

Bridgend County Borough Council

Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr



www.bridgend.gov.uk



Strategic Equality Plan 2012 – 2016

Revised Action Plan September 2015

This action plan has been developed in line with the council's performance management arrangements. We will monitor progress on our action plan by ensuring that the actions are included in directorate business plans and that subsequent developments are reported to Cabinet Members and Corporate Management Board on a quarterly basis. The work associated with these actions will be delivered with our partners where appropriate. Each of these objectives relates to and promotes inclusivity within one or more of the protected characteristics which are:

- Age
- Gender reassignment
- Sex
- Race
- Religion or belief
- Disability
- Pregnancy and Maternity
- Sexual Orientation
- Marriage and Civil Partnership

It is important to note that these are our key Strategic Objectives within our Strategic Equality Plan. Our other business and service objectives continue to be delivered and offer access to services for all.

The action plan outlines the work the council is doing to ensure equality of opportunity to all our customers, citizens, residents and visitors from 2012 to 2014. We have achieved many actions since the action plan was developed and these are coloured green. Actions without a green highlight are those where target dates are in the future and the action/s have not yet been completed.

Objective 1: Transportation We will help to provide an accessible, cost effective, all inclusive transport network within Bridgend County Borough.	
What are we trying to achieve?	Throughout our engagement work transport and the access it offers to facilities, opportunities and essential community links, has repeatedly been highlighted as a key theme.
Why this is an important issue:	This was highlighted to us as an important issue during our initial period of consultation by: Bridgend People First, Bridgend Coalition of Disabled People, Communities First, Adult Social Care service users, Bridgend Visually Impaired Society, British Deaf Association and the Community Transport Association. We also reflected on our Health Needs Assessment 2010 before we drafted this objective. Of the 224 responses we received to our survey in relation to our draft equality objectives, just over 87% thought that this objective could be either very or fairly important in helping to promote equal opportunities and make a difference to people's lives.
How will this support the delivery of our other objectives?	This objective has a clear link to the Council's Improvement Objective: To build safe and inclusive communities supported by an effective physical infrastructure
The performance indicators we will use:	<ul style="list-style-type: none"> ➤ The number of complaints we've received from groups and individuals relating to transport issues
Which Protected Characteristic Groups will be impacted?	Transportation will impact all protected characteristic groups but mainly: <ul style="list-style-type: none"> ➤ Age ➤ Disability ➤ Pregnancy and Maternity
What difference will this objective make to people that live and work in Bridgend County Borough?	Providing an accessible, cost effective, all inclusive transport network will help ensure that people working and living in Bridgend County Borough are able to access services and maintain their community links

What we will do to achieve this objective	How we will we do this	How we will know we've succeeded	Target date	Lead Service
Increase provision of raised kerbs at bus stops	We will submit bids to the South East Wales Transport Alliance (SEWTA) to fund additional raised kerbs at bus stops.	There will be an increase in the number of raised kerbs at bus stops.	Achieved and Ongoing	Street Scene
Advertise concessionary bus travel schemes available in Bridgend County Borough on our website	We will promote subsidised bus pass schemes for young people on our website. We will also advertise other concessionary schemes which other bus operators offer, for example, weekly and monthly travel passes.	Publication of these schemes and an increase in take up	Achieved and ongoing	Street Scene
Progress the implementation of our dropped kerb programme	Requests will be considered as they are received.	An increase in the number of dropped kerbs	Achieved and ongoing	Street Scene
Taxis	We will liaise with our taxi licensing department to consider whether more can be done to increase the number of wheelchair accessible taxis and to raise awareness of equalities issues with taxi drivers. For example, reminding drivers of traffic order exemptions allowing the picking up and setting down of passengers (which may be helpful to people with mobility difficulties such as older or disabled people).	An increase in the number of wheelchair accessible taxis and the development of an ongoing driver awareness and training programme. A Taxi forum is now established considering a range of issues including those relating to equality and diversity (of customers and drivers)	Achieved.	Engagement Team / Licensing

Subsidised Routes	We will continue to use equalities related criteria to deselect subsidised bus routes where this becomes necessary.	Where necessary the council will pay due regard to the need to deselect subsidised bus routes via completion of full Equality Impact Assessments	Ongoing	Street Scene
Improve provision and reduce costs of community transport	Support for the provision of a Community Transport Officer (CTO) at BAVO (Bridgend Association of Voluntary Organisations) will continue. The CTO will develop a Community Transport Strategy and action plan for the county borough. As part of the development of the strategy we will consider the possibility of the county borough's community transport operator providing subsidised transport for disabled and older people, and consider the possibility of providing a transfer service between the bus and railway stations.	Development of a Community Transport Strategy.	Achieved and ongoing	Street Scene
Work with transport providers to ensure that their employees are aware of and sensitive to equality and diversity issues	We will continue to work with bus companies operating in the county borough to promote equalities training provision for their drivers including at induction and refresher training.	Improved quality, passenger focussed, provision of public transport and feedback from protected characteristic groups.	Achieved and ongoing	Street Scene and Engagement Team
Equalities related complaints	We will explore the possibility of developing a system to enable us to monitor equalities related complaints received by bus operators in Bridgend County Borough, as well as to monitor responses and follow up action.	Quality monitoring system in place to inform possible future suitable actions.	Achieved	Street Scene and Engagement Team

'Talking buses'	We will promote the implementation of "on bus" audio visual information systems with our bus operators.	On board audio visual systems are introduced on buses.	Revised date January 2016	Street Scene and Engagement Team
Reporting abuse experienced or witnessed on buses.	We will promote this with bus operators to encourage them to clearly display abusive behaviour policies, including details of complaint procedures. We will consider advertising the recently launched county borough's hate awareness campaign on buses	Buses will have clearly displayed policies on acceptable behaviour and possible actions and details of the county borough's recent hate crime will also be publicised.	Achieved	Engagement Team

Objective 2: Fostering good relations We will positively promote a fairer society in Bridgend County Borough by increasing public awareness of the issues faced by people with protected characteristics and increasing our efforts to tackle school bullying, hate crime and domestic abuse.	
What are we trying to achieve?	Fostering good relations has been identified as a key area where Bridgend County Borough Council has opportunities to improve the lives, experiences and opportunities for all its citizens.
Why this is an important issue:	<p>This was highlighted to us as an important issue during our initial period of consultation by: Bridgend People First, Bridgend Coalition of Disabled People, Communities First, Adult Social Care Service Users, Hindu Community representatives, Valleys Regional Equality Council, Bridgend Equalities Forum . We also reflected on our Children and Young Peoples' Plan, on the consultation undertaken to inform our Community Cohesion Strategy, and on reports from the Equality and Human Rights Commission before we drafted this objective.</p> <p>Of the 224 responses we received to our survey in relation to our draft equality objectives, just under 90% thought that this objective could be either very or fairly important in helping to promote equal opportunities and make a difference to people's lives.</p>
How will this support the delivery of our other objectives?	<p>This objective links to the following Council Improvement Objectives:</p> <ul style="list-style-type: none"> ➤ To build safe and inclusive communities supported by an effective physical infrastructure ➤ To work in collaboration with partners to combat poverty and provide children with the best start in life
The performance indicators we will use:	<ul style="list-style-type: none"> ▪ An analysis of the hate crime figures for Bridgend ▪ An attitudinal survey

Which Protected Characteristic Groups will be impacted?	All of the protected characteristic groups will be impacted ie: <ul style="list-style-type: none"> ➤ Disability ➤ Age ➤ Race ➤ Religion or Belief ➤ Gender reassignment ➤ Sex ➤ Sexual orientation ➤ Marriage and Civil Partnership ➤ Pregnancy and Maternity 			
What difference will this objective make to people that live and work in Bridgend County Borough?	Fostering good relations will improve the way our citizens live together by better understanding issues faced. Increasing hate crime reporting and reducing school bullying will improve the lives and experiences of all our citizens.			
What we will do to achieve this objective	How we will do this	How we will know we've succeeded	Target date	Lead Service
Develop a series of public awareness campaigns around protected characteristics	<p>We will map the various public awareness campaigns relating to protected characteristics such as International Women's Day, UK Older People's Day, and Transgender Awareness Week etc. and will develop and launch our own supporting campaigns. We will publicise these campaigns to our employees and residents. We will also publish our own local good news stories on our website and/or in the county borough Bulletin, and will issue press releases.</p> <p>A calendar maps the various annual public awareness campaigns related to each of the protected characteristics and supported locally.</p>	All national campaigns and days of recognition are reflected locally both in our communities and within our employee networks, local press, website and twitter.	Achieved.	Communications, Marketing and Engagement

<p>Organise an anti-bullying conference for young people</p>	<p>We will support and enable young people to be involved in the planning, design, management and evaluation of an anti-bullying conference and a programme of activities will be arranged for the day.</p>	<p>An Anti-Bullying Conference is held annually with young people who are consulted regarding the agenda.</p>	<p>Achieved.</p>	<p>Education and Transformation</p>
<p>Raise awareness of school bullying throughout the county borough and review our anti bullying policies</p>	<p>We will consult with teachers, parents, carers and young people, and organise a drop in advice service. We will develop an awareness raising campaign via our website, leaflets, posters and newspapers, undertake “viewpoint” surveys and arrange training workshops.</p>	<p>Close partnership working continues. Anti-bullying programmes have been delivered to over 1500 children and young people. The project continues to work with Year 6 transition pupils to deliver programmes around confidence and self esteem. The project also continues to run workshops during PSE diversity days. An anti-bullying policy is being written to be adopted by BCBC schools.</p>	<p>Achieved.</p>	<p>Education and Transformation</p>
<p>Develop a system to monitor school bullying (victims and perpetrators) by protected characteristics</p>	<p>We will develop a system to help us collect clearer information so that we can better support victims and perpetrators of school bullying.</p>	<p>A Viewpoint project has been concluded. The survey results will be used to assess the needs of children and young people within each school.</p>	<p>Achieved.</p>	<p>Education and Transformation</p>

Build on existing provision of training for teachers on school bullying	We will arrange for further awareness training to be made available to teachers.	More teachers have attended anti-bullying workshops. Welsh Government anti-bullying road shows have been held for teachers from BCBC schools.	Achieved.	Education and Transformation
Advertise events such as Cardiff Mardi Gras and Swansea Pride weekends	This will be done via the digital signage in our customer contact centre and on our intranet, website and twitter. We will also purchase the rainbow flag and ensure it is flown on these weekends.	These events are now publicised as widely as possible.	Achieved and ongoing.	Communications Marketing and Engagement Team
Holocaust Memorial Day.	We will ensure that BCBC's Holocaust Memorial Day event makes reference to all the groups of people who faced persecution during the Holocaust	To have reflected these groups in every Holocaust Memorial Day commencing in 2012.	Achieved and ongoing	Communications Marketing and Engagement Team
Lesbian, Gay, Bisexual and Transsexual Excellence Centre	We will progress our membership of this organisation and we will work to achieve 'rainbow mark' accreditation for our Customer Contact Centre.	Achievement of the Rainbow Mark for the Customer Contact Centre.	Membership achieved however the charity has now closed.	Communications Marketing and Engagement Team
Work with the Community Safety Partnership and South Wales Police to increase the reporting of hate crime	By working closely with South Wales Police we will ensure that victims of hate crime, domestic abuse and anti-social behaviour feel safe, are confident in reporting incidents and are supported.	Practitioner training has taken place, Human Trafficking Awareness sessions were delivered for staff and a Regional Anti-Human Trafficking Multi-Agency Forum has been established.	Good progress made during 2015.	Community Safety Partnership

Domestic abuse	We aim to better understand the prevalence of domestic abuse in Bridgend County Borough by collating data from partners such as South Wales Police and Health. We will consider all of this data and will identify where there may be gaps in support.	By reflecting and evaluating our findings through the Safer Bridgend (multi agency) Domestic Abuse Strategy Group, and by linking in with agencies working with victims to remove the factors that prevent reporting issues sooner.	Work ongoing	Community Safety Partnership
Complaints	We will develop an effective complaints process so that we are able to respond to all issues raised and reported to the community Safety Partnership.	Community Safety Partnership and police, fire, health and national probation service have robust complaints procedures in place for dealing with such issues as and when they arise	Work ongoing	Community Safety Partnership
Publicity images	We will ensure that the bank of publicity images used by the council is fully representative of all of the protected characteristics. These images will be used in the council's production of corporate plans and strategies and other such documents.	Ongoing development of an extensive, fully representative photographic library.	Revised date: March 2016	Communications Marketing and Engagement Team
School assemblies	We will link in with VALREC to develop and deliver a programme of school assemblies to raise awareness of equality and diversity matters.	To have a programme of activities in place commencing in January 2014.	VALREC no longer operating.	Communications Marketing and Engagement Team

Objective 3: The council's role as an employer We will build on our efforts to be an inclusive, supportive employer promoting diversity and equality within our workforce, enabling all employees who have a protected characteristic to fulfil their potential.	
What are we trying to achieve?	We want to promote the council as an employer of choice, for both existing employees and job applicants by creating an all inclusive, diverse working environment.
Why this is an important issue:	This was highlighted to us as an important issue during our initial period of consultation by: Stonewall Cymru; Carers Wales and the Lesbian, Gay, Bisexual and Transgender Excellence Centre. Of the 224 responses we received to our survey in relation to our draft equality objectives, just over three quarters thought that this objective could be either very or fairly important in helping to promote equal opportunities and make a difference to people's lives.
How will this support the delivery of our other objectives?	This objective links to the following Council Improvement Objective: <ul style="list-style-type: none"> ➤ To improve the way we work to ensure effective and efficient use of our financial, technological, physical and human assets
The performance indicators we will use:	<ul style="list-style-type: none"> ➤ Baselined data from our employee survey undertaken in 2012/13
Which Protected Characteristic Groups will be impacted?	All of the protected characteristic groups will be impacted ie: <ul style="list-style-type: none"> ➤ Disability ➤ Age ➤ Race ➤ Religion or Belief ➤ Gender reassignment ➤ Sex ➤ Sexual orientation ➤ Marriage and Civil Partnership ➤ Pregnancy and Maternity
What difference will this objective make to people that live and work in Bridgend County Borough?	Supporting employees who share a protected characteristic and establishing a work culture that promotes diversity will help to enable all our employees to maximise their work potential. Additionally, as a significant employer in the area, the council has a role within the wider community to lead the way on equality and employment.

What we will do to achieve this objective	How we will do this	How we will know we've succeeded	Target date	Lead Service
Update our induction process to ensure an all-inclusive approach	We will update our 'meet and greet' presentation and our e-learning induction module to make reference to the importance of inclusivity and diversity to the council. Our revised presentation will address equalities points such as signposting new starters to our domestic abuse protocol, our flexible working policy, our '2 ticks' symbol achievement, our counselling service, 'reasonable adjustments', and the Access to Work Scheme. The information provided at the presentation will also be available in a printed format for future reference.	To have designed an induction presentation and E Learning package that makes clear reference to the importance that the council places on inclusivity and diversity.	Achieved	Communications Marketing and Engagement Team
Job advertisement pages.	We will update our jobs pages on our website to clearly promote the council as an employer welcoming applications from a diverse range of applicants, reflecting the diverse nature of our communities, and supporting employees to maximise their potential. We will use images which challenge stereotypes, provide information on these pages regarding 'reasonable adjustments' as well as regarding the Access to Work Scheme	For the council's website to have a suite of jobs related pages promoting the council as an employer of choice and equality, diversity and inclusivity.	Achieved	Communications Marketing and Engagement Team
Autistic Spectrum Disorder awareness	We will progress the ASD Aware Certification Scheme within the council.	To have achieved Certificated status of the ASD Aware scheme.	Achieved.	Communications Marketing and Engagement Team

<p>Develop information packs for: pregnant employees and their partners as well as adoptive parents employees who are also carers older employees considering retirement</p>	<p>We will bring together a range of information and relevant documents such as our policies and will signpost our employees to sources of useful local information.</p>	<p>To have developed and targeted / made available this information.</p>	<p>Achieved</p>	<p>Communications, Marketing and Engagement Team</p>
<p>Update our staff appraisal process to include an equalities element</p>	<p>We will build an equalities element into our performance appraisal template, in order to ensure that there is an opportunity for equalities training needs and behavioural issues to be addressed during the appraisal process</p>	<p>To have introduced an equalities element into the appraisal template to allow for equalities issues to be addressed and discussed.</p>	<p>Achieved</p>	<p>Communications, Marketing and Engagement Team</p>
<p>Promote more widely our apprenticeship scheme</p>	<p>We will widen the range of jobs and roles within our apprenticeship scheme and encourage males and females to join the programme. We will also link with our secondary schools to raise awareness of job segregation and break down the barriers preventing females and males from considering careers that previously were regarded as either male or female specific such as childcare work and building trades.</p>	<p>Following the redesign of the apprenticeship programme, introduced clear links with secondary schools to raise awareness of job segregation and remove perceptions of stereotypical job roles, more female apprentices are recruited.</p>	<p>Achieved</p>	<p>Communications, Marketing and Engagement Team</p>
<p>Provide targeted groups of employees with general equality and diversity training</p>	<p>We will ensure that our front line and customer facing staff receive basic equality and diversity awareness training.</p>	<p>To have developed a basic equality and diversity training programme for customer facing employees.</p>	<p>Achieved</p>	<p>Communications, Marketing and Engagement Team</p>

<p>Provide senior managers as well as frontline (customer facing) staff with a more detailed level of equality and diversity training</p>	<p>We will ensure that front line and customer facing staff receive training covering a variety of issues relating to each of the protected characteristics. The training element in relation to disability will address physical and learning disabilities as well as mental health conditions and sensory impairments.</p>	<p>To have developed an intermediate equality and diversity training and development programme targeting customer facing employees.</p>	<p>Achieved</p>	<p>Communications, Marketing and Engagement Team</p>
<p>Develop networks for those employees sharing a protected characteristic, starting with a lesbian, gay, bisexual and transgender network</p>	<p>We will explore the level of interest amongst our staff in establishing networks for the protected characteristic groups. Networks will offer support to our employees and will also provide the council with a consultation and engagement mechanism. We will ask members for feedback on whether their needs are being met as employees and we will ask them to tell us about equalities issues they feel need to be addressed. We will use this information to help prioritise future actions under this objective. Networks may also be asked for their views on the development or review of employee policies. (If there isn't sufficient interest amongst staff in developing networks, we will seek to appoint employee champions for each of the protected characteristics for the same purpose).</p>	<p>To have established employee networks for the protected characteristic groups (where interest is identified) and for these networks to be actively contributing to the council's equality agenda.</p>	<p>Achieved and ongoing</p>	<p>Communications, Marketing and Engagement Team</p>
<p>Update employee policies to ensure an all-inclusive approach</p>	<p>We will review all of our policies to ensure that their wording is inclusive - for example, we will ensure that the adoption leave policy makes reference to gay parents.</p>	<p>To have reviewed (on an ongoing basis) the council's HR policies to ensure inclusivity.</p>	<p>Achieved and ongoing</p>	<p>Communications, Marketing and Engagement Team</p>

Objective 4: Mental health Our Adult Social Care service will build on its partnership work with the third sector to provide mental health support and services.	
What are we trying to achieve?	We want to increase and improve support for citizens with co-occurring mental health and substance misuse issues and ensure that our frontline / Customer service employees are aware of and understand mental health issues.
Why this is an important issue:	This was highlighted to us as an important issue during our initial period of consultation by: the Valleys Regional Equalities Council and Adult Social Care service users. Data and trends outlined in the following reports also informed the development of this objective: our Supporting People Operational Plan, and our Health, Social Care and Wellbeing Strategy, the Welsh Health Survey 2010 and the 'Not Just Another Statistic' and 'Who Do You See' reports from the Equality and Human Rights Commission. Of the 224 responses we received to our survey in relation to our draft equality objectives, just under 90% thought that this objective could be either very or fairly important in helping to promote equal opportunities and make a difference to people's lives.
How will this support the delivery of our other objectives?	This objective links to the following Council Improvement Objective: <ul style="list-style-type: none"> ➤ To implement better integrated health and social care services to support independence, choice, empowerment, dignity and respect ➤ To improve physical and emotional wellbeing by promoting active lifestyles, participation and learning
The performance indicators we will use:	A measureable increase in the level of support for citizens with co-occurring mental health and substance misuse issues and an analysis of the outcomes of targeted training and development for our frontline and Customer service employees in mental health awareness.

Which Protected Characteristic Groups will be impacted?	<p>All of the protected characteristic groups will be impacted i.e;</p> <ul style="list-style-type: none"> ➤ Disability ➤ Age ➤ Race ➤ Religion or Belief ➤ Gender reassignment ➤ Sex ➤ Sexual orientation ➤ Marriage and Civil Partnership ➤ Pregnancy and Maternity 			
What difference will this objective make to people that live and work in Bridgend County Borough?	<p>Within this objective the council will develop and improve services that are more accessible, more responsive in the provision of help, capable of involving service users and carers in all aspects of planning and effective in using care processes.</p>			
What we will do to achieve this objective	How we will do this	How we will know we've succeeded	Target date	Lead Service
Relocation of Mental Health Unit	We will participate in Abertawe Bro Morgannwg University Health Board's consultation regarding the proposal to relocate units to Neath Port Talbot.	Local authority and all other stakeholders will have been represented in the engagement and consultation process	Ongoing	Social Care and Wellbeing
We will help to ensure that there is appropriate multi agency support for people with both mental health and substance misuse issues.	We will ensure that people with mental health and substance misuse issues receive better advice and support and services. We will collaborate with other BCBC directorates and with the NHS. We will develop a range of appropriate support options in accordance with Department of Health and Welsh Government guidelines. We will involve service users and carers in the design and delivery of support. The delivery of joint services will be monitored by the Joint Mental Health Planning Team and the Substance misuse Action Team.	We will have identified better referral methods with identified multi agency outcomes. We will have in place a recognised range of service options. We will have identified service users and carers within our "Stronger in Partnership" approach,	Ongoing	Social Care and Wellbeing

	<ul style="list-style-type: none"> ○ We will ensure that appropriate individuals from other directorates will be invited to become active members of our service planning and delivery. ○ Multi agency mental health and substance misuse awareness training will be delivered to staff in other directorates where appropriate. 	<p>and they will be members of our joint planning processes. We will demonstrate close working with housing, healthy living and other directorates. Training programmes developed through staff development will have been delivered to appropriate front line staff.</p>		
<p>Mental health awareness and understanding training provided for frontline and customer service staff</p>	<p>We will develop a mental health awareness training programme targeting our front line and customer service employees and staff from other appropriate organisations and will monitor and evaluate this training.</p>	<p>This programme will have been delivered to as many relevant staff as appropriate. The effectiveness of this training will be monitored at the events and by staff development.</p>	<p>Achieved and ongoing</p>	<p>Social Care and Wellbeing</p>

Objective 5: Equal pay To ensure that our employees are paid the same for doing the same jobs, regardless of their protected characteristics, an Equality Impact Assessment (EIA) will be conducted on our final proposed pay and grading structure and we will conduct EIAs at specific intervals to ensure that the council's pay structure remains robust in terms of equality issues.	
What are we trying to achieve?	Equal pay is primarily a sex/gender issue. However, we will be monitoring our workforce to identify any trends in the pay of employees with each of the protected characteristics, and addressing these as appropriate.
Why this is an important issue:	Data and trends analyses are available which highlight this issue on a national basis. Of the 224 responses we received to our survey in relation to our draft equality objectives, nearly 90% thought that this objective could be either very or fairly important in helping to promote equal opportunities and make a difference to people's lives.
How will this support the delivery of our other objectives?	This objective links to the following Council Improvement Objective: <ul style="list-style-type: none"> ➤ To improve the way we work to ensure effective and efficient use of our financial, technological, physical and human assets
The performance indicators we will use:	<ul style="list-style-type: none"> ➤ Whether there is a percentage decrease in the pay level gaps between female and male employees of the council.
Which Protected Characteristic Groups will be impacted?	The primary protected characteristic group impacted will be: <ul style="list-style-type: none"> ➤ Sex The secondary protected characteristic groups potentially impacted will be <ul style="list-style-type: none"> ➤ Disability ➤ Age ➤ Race ➤ Religion or Belief ➤ Gender reassignment ➤ Sexual orientation ➤ Marriage and Civil Partnership ➤ Pregnancy and Maternity

What difference will this objective make to people that live and work in Bridgend County Borough?		Our new pay and grading system is based on the job undertaken and not on the employee. Ensuring that all our employees are paid the same rate for doing the same job promotes equal opportunities and helps to ensure that all employees are treated fairly.		
What we will do to achieve this objective	How we will do this	How we will know we've succeeded	Target date	Lead Service
New pay and grading system	We will implement our new system in 2013.	The council's Pay and Grading system will be agreed and introduced.	Achieved	Human Resources
Advertise and promote our flexible working policy amongst male employees	To help address the imbalance in the numbers of women and men working flexibly in order to provide caring duties, we will better advertise and promote our flexible working policy amongst male employees, ensuring that they are aware of their rights and entitlements.	More male employees will have declared caring responsibilities and be receiving support and clear advice and guidance on rights and entitlements.	Achieved	Communications, Marketing and Engagement Team
Mitigation	We will develop and implement support mechanisms for employees who lose money following implementation of our new pay and grading system. The support provided will build on best practice learned from other councils. Support will include lunchtime sessions on dealing with a reduced budget and managing debt. We will also promote the Bridgend Credit Union and the availability of free employee counselling.	A wide range of employees will have taken up the offer of support and advice following the introduction of the council's Pay and Grading System.	Action deleted	Communications, Marketing and Engagement Team and Human Resources
Job segregation	We will link with our secondary schools to address job segregation by raising awareness of jobs and careers previously regarded as restricted to males or females such as childcare and building trades. We will encourage both male and female school students to either take a work experience placement in a non-traditional role or shadow senior officers in such roles.	There will be an increase in the number of female school students taking up the opportunity of a work experience placement in non traditional roles.	Achieved	Communications, Marketing and Engagement Team

Objective 6: Leisure We will promote fair and equal access to participation in sport and recreation services to all members of the community.	
What are we trying to achieve?	Sport and Recreation has been repeatedly highlighted by citizens as important to their wellbeing and their experiences of working and living in Bridgend County Borough.
Why this is an important issue:	Management of Bridgend's Leisure Centres and Swimming Pools transferred to a partner organisation on the 1 April 2012 however, ownership of premises will remain with BCBC. It is very important that the new provider maintains or further improves the quality of service previously provided under the council's management.
How will this support the delivery of our other objectives?	This objective links to the following Council Improvement Objective: <ul style="list-style-type: none"> ➤ To improve physical and emotional wellbeing by promoting active lifestyles, participation and learning
The performance indicators we will use:	<ul style="list-style-type: none"> ➤ A percentage increase in the numbers of disabled people, older people and girls accessing sport and recreation services
Which Protected Characteristic Groups will be impacted?	The protected characteristic groups impacted will be: <ul style="list-style-type: none"> ➤ Disability ➤ Age ➤ Race ➤ Religion or Belief ➤ Gender reassignment ➤ Sex ➤ Sexual orientation ➤ Marriage and Civil Partnership ➤ Pregnancy and Maternity
What difference will this objective make to people that live and work in Bridgend County Borough?	There will be an emphasis on increasing participation in sport and recreation among residents to improve health and fitness levels. The council will still own its leisure facilities and will ensure that all remain open, easily accessible and affordable to everyone in the county borough, regardless of their personal circumstances.

What we will do to achieve this objective	How we will do this	How we will know we've succeeded	Target date	Lead Service
<p>Equality Impact Assessments:</p> <p>Implement meaningful EIA process and prioritise policies and functions to be subject to EIA</p>	<p>We will ensure that relevant staff are trained in the EIA process and methodology to include quality assurance. We will publish, promote and implement action plans to include positive action and we will consider the equality agenda during capital projects and redesign/development of facilities.</p>	<p>Production and publication of a suite of meaningful Equality Impact Assessments. This will be an ongoing exercise.</p>	<p>Achieved</p>	<p>Communities</p>
<p>Data:</p> <p>Identify and collate relevant equality data sets</p> <p>Establish equality information as the base line for measuring access for equality groups and progress against targets</p> <p>Identify the scale of the data and research available</p>	<p>We will collate and analyse relevant data already available from partners e.g. bridge card, community first, CCW, market segmentation, strata surveys, Sport Wales, disability data etc, to identify elements of good practice and highlight areas requiring attention. We will build on existing base line data and information available for each category of relevant staff within the organisation: Head of service, AYPD staff, Halo area managers. We will undertake a mapping exercise on services currently being offered, who accesses these services and how successful the activities and offers are. We will work with Halo to establish measureable information required from the membership database and help make considered assessments on improvements made. We will review the ways in which we report usage of our leisure services eg can we report on the usage of young girls between the ages of 13 – 18yrs.</p>	<p>A significant increase in the level of service user data collected will be available which will assist the further development of services.</p>	<p>Achieved</p>	<p>Communities</p>

<p>Age Strategy:</p> <p>Increase access to opportunities for older people</p>	<p>We will work towards removing the barriers for older people attending venues such as poor public transport, appropriateness of marketing materials, programme choice, timing of events i.e. no daytime programming, and we will identify actions to take each of these issues forward and to measure implementation and impact. We will also maintain and/or enhance the high levels of participation in the over 60's free swimming initiative.</p>	<p>More meaningful consultation and engagement with older people is undertaken. Data collected will add value to the development of services.</p>	<p>Achieved</p>	<p>Communities</p>
<p>Partnership working and consultation/engagement:</p> <p>Understand which organisations are delivering already for equality groups</p> <p>Identify areas to work in partnership</p> <p>Identify expertise and relevant groups for meaningful consultation and engagement as further evidence base.</p>	<p>We will research the availability of activities within specific area for particular groups and what they are achieving in terms of numbers, participation and retention. We will consult with target groups identified through data and gap analysis and will target older and disabled people as a consultation group on arts provision.</p> <p>.</p>	<p>More meaningful consultation and engagement is undertaken with a much wider range of protected characteristic and representative groups. Data collected from these exercises will add value to the development of services.</p>	<p>Achieved</p>	<p>Communities</p>

<p>Training:</p> <p>Develop awareness of all staff in respect of equality issues. Empower staff to enable frontline decision making and make equality endemic within organisation.</p>	<p>We will provide equality and diversity training for all front-of-house staff. This training will cover behaviours around equality and disability. Information and guidance will also be provided to assist staff to understand the various concessions available for particular groups. We will use training as a method of consulting with staff.</p>	<p>To have developed an equality and diversity training programme for customer facing employees</p>	<p>Achieved</p>	<p>Communities</p>
<p>Outreach and development:</p> <p>Improve access for underrepresented groups to Sport and Leisure opportunities</p>	<p>We will identify opportunities to empower and support community clubs into existence. Representative groups with a desire to establish a sports club will be given a single point of contact.</p>	<p>An increase in the development of supported sports clubs which are representative of groups</p>	<p>Achieved</p>	<p>Communities</p>
<p>Pricing and access:</p> <p>Review of pricing structures to increase access for marginalised groups</p>	<p>We will review our pricing structure to establish current impact, access and gaps. We will identify and implement different pricing policies to increase access and maximise the use of income. We will review concessionary access issues and the impact on equalities groups.</p>	<p>An increase in the footfall of customers from the protected characteristic groups visiting our leisure services.</p>	<p>Achieved</p>	<p>Communities</p>
<p>Marketing:</p> <p>Increase knowledge of and access to offers</p>	<p>We will identify appropriate marketing tools to engage with groups and develop appropriate/desired services/activities. We will access local and National data and intelligence relating to priority groups. We will ensure that accurate and up to date literature is available for individuals or groups on the activities including clubs that are provided within our facilities. This information will also be made available via twitter and facebook and sent to schools.</p>	<p>An increase in the footfall of customers from the protected characteristic groups visiting our leisure services.</p>	<p>Achieved</p>	<p>Communities</p>

Objective 7: Benefits We will introduce measures to mitigate for the effects of the national benefits review on Bridgend County Borough residents.	
What are we trying to achieve?	We will ensure that changes to the benefits system are communicated to those residents who will be affected, and we will work to maximise the take-up of available benefits to all those who are eligible to receive them.
Why this is an important issue:	This was highlighted to us as an important issue during our initial period of consultation by: Bridgend People First and the British Deaf Association. Our Health Needs Assessment 2010 and the Welfare Reform Bill 2011 also informed the development of this objective. Of the 224 responses we received to our survey in relation to our draft equality objectives, just over 82% thought that this objective could be either very or fairly important in helping to promote equal opportunities and make a difference to people's lives.
How will this support the delivery of our other objectives?	This objective links to the following Council Improvement Objective: <ul style="list-style-type: none"> ➤ To improve the way we work to ensure effective and efficient use of our financial, technological, physical and human assets
The performance indicators we will use:	
Which Protected Characteristic Groups will be impacted?	Protected characteristic groups likely to be impacted will be: <ul style="list-style-type: none"> ➤ Disability ➤ Age ➤ Gender reassignment ➤ Sex ➤ Marriage and Civil Partnership ➤ Pregnancy and Maternity
What difference will this objective make to people that live and work in Bridgend County Borough?	Residents within the County Borough who are benefit claimants will be better informed as to the benefits to which they may be entitled in order that the take up of benefits is maximised.

What we will do to achieve this objective	How we will do this	How we will know we've succeeded	Target date	Lead Service
	We will make information available, including local and national advice and guidance leaflets and/or posters regarding changes to the system, in our reception areas (including the Customer Contact Centre at Civic Offices, the reception area at Sunnyside offices, and at all our libraries and leisure centres).	Information is available via leaflets and via BCBC website. Relevant customers advised of LHA changes and changes implemented. Planned awareness roadshows completed; additional roadshows to be arranged as need arises. CTR scheme implemented following consultation. All these will be on-going as and when new legislation is introduced.	Achieved	Finance
	Issuing a general mail shot to all Local Housing Allowance (LHA) customers to advise of current legislative changes		Achieved	Finance
	Raising awareness through attending the Bridgend Equalities Forum		Achieved	Finance
	Implementing DWP funded software designed to aid the identification of affected LHA customers to provide targeted mail shots.		Achieved	Finance
	Implementing a rolling programme to advise customers of how their individual claim will be affected by LHA legislative changes well in advance of the change occurring.		Achieved	Finance

	Updating Benefit Service's web pages with latest advice and information.		Achieved	Finance
	In conjunction with the Welsh Assembly and all Welsh Authorities, participating in the consultation for the new Council Tax Rebate (CTR) scheme.		Achieved	Finance
	Notifying customers, agencies and affected parties of the new CTR scheme.		Achieved	Finance
	Undertaking CTR road shows/awareness sessions for agencies, Councillors and other interested parties.		Achieved	Finance
Following the national review of benefits we will assess the impact on our residents who share a protected characteristic and put measures in place, where possible, to support them such as:-	<ul style="list-style-type: none"> • In appropriate circumstances, negotiating with landlords lower rents where possible. • Continuing to promote Housing Options' financial advice service and providing support. • Continuing to negotiate lower rents with landlords where possible. • Mapping provision of welfare rights advice within the county borough and communicating this via our website and via the Bridgend Equality Forum • Updating awarding Discretionary Housing Payment (DHP) guidance taking into account new DWP advice and changes to LHA legislation. • Undertaking an Equalities Impact Assessment for the DHP guidance. • Promoting the DWP funded accommodation sharing website via targeted mail shots and web link. • Promoting Housing Options' financial advice service providing referrals, information and support where necessary. • Promoting direct payment to landlords in order to secure or retain a tenancy. 		Changes are being made to national UK benefits systems. Work to implement is ongoing.	Finance

Objective 8:Cha Data We will develop a system to collect, collate, monitor and publish equalities data on our service users and employees.	
What are we trying to achieve?	<p>We need to collect, collate and monitor equalities data to allow us to be sensitive to and meet the specific needs of our community and of our employees. We also need the data to help us identify issues - such as a disproportionately high or low number of people sharing a certain protected characteristic accessing a particular service - in order that they may be addressed and any gaps in provision may be closed.</p>
Why this is an important issue:	<p>Data availability has been highlighted as an issue in various Equality Impact Assessments from our Wellbeing and Communities directorates and from our Human Resources service.</p> <p>Of the 224 responses we received to our survey in relation to our draft equality objectives, just under three quarters thought that this objective could be either very or fairly important in helping to promote equal opportunities and make a difference to people's lives.</p>
How will this support the delivery of our other objectives?	<p>The data objective underpins all of the Council's Improvement Objectives.</p>
The performance indicators we will use:	<ul style="list-style-type: none"> ➤ An increase in the number of employees disclosing sensitive data ➤ An increase in Service User data and personal information
Which Protected Characteristic Groups will be impacted?	<p>All of the protected characteristic groups will be impacted ie:</p> <ul style="list-style-type: none"> ➤ Disability ➤ Age ➤ Race ➤ Religion or Belief ➤ Gender reassignment ➤ Sex ➤ Sexual orientation ➤ Marriage and Civil Partnership ➤ Pregnancy and Maternity

What difference will this objective make to people that live and work in Bridgend County Borough?	A better understanding the data relating to our service users and employees will help the council to ensure that it is providing its services fairly and making them accessible.			
What we will do to achieve this objective	How we will do this	How we will know we've succeeded	Target date	Lead Service
Standard equalities monitoring questions	<p>We will develop and distribute a standard set of equality monitoring questions to all service areas.</p> <p>We will explain the importance of collecting equalities data from service users, in order that a profile of service users can be developed and to be able to take action to address any issues - such as a disproportionate over or under representation of a specific equality group within a certain service. Equalities data will, as with all other personal data, be stored by individual service areas securely and confidentially and in accordance with data protection legislation. Service areas will be asked to anonymise this data and provide a summary of it to the Engagement Team on a bi-annual basis, so that they may review it, check what action has been taken in response to it, and publish the data on the equalities webpages.</p>	A significant increase in the level of service user data collected will be available which will assist the further development of services.	Achieved.	Communications, Marketing and Engagement Team

Complainants	Those teams dealing with complaints made about council services will be provided with the standard set of equalities monitoring questions to issue to all complainants, along with the standard complaint forms. They will be reminded of the importance of collecting and monitoring this data and taking any further action as necessary. Teams will anonymise data and provide a summary of it to the Engagement Team on a bi-annual basis, so that they may review it, check what action has been taken in response to it, and publish it on the equalities webpages.	All service areas will deploy a consistent approach to consultation and engagement questions when responding to complaints.	Achieved	Communications, Marketing and Engagement Team
Equality Impact Assessments	We will collect all EIAs completed by the council since 1 April 2012 via our Corporate Equalities Management Group representatives. These EIAs will be published on the equalities pages of our website following Welsh translation. All EIAs will be published whether screening or full assessments. We will also publish working examples of best EIA practice for our staff to refer to alongside our EIA toolkit and guidance. The issues identified by these EIAs will help to inform the development of future equality objectives and underlying actions.	Production and publication of a suite of meaningful Equality Impact Assessments. This will be an ongoing exercise.	Achieved.	Communications, Marketing and Engagement Team

Feedback	<p>Where they are not already in place we will encourage all service areas to develop feedback forms in relation to the services they provide, to establish levels of satisfaction and identify any barriers which might exist which prevent people from accessing these services. We will also ensure that all our feedback forms ask the equalities monitoring questions. We will ensure that service areas use this information provided by their service users to improve their service provision. Service areas will be asked to provide a summary of this anonymised data to the Engagement Team on a bi-annual basis, so that they may review it, check what action has been taken in response to it, and publish the data on the equalities webpages.</p>	<p>Positive outcomes from the summary of data following review and positive messages given when this information published on the equalities webpages.</p>	<p>Achieved</p>	<p>Communications, Marketing and Engagement Team</p>
-----------------	---	--	-----------------	--

<p>Employee data collection exercise -</p>	<p>As part of a wider data collection exercise, all Bridgend County Borough Council employees will be asked to respond to the standard set of equality monitoring questions. An overall employee profile by each of the protected characteristics will then be provided to the Cabinet Committee – Equalities for review on a bi-annual basis. Any issues such as a disproportionate over or under representation of a specific equality group in the authority as a whole or in specific service areas will be addressed by Human Resources. The same questions will be asked of all job applicants, and the results reported to the Cabinet Committee – Equalities. Again, any issues such as a disproportionate over or under representation of a specific equality group in the pool of applicants will be addressed by Human Resources. (We will endeavour to identify the barriers that any under-represented groups of people may face in working for the council including in certain roles or at certain levels, and work to remove these, by for example targeted job advertising, promotion of opportunities, mentoring schemes and work placements). A summary of the employee and job applicant data will be published on the equalities webpages.</p>	<p>A significant increase in the level of employee data collected will be available which will assist the identification of barriers and areas requiring action.</p>	<p>Ongoing project</p>	<p>Communications, Marketing and Engagement Team</p>
---	---	--	------------------------	--

<p>Equalities monitoring of all consultation responses -</p>	<p>We will ensure that all service areas are aware of the need for participants in consultation exercises to be asked the equalities monitoring questions. We will communicate this to our employees via our Citizens' Engagement Steering Group as well as other internal communication mechanisms. The questions will also be provided within the public engagement toolkit for employee use. (If responses from a certain group of people sharing a protected characteristic to a public consultation are disproportionately low, then different ways of engaging with these people and seeking their views will be established. Conversely, if responses from a certain group of people sharing a protected characteristic are disproportionately high, then different ways of engaging with other groups of people to ensure their views are heard will be explored). Service areas will be expected to publish a summary of the equalities profile of their consultation respondents, when they publish the relevant strategy/ plan/ report.</p>	<p>All service areas will deploy a consistent approach to consultation and engagement questions.</p>	<p>Achieved</p>	<p>Communications, Marketing and Engagement Team</p>
---	--	--	-----------------	--

Objective 9: Communication, Consultation and Engagement We will improve the ways in which we communicate, consult and engage with those who share a protected characteristic.	
What are we trying to achieve?	We need to involve people and representative groups in planning and shaping our services and our decision making. We believe that engaging and consulting with our citizens is important to our achieving real improvements that people can recognise and understand. We will do this by engaging them in shaping and scrutinising our services and giving them a voice in decisions that may impact on their lives.
Why this is an important issue:	This was highlighted to us as an important issue during our initial period of consultation by: Bridgend Visual Impairment Society; representatives of our Hindu community; Bridgend Deaf Club and the British Deaf Association. We also reflected on the findings of the EHRC reports 'Not Just Another Statistic' and 'Who Do You See', as well as on our previous Corporate Equality Scheme before we drafted the objective. Of the 224 responses we received to our survey in relation to our draft equality objectives, just over 80% thought that this objective could be either very or fairly important in helping to promote equal opportunities and make a difference to people's lives.
How will this support the delivery of our other objectives?	This objective underpins all of the Council's Improvement Objectives
The performance indicators we will use:	The number of: <ul style="list-style-type: none"> ➤ BSL videos available on the council's website ➤ The deaf customers using the council's customer contact centre ➤ Achieving and retaining "Action for Hearing Loss" Charter Status ➤ Achieving the LGBT Excellence Centre Rainbow Mark ➤ Achieving the British Deaf Association Charter

Which Protected Characteristic Groups will be impacted?	All of the protected characteristic groups will be impacted ie: <ul style="list-style-type: none"> ➤ Disability ➤ Age ➤ Race ➤ Religion or Belief ➤ Gender reassignment ➤ Sex ➤ Sexual orientation ➤ Marriage and Civil Partnership ➤ Pregnancy and Maternity 			
What difference will this objective make to people that live and work in Bridgend County Borough?	We want to be an open and transparent council encouraging people to feed back to us about our services and how we might improve them. We will engage with people who do not use our services to establish the reasons and barriers that may prevent them from doing so.			
What we will do to achieve this objective	How we will do this	How we will know we've succeeded	Target date	Lead Service
Provide information in British Sign Language (BSL) on our website	- We will develop our website to include BSL videos of key points of information. We will advertise this via the digital signage at the Customer Contact Centre, via the county borough Bulletin and via press releases, as well as directly to the Deaf community via Bridgend Deaf Club.	The production of a range of BSL videos covering key areas of information and positive feedback from the Deaf Community.	Achieved.	Communications, Marketing and Engagement and Customer Services Team
Provide BSL interpretation at council run events -	we will arrange BSL interpreters to attend council hosted public events, and will advertise these events directly to the Deaf community via Bridgend Deaf Club.	BSL interpreters will attend council hosted events and, where appropriate, council meetings.	Achieved.	All service areas

Better advertise the council's achievement of the disability '2 ticks' symbol -	We will display the '2 ticks' symbol prominently on appropriate sections of our website and on relevant publicity and marketing material such as our vacancy bulletins, press releases, job advertisements and jobs fairs. Where possible we will also include a brief explanation as to the significance of the symbol.	An increase in the number of citizens and potential employees, particularly those with a disability, being encouraged to apply for jobs with the council and use our services .	Achieved.	Communications Marketing and Engagement Team
Bridgend College LGBT Group	We will support the development of Bridgend College's LGBT group, offering advice to the Committee as requested.	The LGBT group within the college will be more proactive and effective within the LGB and T community in Bridgend.	Achieved.	Communications Marketing and Engagement Team
Action on Hearing Loss -	We will follow up on all recommendations from the Action for Hearing Loss Charter Assessment and will liaise with relevant departments to ensure that actions are taken within the given timeframe prior to arranging the final charter assessment. We will arrange for any successful outcome to be communicated to both employees and residents.	The council's approach to employees, citizens and service users who suffer hearing loss will be more considerate and supportive of specific needs.	Achieved.	Communications, Marketing and Engagement Team
British Sign Language training -	We will explore the possibility of providing 'Start to Sign' training for Councillors as part of the Member Development Programme. We will also explore the possibility of 'Start to Sign' training being offered to school based support staff. Additionally, we will provide BSL training for Customer Contact Centre staff.	Members and officers will have, at least, a basic understanding of British Sign Language enabling D/deaf citizens and customers to receive a quality standard of customer care.	Achieved.	Communications, Marketing and Engagement Team

<p>Improve our lines of communication with representative protected characteristic groups with whom we have had little previous engagement (including those that represent older people and transgender people)</p>	<p>We will produce a list of the relevant groups and organisations that the council already engages with before developing a list of those with whom engagement is needed, and determining the best ways in which to engage with these groups. We will seek to develop a longstanding relationship with these groups, and ask them to continually feed back to us any issues they may experience with council services, and any suggestions for improvement, as we do with the groups we currently engage with. Identified representatives will be invited to become members of the Bridgend Equality Forum or of the Valley Voices: Bridgend forum.</p>	<p>More meaningful consultation and engagement is undertaken with a much wider range of protected characteristic and representative groups. Data collected from these exercises will add value to the development of services.</p>	<p>Achieved</p>	<p>Communications, Marketing and Engagement Team</p>
<p>Provide guidance for council employees on engaging with people who share a protected characteristic -</p>	<p>The guidance will provide advice on how and when to book interpreters and arrange translation of documents. It will include advice on producing 'easy read' documents using plain English principles and on the use of accessible document formats and information gathering methods appropriate to different groups of people. It will include information on specialist software and technology and will outline considerations such as timings of meetings taking into account religious holidays. It will discuss use of appropriate terminology and etiquette and will provide information on how to best reach and hear the voice of protected characteristic groups. We will engage with representative groups via the Bridgend Equality Forum to ensure that our guidance is accurate and appropriate before we publish it. The guidance will be included within our public engagement toolkit for employees. The guidance will also be advertised to employees via various internal communication mechanisms, and made available on the equalities</p>	<p>Employees undertaking consultation and engagement exercises will be better informed and guided on how and when to book interpreters and arranging translation of documents. Employees will also be able to produce 'easy read' documents, use plain English principles and accessible document formats.</p>	<p>Achieved and ongoing.</p>	<p>Communications, Marketing and Engagement Team</p>

	web pages on the council's intranet. Basic guide to accessible communications developed and made available to employees, will be further developed.			
Produce a brief document explaining why the council asks equality monitoring questions in order to encourage everyone to respond to them -	We will research the guidance already available before developing our own document. The document will clarify how data is held – i.e. securely, confidentially and according to data protection legislation – as well as what it is used for. We will 'test' this document with groups such as the Citizens' Panel and the Bridgend Equality Forum before publishing it in accessible formats. We will also publish the document on the equalities pages on our website and raise awareness of it via various external communication mechanisms. We will ensure that it is made available to all service users, employees, job applicants, consultation participants and complainants when they are asked to respond to the standard set of equalities monitoring questions.	An increase in the number of positive responses from service users, citizens, complainants and employees to requests for sensitive and equality related data.	Achieved	Communications, Marketing and Engagement Team
Produce guidance specifically for protected characteristic groups	We will produce guidance for different equality groups outlining all of the council services that are available to them or that they might be eligible for (such as assisted waste collection, information in audio format etc). The guidance will also include advice on how to access these services or apply to receive them, and will also include advice on how to make a complaint about the council. The guidance will be 'tested' on the Bridgend Equality Forum before it is published in a variety of formats and advertised externally. It will also be made available on the equalities web pages on the council's website.	Bridgend citizens will feel better engaged following production of this guidance which, in turn will assist the council in its duties to foster good relations between people who share a protected characteristic and to promote equality of opportunity.	Revised date March 2016 in conjunction with DisabledGo	Communications, Marketing and Engagement Team

Developing major infrastructures	We will liaise with relevant departments to ensure that consultation takes place with equality groups prior to the design of major infrastructures in the county borough.	All service areas will deploy a consistent approach to consultation and engagement prior to the design of major infrastructures.	Achieved	Communications, Marketing and Engagement Team
---	---	--	----------	---