to give due attention to the need to:
 - eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Act.
 - advance equality of opportunity between people who share a relevant protected characteristic and those who do not.

- foster good relations between people who share a protected characteristic and those who do not.

The following are protected characteristics under the Act:

- Age
- Gender reassignment
- Sex
- Race – including ethnic or national origin, colour or nationality
- Disability
- Pregnancy and maternity
- Sexual Orientation
- Religion or belief - including non-belief
- Marriage and civil partnership

As a Council, we are committed to the principles contained within the Well-being of Future Generations (Wales) Act 2015 in order to improve the economic, social, environmental and cultural well-being of communities in Gwynedd. Gwynedd Council's Strategic Equality Plan 2020-24, the Council's day-to-day work and the improvement priorities identified in the Council Plan 2018-23 will contribute to our well-being objectives ([Gwynedd Council Well-being Statement 2019-20](#)). When carrying out our work we will seek to ensure that we operate in accordance with the five sustainable development principles which have been adopted nationally: namely long-term, prevention, integration, collaboration and inclusion. The two additional principles adopted by the Gwynedd and Anglesey Public Services Board, namely the Welsh language and Equality, will also be central to our work.





2. How are these characteristics relevant to Gwynedd?

- 2.1** If we were to think of Gwynedd as a village of only 100 inhabitants, half of these would be women, 23 out of the 100 would be of pensionable age (65 years old and over), 17 would be young people under 16 years old, and 4 would be from a black or ethnic minority background. 21 individuals would have a long-term illness or impairment which restricts them, 12 households would be earning less than £10,000 a year, and 9 of the 60 in working age would be claiming unemployment benefits. 59 people would be Christians, 30 people would have no religion and 2 of them would follow another religion.
- 2.2** Language (of any kind) is not a protected characteristic under the Equality Act, but we believe nonetheless that language is an important consideration, and is also significant in terms of Human Rights. 65% of Gwynedd's population are Welsh speakers, and as such the Welsh language has been identified as a priority in terms of the well-being of the county's residents. The Welsh Language (Wales) Measure 2011 bestows official status upon the Welsh language in Wales, and also requires us to work in such a way that ensures that the Welsh language is treated no less favourably than the English language in Wales.

In the planning and provision of our services, we will ensure that these principles are safeguarded and given consideration alongside the protected characteristics under the Equality Act, in order to ensure that all services respond to the language needs of the local population.



3. Producing the Equality Plan 2020-24

- 3.1** The Equality Plan 2020-2024 builds on the Strategic Equality Plan 2016-2020 and seeks to protect each of the above characteristics by promoting equality and diversity for the benefit of our staff and the people of Gwynedd. It outlines the key areas which we will be focusing on over the next four years in order to improve our services for the residents of Gwynedd, and it ensures that our own internal arrangements promote equal opportunities among our workforce.
- 3.2** The Council believes that this plan is an ambitious one. Having said that, it should be borne in mind that this remains a difficult financial period for the Council, and we do not wish to include any action which we are unable to progress. This Plan is also being drawn up during a time of great uncertainty and, therefore, it is important to ensure that the basics are done properly. In order to do this, we have taken a step back in order to ensure that we focus on the right things.
- 3.3** This includes ensuring that any changes the Council could make to services will not affect people with specific protected characteristics any more than they affect the rest of society. This may involve treating people who possess a certain characteristic differently from people who do not possess the same characteristic, e.g. providing audio documents for blind people. When introducing any change, it is essential that we include the voices of those people in the decision-making process by way of consultation and gathering their views.

- 3.4 In order to improve the way in which the Council engages with people who possess protected characteristics, the Equality Core Group was formed in 2018. This Group includes members from other groups who represent people with protected characteristics, and the Group has been part of the work of producing this new Plan from the outset. There are also other forums and partnerships that perform wider functions, such as the Older People's Council, and such forums are essential to provide input and advice on equality matters, and to analyse the impact of decisions on specific groups of people. We have also undertaken an engagement exercise with the North Wales Public Sector Equality Network on the areas in which we collaborate for north Wales. A number of operational matters relevant to Gwynedd were raised, and we will give these due attention over the period of this Plan.
- 3.5 In addition to the engagement work, we have given full consideration to relevant data in producing the Plan, for example the valuable data on equality in Wales presented in the Equality and Human Rights Commission's latest state-of-the-nation report, '[Is Wales Fairer? \(2018\)](#)', and the Equality and Human Rights Commission's report on the response of Welsh Authorities to the General Duty. We have also compiled a document of regional information which contains information on Gwynedd.





4. The Period of the previous Plan (2016-2020)

- 4.1 The [Gwynedd Council Strategic Equality Plan 2016-20](#) had identified long-term objectives in order to improve our services for the residents of Gwynedd who share protected characteristics, and to improve participation and opportunities for our staff. We are happy to report that we accomplished several action points during the four-year period.
- 4.2 We believe that setting up the Equality Core Group, and the fact that the voice of people with protected characteristics is heard, will improve our services. The same is true for equality impact assessment arrangements - an example of this is seen with the refuse and recycling collection arrangements where it was identified that bins left on the streets caused problems for disabled people.
- 4.3 In addition, a work programme was completed to create the right circumstances for people from various backgrounds to represent the people of Gwynedd by standing as candidates to become Elected Members. One of the things that was identified was that people did not have sufficient information about the support available for women as Elected Members, and therefore the information was provided.
- 4.4 A questionnaire was also prepared in order to monitor the protected characteristics of our staff which will enable us, once enough people have completed it, to identify the make-up of our staff. Having done this, we will be able to see whether there is anything that prevents people with specific characteristics from applying for jobs.

- 4.5 A comprehensive analysis of the work accomplished during the four-year period will be published in the 2019-20 Annual Report.
- 4.6 As previously noted, the objectives were long-term and much work remains to be done. This is reflected in the work because a number of topics covered in the previous Plan have been incorporated in the new objectives.
- 4.7 It must be borne in mind that much of the Council's work is specifically for people with certain protected characteristics, particularly in the Adults, Health and Well-being Department, the Children and Families Department, and the Education Department as noted above. The Council has protected these Departments throughout a period of austerity, taking public consultations into consideration. Other Departments within the Council have also done specific things in response to the needs of people who possess specific protected characteristics as part of their day-to-day work, e.g. establishing LGBT (Lesbian, Bisexual, Gay, Transsexual) sections in Bangor and Caernarfon libraries in order to make them more accessible and raise their profile. We have also kept up to 63 public toilets open with the support of Town and Community Councils and other partners - which will be very important to enable older people and people with specific conditions to be part of their communities. All the work the Council undertakes can be seen by viewing the Council Plan 2018-23.





5. Additional Duties under the Equality Act 2010

5.1 The Equality Act 2010 places certain duties on public sector organisations.

5.2 These include general duties which require us to:

- a) Safeguard against any illegal discrimination, harassment and persecution
- b) Promote equal opportunities between people who possess protected characteristics and those who do not
- c) Foster good relations between people who possess protected characteristics and those who do not.

The Council is already seeking to discharge these duties e.g. through the Equality Impact Assessments we undertake for all our policies and procedures, by celebrating diversity days/months such as the International Day of People with Disabilities and LGBT History Month, and through the work of our Community Cohesion Officers who organise events within communities.

We believe that the best way for us to improve our compliance during the next four years is to collect information, go back to basics and look at the culture of the Council. Having done so, it will be possible for us to move forward.

- 5.3** Welsh Government also places specific additional duties on public sector organisations, including those outlined below.
- 5.4** We have a duty to prepare Equality Impact Assessments, which is a process of assessing how our services and policies affect different people, especially when we change them or create new ones. The Cabinet considers Impact Assessments on every relevant matter in order to assist with its decision-making process, including financial decisions. This ensures that its members are better informed about how their decisions will affect people with protected characteristics - which will lead to better decisions.
- 5.5** It is also important to carry out Equality Impact Assessments on matters that are not submitted to Cabinet. It is fair to say that progress has been made in terms of the numbers completed since the beginning of the Plan in 2016. However, this process needs to be improved further, and we have set an Objective in the Action Plan below to ensure this.
- 5.6** We have a duty when undertaking procurement activities to give due attention to the inclusion of equality considerations. Furthermore, it should be considered whether it would be appropriate to impose equality conditions in relation to the performance of the contract. The Council is in the process of establishing a system to encompass this, and the work will proceed during the coming period.
- 5.7** In order to meet our monitoring requirements we will regularly review the development of elements of the Plan over the four-year period through our internal performance challenge arrangements, and the projects above will be addressed by the relevant Cabinet Members.
- 5.8** Also, near the start of each financial year we will publish an Annual Report, which will evaluate the progress made against the Plan as a whole during the previous year, especially the Action Plan. At the beginning of this Plan, we will take a step back as there is an action within each objective which relates to the gathering of evidence, especially through engagement. We will then have a better understanding of what we should do to improve the lives of the people of Gwynedd who possess specific protected characteristics. Therefore, it is expected that we will be able to add greater detail to the Action Plan during the coming years.
- 5.9** We will also publish a new Plan every four years. The plans and annual reports are available on our website or by contacting the Policy and Equality Officer.



6. Implementing the Strategic Equality Plan 2020-24

- 6.1** Although the Plan for 2020-24 builds on the previous Plan, we also see an opportunity here to change our way of thinking. Our intention is to ensure that equality is thoroughly embedded in the Council in order to ensure that it is a natural part of our work across the organisation, and that it does not sit as a separate project.
- 6.2** The Action Plan below outlines **how** we will set about achieving our objective of creating a more equal Gwynedd. In presenting the Objectives and the Action Plan below, our aim is to focus on ensuring that the arrangements for considering protected characteristics are embedded, with the aim of leading to an improvement in the way we do things. Therefore, the Action Plan focuses on changing the Council's internal culture in order to lead to improvement in services, rather than looking at operational matters alone, in order to then improve services for the people of Gwynedd. Every objective is expected to meet the requirements of each characteristic.

We have identified two main work fields, as noted in 6.3 and 6.4 below.

6.3 Improving our internal systems so that all residents of Gwynedd receive appropriate services that meet their needs.

During the initial engagement, the Equality Core Group had drawn attention to a number of operational issues, and these were also raised during the consultation. We believe that the best way to give due regard to these, as well as the matters raised by the Equality and Human Rights Commission in a report on the response of Welsh Authorities to the General Duty under the Equality Act 2020, is to look at our core systems as a whole.

Thus in Objectives 1, 2 and 3 we will improve our training, assess impact more effectively and gather views in order to gain a proper understanding of the barriers faced by the people of Gwynedd. This information will allow us to produce further, more detailed action plans on the remaining four objectives during the four-year period.

6.4 Improving the economic situation of people with protected characteristics in Gwynedd.

The Council welcomes Welsh Government's decision to include the socio-economic duty as an active part of the Equality Act 2010 as it is implemented in Wales. The evidence from ['Is Wales Fairer?'](#) clearly demonstrates that some people with protected characteristics are statistically more likely to be poorer than the rest of society.

Following the publication of its Well-being Assessments, the Gwynedd and Anglesey Public Services Board has identified poverty as a priority. Unfortunately, the data on material deprivation according to protected characteristics is not available locally. Nevertheless, other evidence is available which gives us an idea of the situation.

There is a high number of people out of work in Gwynedd (5.5%) but it is interesting to note that the number of men who are unemployed (4.7%) is substantially lower than women (6.4%), which is contrary to the rest of the region. The fact that 12.2% of disabled people in Gwynedd are unemployed, compared to 4.7% of people who are not disabled, is striking. Unfortunately, the statistics for people from ethnic minorities are not available at authority level due to low numbers.

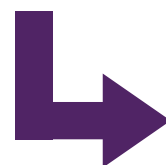
Another factor that could show deprivation is a lack of access to a car or a van. Grade DE households (semi-skilled, unskilled and unemployed occupations) are much less likely to have access to a vehicle than AB households (advanced and intermediate occupations). Only 15% of people from a white background in Gwynedd are without access to this type of vehicle compared to approximately 35% of people from an Asian background (with other ethnic groups falling between both peaks). Disabled people are also more likely to be without access - 32% of people who state that they are significantly affected by an impairment or a long-term condition do not have access to a vehicle compared to the 12.6% of people who are not affected by a disability or a condition.

As one of Gwynedd's largest employers, it is essential that we ensure that our internal systems are effective enough as a starting point, and Objectives 4 and 5 reflect this within the field of work.

It has emerged during the consultation that people feel that the Council's recruitment policy is insufficiently inclusive, particularly in terms of enabling residents who do not speak Welsh to secure jobs. We will need to consider how we could change this perception and highlight the support provided to Welsh learners within the Council.

7. Action Plan

See the objectives and action points on the following pages...



Objective 1:

To strengthen and deepen the capacity and commitment of Gwynedd Council Staff and Elected Members in the field of equality, by ensuring that they receive the right training.

Why?

It has emerged, through everyday work in this area, that not all staff members fully understand the need to prioritise equality considerations, or are uncertain of how to do this properly. This is shown in the operational matters raised during the consultation, the recommendations by the Equality and Human Rights Commission, and the lack of understanding of the value of suitable Equality Impact Assessments in all cases.

Training materials can become out of date, and we have identified the need to reassess the available training resources in order to make them more fit for purpose, create new training and ensure that people are more willing to complete it. We do not have enough information on what prevents people from undertaking the training either, and research work will be required to ensure suitable, attractive and effective training.

We have identified additional challenges such as reaching some front-line staff; and furthermore, the need for equality principles to be incorporated into other relevant training, in order to embed equality deeper within the Council's work.

How?

1. We will create an equality training programme as a core area that will be varied, innovative, specific, and of the highest quality. It will be appropriately tailored for all staff members on all levels, along with Elected Members, in order to improve their understanding of their duty towards equality. In order to do this, we will:
 - consider the effectiveness of our current training and discover what would help staff to understand more about the field;
 - work with Council Managers in order to discover which presentation methods would be most suitable for the needs of various staff, e.g. front-line staff, managers;
 - commission training providers who have lived experience of the field to provide specialist face-to-face training to our staff as required;
 - continue with the work of raising staff's awareness and understanding of equality;
 - monitor staff awareness of the Act through the training's feedback forms.

Preparation work in 2020-21 and operational from April 2021 onwards

	<p>2. Elected Members have access to the Members' Portal, an electronic intranet which contains information about training and events relevant to them. Over the period of the Plan, we will update the Portal with training guidelines and information relevant to equality. We will also hold a promotion campaign by using the Members' e-newsletter, "Rhaeadr", to raise awareness of the information available on the Portal.</p>	September 2020 and then as required
	<p>3. "Ffordd Gwynedd" is the name given to the "way" we in Gwynedd Council will ensure that we put the people of Gwynedd at the centre of everything we do. Ultimately, the success of Ffordd Gwynedd will be judged on whether individuals' experiences when they come into contact with the Council are positive ones that will meet their needs. In moving forward, we will continue to work on strengthening the equality element as part of the Ffordd Gwynedd training. This will also be the case for the Welcome to the Council sessions for new staff members.</p>	September 2020

Outcome:

That members of the workforce, whatever their jobs, have a better understanding of the field and are confident in performing their duty toward individuals and groups with protected characteristics. Elected Members will also understand and be more confident in their duty to challenge and make decisions.

Measure:

In order to measure success we will conduct a survey to assess understanding and establish a baseline in 2020, before conducting another survey in 2024.

Objective 2:

Improve the information we have from and about people with protected characteristics.

Why?

Putting the people of Gwynedd at the centre of everything we do is a cornerstone to the way the Council works and this, of course, includes people with various protected characteristics. It is not possible to do this without receiving and acting on the expert opinion of the people in question. We are required to do this in line with the Equality Impact Assessment guidelines of the Equality Act 2010 as it is implemented in Wales.

Information has been gathered about the residents of Gwynedd, e.g. the Well-being Assessment of the Gwynedd and Anglesey Public Services Board, responses to Gwynedd Council surveys such as the Gwynedd Challenge and "Which Services are Important to You?" and, of course, information from our Departments. Nevertheless, we have identified that we are not doing enough as a Council to ensure that the voices of people with protected characteristics are included as a matter of course when making everyday decisions regarding service changes (especially decisions that are not submitted to the Cabinet).

How?

1. In order to understand any barriers that the residents of Gwynedd who have various protected characteristics may face when dealing with the Council. We will conduct a comprehensive public survey in order to identify these barriers and what we could do in response. This work will include a variety of different methods in order to reach a cross-section of the public, especially those who do not usually take part. We will ensure confidentiality for all participants.
2. We will work to develop more contact with groups or individuals who have protected characteristics, by continuing to work with the Equality Core Group and expanding it, and by making contact with additional groups of people with particular protected characteristics in order to continue to receive a range of viewpoints. We will also ensure that our Residents Panel includes a variety of people with protected characteristics, by targeting as required.

By March 2021

Ongoing

	<p>3. By working with managers and Heads of Departments, we will ensure that everyone in the Council understands the needs of people with various protected characteristics. We will use the information gathered to improve our services and create Equality Impact Assessments. Our Access/Equality Policy will need to be reviewed, whilst also considering the operational recommendations of the Equality Core Group.</p>	<p>Ongoing, but the policy will be updated by January 2022</p>
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Outcome:

Gwynedd Council will have a better understanding of the needs and obstacles faced by people with protected characteristics who receive our services, and we can put that to use in order to improve our procedures. We can use our existing networking groups to take advantage of meetings and events that have been organised already.

Measure:

We intend to undertake wider engagement in order to reach people who do not usually contribute to such engagement / consultation exercises, and we will need to ensure that we accomplish this. One way of doing this would be to determine, by way of consultation, whether the individuals taking part have participated in the past, and whether or not they would have done so of their own volition.

We will forge close contacts with groups in order to have a better representation on the Equality Core Group.

We will have implemented an effective procedure for information sharing

Objective 3:

Build on the work already carried out to embed Equality Impact Assessments as a tool to ensure better decision-making.

Why?

Improving our Equality Impact Assessment arrangements was an important part of the Strategic Equality Plan 2016-20. In its initial discussion about the new Plan, the Cabinet has noted that although the number and quality of our assessments have improved, there is room for further improvement. By using the assessments to their full potential, we can ensure that we put all the people of Gwynedd at the centre of everything we do as a Council, by giving due attention to equality matters. It will enable us to address the operational matters, including those raised by the Equality Core Group and during the consultation, in a manner which will comply with equality requirements.

Conducting Equality Impact Assessments is, of course, a statutory requirement under the Equality Act 2010 as it is implemented in Wales.

This Objective is closely linked to Objective 2, as use of the engagement work will be required in order to undertake Equality Impact Assessments.

How?

1. We will set up additional training specifically for relevant staff and Elected Members, focusing on the benefits of the Equality Impact Assessments, and we will provide guidance and advice on undertaking them in order to give thorough consideration to any potential impacts on the residents of Gwynedd. The content of the training will be regularly reviewed in order to ensure that it is up-to-date.
2. Over the coming years, we will also strengthen arrangements by ensuring that Elected Members are increasingly confident to challenge the quality of Equality Impact Assessments as a natural part of their work in receiving reports/information as a basis for decision-making in the Cabinet, Scrutiny Committees and Performance Challenge meetings. The training will be essential to ensure that this procedure works well, and we will provide guidelines for the various meetings.

By April
2021

Ongoing with
guidelines
in place by
September
2020

	<p>3. We will continue to work with the Council Departments to ensure that due regard is given to equality requirements within any process of identifying savings or cuts. During the period of this Plan, we will ensure that timely and high quality Equality Impact Assessments are maintained and that they contribute to the process of identifying any plans. We hope that through this, we will be aware of any negative implications that decisions on budgetary cuts will have for specific minority groups in Gwynedd, and mitigate them where possible.</p>	Ongoing
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Outcome:	Decisions are made on a firm basis at every level of the Council as staff and Elected members understand and act on their duty.
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Measure:	Scrutinise the quality of Equality Impact Assessments, paying particular attention to seeking progress in terms of the number of assessments submitted in a timely manner.
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Objective 4:

Act to reduce the gender pay gap and identify any pay gap based on any other characteristic.

Why?

Although the previous two audits have demonstrated that the Council provides equal pay to women and men, the average pay gap continues, as it does in every other local authority. On the whole, this is due to the fact that women are less likely to apply, and therefore are less likely to be offered, jobs on higher pay scales within the Council. We have already identified this as a matter of priority that needs to be addressed, which is why the 'Women in Leadership' project is included in the [Gwynedd Council Plan 2018-2023](#). It is also a matter that Welsh Government and the Equality and Human Rights Commission are eager for us to address.

Although national evidence shows that other wage gaps exist, such as the difference between disabled people and the rest of any workforce, it proves difficult to gather enough information within the Council as we depend on staff members to provide the information voluntarily. As with every other public organisation, the numbers who do so are low. During the 2016-20 Plan, we have amended our staff questionnaire and have uploaded it to the Council's self-service system in order to make it as easy and as accessible as possible.

How?

1. Over the coming years, we will focus on encouraging more staff to complete the optional equality data questionnaire in order to increase the amount of data we have. This will allow us to set a baseline, identify gaps in our workforce and to undertake audits based on other protected characteristics. We will do employ various methods of doing this during the period of the Plan, including an advertising campaign and raising the awareness of staff members who are new to the self-service system.
2. We will continue to conduct an annual audit on the wage gap between men and women, and by collecting the data noted above, will work to develop our ability to undertake such an audit in relation to other protected characteristics. In addition, we will undertake a pay audit every three years in order to ensure that we are still paying fair wages. We will also work towards putting plans in place to reduce any gaps that emerge in light of the audit.

Ongoing

Annual audit.
Next wage audit
by April 2021

	<p>3. Work has also been ongoing as part of the Women in Leadership Project (one of the projects contained within the Council Plan 2018-23) which has identified that the number of women in management roles in the Council is disproportionately low, given that women form 70% of the entire workforce. The project's main objective is to increase the number of women who apply for and attain leadership positions within the Council by reviewing the conditions and the working environment to attract more women to undertake these posts in future.</p>	<p>In line with the Plan's timetable</p>
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<p>Outcome:</p>	<p>More women applying for leadership positions, reduction in the gender-based wage gap, other gaps have been identified and work to reduce these has commenced.</p>
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<p>Measure:</p>	<p>We will collaborate in order to become familiar with the measurable outcomes of the Women in Leadership project. The implementation plan will focus on culture change as well as encouraging and inspiring women to consider leadership and management roles.</p> <p>We must await the outcome of the next pay audit before setting further measures.</p>
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Objective 5:

Take action to attract a range of applicants for posts in order to increase the diversity of our workforce.

Why?

The Council is one of the county's largest employers, employing nearly 7,000 people. Therefore it is important that we work towards ensuring that our workforce reflects the Gwynedd working age population as far as it is possible. The Cabinet has identified this as one of its main priorities for the Plan in its initial discussions.

We have already identified a lack of data available to us in relation to the protected characteristics within our workforce and, unfortunately, this shortfall creates problems as we attempt to take appropriate action in this field. Therefore, the success of the work outlined above under Objective 4 is integral and crucial to accomplishing Objective 5.

It should be noted that we have no intention to undertake the work in an artificial manner. Rather, we will seek to highlight the opportunities available to people from various backgrounds, in order to ensure that we can attract the broadest possible range of applicants. This will provide us with assurance that we find the best person for every job in order to enable us to offer the best service consistently throughout the county and to meet the needs of our people.

How?

1. We will use the information that has been gathered from the equality questionnaire (see Objective 4) and will conducting research and engagement with the public and our staff in order to discover any factors that prevent specific groups of people with protected characteristics from applying for jobs. We will also work to discover ways of encouraging them do to so, e.g. by advertising jobs on a wider level than the Council website alone, in order to attract a broader range of applications.
2. We will collaborate with other public bodies within our region such as North Wales Police or Betsi Cadwaladr University Health Board in order to address any obstacles identified. This could also provide access to a wider range of people, bearing in mind that the equality profile of all workforces are unlikely to be the same.
3. Prioritise working towards reaching Level 2 of the 'Disability Confident' scheme in order to be a 'Confident Employer', and look into becoming a Stonewall Champion.

Ongoing

Ongoing

September 2022

Outcome:	Greater diversity of applicants for posts, which will lead to greater diversity in our workforce.
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Measure:	We can use the annually-published information on our workforce's protected characteristics to identify any progress.
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