



Older People's Commissioner for Wales
Comisiynydd Pobl Hŷn Cymru

Strategic Equality Plan: Annual Report 2016-2017

An independent voice and
champion for older people

The Older People's Commissioner for Wales

The Older People's Commissioner for Wales is an independent voice and champion for older people across Wales. The Commissioner and her team work to ensure that older people have a voice that is heard, that they have choice and control, that they don't feel isolated or discriminated against and that they receive the support and services that they need.

The Commissioner and her team work to ensure that Wales is a good place to grow older, not just for some but for everyone.

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This document is also available in Welsh.

Contents

1. Introduction	2
2. Summary requirements and structure of the report	3
3. Role of the Older People's Commissioner for Wales	4
4. The Public Sector Equality Duty	6
5. The Commissioner's Equality Objectives	17
6. Progress during 2016-17	19
Appendix A: Workforce profiles as at 31/03/17	30
Headcount Information	30
Recruitment	33
Learning & Development	36
Grievance Procedures	37
Disciplinary Procedures	38
Leavers	38
Appendix B: Strategic Equality Objectives for 2017-18	39
Appendix C: UN Principles for Older Persons	45

1. Introduction

As Older People's Commissioner for Wales, I am an independent voice and champion for people aged 60 years and older, as defined in the Commissioner for Older People (Wales) Act 2006. My role is underpinned by the United Nations Principles for Older Persons and the promotion of equality and human rights is implicit to my statutory role.

This report details action I took during 2016-17 to comply with the statutory equality duties set out in the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011. It outlines how I am ensuring that my team and I - as we go about our business - engage with, understand and include older people in all their diversity.

Older people are not a homogenous group. They represent the full diversity of Wales - this diversity is what makes us the nation we are and it is to be celebrated. I am proud to be a Commissioner for ALL older people and will continue my work to promote equality and protect their right to lead lives that have value, meaning and purpose.



Sarah Rochira
Older People's Commissioner for Wales

2. Summary requirements and structure of the report

The Older People's Commissioner for Wales is a listed authority under the Equality Act (Statutory Duties) (Wales) Regulations 2011 and must adhere to the general duty to promote equality laid out in the Equality Act 2010.

Other reporting requirements included the publication by April 2012, of a Strategic Equality Plan incorporating specific objectives and the annual publication of a progress report. This sixth annual report must be published no later than 31 March 2018.

This report focuses on the specific Welsh duties and the Commissioner's Strategic Equality Objectives:

- Section 3 explains the Commissioner's role
- Section 4 sets out the relevance of the Public Sector General Duty to the Commissioner's core business
- Section 5 sets out the Commissioner's Equality Objectives
- Section 6 outlines progress against the Strategic Equality Objectives incorporating the general duties
- Appendix A - Workforce profiles as at 31 March 2017
- Appendix B - Strategic Equality Objectives for 2017-18
- Appendix C - UN Principles for Older Persons

Copies of the Commissioner's Strategic Equality Plan and prior year annual reports can be found on the Commissioner's [website](#).

3. Role of the Older People's Commissioner for Wales

The Commissioner is a Corporation Sole created under the Commissioner for Older People (Wales) Act 2006, an independent legal entity in her own right and a listed authority for the purpose of the Equality Act (Statutory Duties) (Wales) Regulations 2011.

The Commissioner for Older People (Wales) Act 2006 sets out a number of statutory duties for the Commissioner.

1. Promote awareness of the interests of older people in Wales and the need to safeguard those interests.

The Commissioner uses her status to help set the agenda amongst decision makers at all levels about issues affecting older people and promotes public discussion through the media.

A key role for the Commissioner is to be a powerful champion for older people leading and intervening in a wide and increasing range of debates and decision making across Wales.

2. Promote the provision of opportunities for, and the elimination of discrimination against, older people in Wales.

The Commissioner advocates changes to the law, guidance and practice in order to address inequality. She presents realistic and positive images of older people, recognising older people in all their diversity.

Older people are individuals and, whilst they might share some common concerns, their individual status remains undiminished. There should be no one view of older people and the Commissioner aims to reflect this in her work.

The Commissioner promotes understanding of the nature of discrimination against older people in its most evident and its more hidden – but equally damaging – forms and sees tackling discrimination effectively as key to making progress across all policy areas, not just health and social care.

3. Encourage best practice in the treatment of older people in Wales.

The Commissioner aims to achieve this through a variety of methods, including bringing together people and evidence and - where necessary - carrying out research, to demonstrate effective practice.

Most importantly she presses for excellent services to be made widely and consistently available for older people. She encourages change to established practices where alternatives have been shown to work better. She encourages service providers to face the challenge of change so that the needs of older

people can be better met, e.g. giving older people early support in order to prevent greater dependency at a later stage.

4. Keep under review the adequacy and effectiveness of the law affecting the interests of older people in Wales.

The Commissioner builds the case for change and makes this case to the Welsh Government and the National Assembly. She establishes what the issues and opportunities are through bringing together leading legal and other expertise and the experience and views of older people.

The law is a vital part of empowering and protecting older people and providing redress, and yet it is often complex, confusing, and hard to access and in need of reform. The Commissioner has already played a strong role in recommending changes that will benefit older people and others.

Illustrations of the types of activity that have or may be undertaken by the Commissioner are set out below:

- Providing leadership on the issues that matter to older people
- Raising the profile of older people within Welsh Public Services
- Making representation to the Welsh Government
- Reviewing how devolved organisations discharge their functions
- Publishing guidance and standards
- Assisting individuals to make complaints or representations
- Commissioning research or assisting others in doing so
- Carrying out, commissioning or assisting others with educational activities
- Undertaking examinations (investigations)
- Issuing non-statutory guidance
- Advocating for changes to legislation, guidance and practice
- Speaking out publicly about service failures
- Promoting good practice

It is important to note that the Commissioner does not provide frontline services other than through direct advice and support provided to older people through our casework and the work led by the Communications and Engagement team in delivering events and producing publications. The majority of the Commissioner's business involves working with others to effect changes in policies and practices.

The current and future work of the Older People's Commissioner for Wales is set out within her ['Framework for Action 2013-17'](#).

4. The Public Sector Equality Duty

4.1. The Public Sector Equality Duty

The three aims of the general equality duty are to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality 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 general duty covers the following protected characteristics:

- Age
- Sex
- Race – including ethnic or national origin, colour or nationality
- Disability
- Gender reassignment
- Pregnancy and maternity
- Sexual orientation
- Religion or belief – including lack of belief
- It applies to marriage and civil partnership, but only in respect of the requirement to have due regard to the need to eliminate discrimination.

For the purposes of the Equality Act, language (including the Welsh language) is not a protected characteristic. However, the Commissioner considers language need to be on a par with other characteristics. Since 25 January 2017, the Commissioner has committed to comply with the Welsh Language Standards, as set out by the Welsh Government under Section 44 of the [Welsh Language \(Wales\) Measure 2011](#).

The standards set out a number of ways in which the Commissioner must provide and promote services through the Welsh language and facilitate and encourage its use in the workplace. The Commissioner must report annually on how the Standards are being met. A copy of the Commissioner's report for 2016-17 can be found [here](#).

Through her work, the Commissioner also considers the impact of poverty and rurality on equal access to services.

4.2. Core Business

As a publically funded body, the Commissioner and her staff have a range of statutory functions and other administrative responsibilities, these include:

- Promoting the interests of older people, including challenging discrimination, encouraging best practice and reviewing the law.
- Making the role known to older people across Wales.
- The recruitment, engagement, training, and management of staff.
- The procurement of services including tendering for goods and services such as research.
- Reward, recognition, and payment of staff.
- Providing assistance to older people who wish to make a complaint or representation to public bodies or other service providers.

4.3. Protection and Scrutiny

4.3.1. Casework

The Commissioner provides direct support to individuals through her Casework Team, most commonly over the phone, but also via email, letter and, in certain cases, face-to-face meetings. During 2016-17, the Commissioner provided assistance and support to 372 older people, in line with the powers set out in the Commissioner for Older People (Wales) Act 2006.

All enquiries by individuals to the Commissioner are managed through a Business Management System (BMS), onto which is recorded the age, gender and language preference of the caller. Callers are also asked if they have any additional needs – such as sensory impairment – to ensure that we are able to meet their needs appropriately and ensure that they have equal access to our services.

The automatic monitoring of caller diversity is limited to age, gender, communication needs and accessibility needs, reflecting the fact that the majority of callers contact us at a time of crisis in their lives, often worried and upset, a time when additional questioning or compulsory monitoring of protected characteristics could create a barrier between the caller and the case worker.

However, to ensure that we are able to assess the extent to which we are meeting the needs of a representative group of older people, those receiving casework support are asked to complete an equalities form and return this with a consent form, which gives permission for the Commissioner to act on an individual's behalf. This information is then collated and used to inform any potential gaps in our reach to groups of older people or in the standard of the service we provide.

The five most common issues we were contacted about during 2016-17 were residential care, care, housing, domiciliary care and abuse. Many of the cases the Casework Team dealt with were highly complex and involved dealing with multiple agencies to resolve a wide range of issues on behalf of older people who are often in situations of high vulnerability.

4.3.2. Safeguarding and Protecting Older People

Throughout 2016-17, the Commissioner has continued a wide range of work to raise awareness about the nature of the abuse faced by over 40,000 older people each year and the circumstances that can lead to older people becoming particularly vulnerable or at risk of harm.

The Commissioner has continued working to ensure that there is a systematic approach to identifying older people at risk of harm and that those who are abused are fully supported to access the help and support they need to regain their safety and wellbeing.

4.3.3. Awareness Raising Seminars and Presentations

Building upon the success of similar events run during 2014-15 and 2015-16, the Commissioner held six safeguarding seminars to continue to raise awareness of the abuse faced by older people. Held in Carmarthen, Wrexham, Llanrwst, Baglan, Brecon and Cardiff, the seminars covered the scale and impact of abuse, human rights, abuse within the BAME and LGBTQ communities, the vital role of advocacy and the support available for victims of abuse.

For the first time, the seminars included a video of an older domestic abuse survivor, which added a new and powerful dimension that demonstrated the reality of the abuse experienced by older people.

The content of the seminars was evaluated by Agored Cymru and accredited with their 'Quality Mark', which allowed participants to earn Continuing Professional Development (CPD) hours.

412 delegates from a wide range of organisations working with and for older people attended the seminars in total. Feedback from the seminars was overwhelmingly positive, with particular praise for the multi-agency perspective of the speakers and the depth of the information provided.

4.3.4. Other Awareness Raising Presentations and Events

In addition to the seminars described above, awareness raising presentations, highlighting the abuse of older people as a key issue and setting out what needs to be implemented to improve the lives of those who are affected by abuse, were delivered to the following stakeholders during 2016-17:

- Gwent Police (to over 700 front-line police officers)

- Hywel Dda University Health Board (over 80 front-line staff; further presentations will be delivered during 2017-18)
- Public Health Wales Conference
- Capita Safeguarding Conference
- Citizens Advice Bureau Financial Abuse Conference
- Townswomen's Guild, Cardiff

Furthermore, the Commissioner's Safeguarding Lead also participated in the following engagement events to raise awareness about the scale and impact of the abuse faced by older people:

- Roundtable safeguarding meetings with the Public Guardian
- Age Cymru 'Question Time' Event
- SafeLives UK wide webinar event on domestic abuse of older people
- ABMU Ask & Act Steering Group meetings
- IPCC Stakeholder forum meetings
- Live Fear Free (Domestic Abuse Helpline) Steering Group meetings
- Home Office MARAC Scrutiny Panel review of cases involving older people
- Mental Capacity Act Deprivation of Liberty Safeguarding Group
- North Wales Police multi-agency development of an innovative training module (Hydra) on domestic abuse of older people
- VAWDA Consultation event in relation to the revised VAWDA strategy document

4.3.5. Work with the National Safeguarding Board

The Commissioner met with members of the newly established National Safeguarding Board to set out the essential characteristics of an effective safeguarding system.

The Commissioner was clear that there must be evidence of real time learning that leads to prompt and effective changes in practice at both a local and national level, and that the views of individuals and the wider community are continually used to test and improve practice.

The Commissioner was also clear that a clear and differentiated baseline of the prevalence and incidence of different forms of abuse (domestic abuse, adult abuse etc.) must be established and used to underpin local plans, with clear and ambitious outcome focussed targets created and reported on.

The Commissioner set out the importance of establishing mechanisms to commission effective regional safeguarding research and measuring the impact of this research on knowledge and practice. Furthermore, the Commissioner

highlighted the importance of evidence to not only demonstrate that measures are being implemented to address historic and ongoing issues relating to effective multi-agency information sharing, but also that professionals have appropriate knowledge around safeguarding.

Finally, the Commissioner was clear that the views and voices of individuals, and the wider community, must be continually used to test and improve practice, alongside clear evidence of access to advocacy services to ensure that the rights of vulnerable people are upheld and that their voices are heard.

To help to ensure a standard approach is adopted across Wales, this information was also shared with all Regional Adult Safeguarding Boards to support the development of their strategic plans.

4.3.6. Friends Against Scams

Building upon the Commissioner's work during 2015-16 to establish the Wales Against Scams Partnership (WASP), in October 2016 the Commissioner worked in partnership with National Trading Standards to launch the Friends Against Scams Initiative in Wales.

Friends Against Scams is designed to highlight the scale and impact of scams, challenge perceptions of why people fall for scams and inspire action to protect people from scammers, criminals who often prey upon the most vulnerable members of society.

The launch event was attended by a wide range of stakeholders from the public, financial and third sectors, who made pledges about what they would do to tackle scams in their communities and how they would raise awareness of the Friends Against Scams initiative.

Following the launch, the Commissioner also wrote to public bodies across Wales, providing them with information about Friends Against Scams and encouraging them to sign up and take part in the initiative.

Friends Against Scams sessions are now being delivered across Wales, enabling organisations and individuals to learn about the different types of scams used to defraud and steal from people, and how to spot and provide support to a victim, with online learning also available to grow knowledge and understanding amongst those who are unable to attend an awareness session.

4.4. Wellbeing and Empowerment

4.4.1. Influencing Policy, Legislation and Practice

The Commissioner's Wellbeing and Empowerment Team influence policy and decision-making at the highest level in Wales, representing and promoting the interests of older people to public bodies and service providers, including Local Authorities, Health Boards and the Welsh Government.

The Wellbeing and Empowerment Team keep themselves informed of developments not just in relation to age, but also of issues concerning other protected characteristics.

The Commissioner and her team have continued to meet with Welsh Ministers to ensure that older people's voices are heard and listened to and that policy and practice reflects the issues faced by older people and meets their needs.

These meetings provided opportunities for the Commissioner to raise concerns about areas of legislation that are not sufficiently focused on older people and to agree the most effective ways forward to deliver the change required.

The Commissioner has also met with the Chairs of a number of National Assembly Committees to highlight potential areas for investigation and inquiry and has welcomed a number of committee inquiries that have been particularly relevant to older people.

4.4.2. Consultation Responses

The Wellbeing and Empowerment team responded to a wide broad range of consultations on behalf of the Commissioner during 2016-17, using the voices and experiences of older people to ensure that proposed policy and practice reflects their needs and will deliver positive outcomes.

In total, the team responded to 25 consultations during 2016-17, covering topics such as the Equality and Human Rights Commission's single measurement framework for equality and human rights, the Welsh Government's Together for Mental Health delivery plan and proposed improvement priorities for Social Care Wales.

4.4.3. Evidence Provided to National Assembly for Wales Committees

Throughout 2016-17, the Commissioner gave evidence to a number of Inquiries being undertaken by the National Assembly for Wales:

- Health, Social Care and Sport Committee - Inquiry into the sustainability of the health and social care workforce, August 2016
- Priorities for the Equality, Local Government and Communities Committee, September 2016
- Priorities for Economy, Infrastructure and Skills Committee, September 2016
- Priorities for the Health, Social Care and Sport Committee, September 2016
- Priorities for the Culture, Welsh Language and Communications Committee, September 2016
- Priorities for the Children, Young People and Education Committee, September 2016

- Health, Social Care and Sport Committee - Stage 1 Scrutiny of the General Principles of the Public Health (Wales) Bill, December 2016
- Equalities, Local Government and Communities Committee - Inquiry into Human Rights in Wales, February 2017
- Health, Social Care and Sport Committee - Inquiry into Loneliness and Isolation, March 2017

4.4.4. National Assembly for Wales Election 2016: Calls for Change

Ahead of the National Assembly for Wales election in May 2016, the Commissioner published a document outlining a number of key priorities for the next Welsh Government. The document was distributed to all the main political parties in Wales, with the expectation that my calls would be included in their manifestos ahead of the election.

The vast majority of my calls were adopted in at least one political party's manifesto, with many enjoying significant cross-party support. These include retaining the concessionary bus pass, increasing funding for befriending services, creating dementia-friendly communities across Wales, and a pre-election pledge to introduce legislation to protect and promote the rights of older people.

The Commissioner was particularly pleased that the Welsh Government responded to her call to introduce an all-ages apprenticeship programme and has made a commitment to introduce a national strategy to tackle loneliness and isolation, a growing and significant public health issue.

4.4.5. Older People's Spokespeople

In order to ensure that the issues that matter most to older people are considered, debated and addressed over the course of the fifth Assembly, the Commissioner called upon the leaders of the opposition parties in the National Assembly for Wales to appoint a spokesperson that could ensure that older people's voices are heard in the chamber and represent their views.

The Commissioner was pleased to announce, on the International day of Older Persons (October 1), that each party leader had responded to her call and that Sian Gwenllian (Plaid Cymru), Janet Finch-Saunders (Welsh Conservatives) and David Rowlands (UKIP) would act as their party's spokesperson.

4.4.6. Regulation and Inspection of Social Care (Wales) Act 2016

Ensuring that the regulation and inspection systems of our social care system are robust and effective is essential to not only protect older people using social care services and keep them safe, but also to ensure that they receive the highest standards of care and support.

The Commissioner has closely monitored the development of the regulations that will set out the detail that underpins much of what the Act aims to deliver.

The Commissioner's work in this area has focused on the following:

- **Ensuring that quality of life at the heart of the new standards of care** - As highlighted by the Commissioner's Care Home Review, too many older people living in care homes have an unacceptable quality of life. The Regulation and Social Care (Wales) Act 2016 will introduce new standards for care homes, replacing the current National Minimum Standards from April 2018. The new standards must have quality of life, as well as dignity and respect, at their heart to deliver the change that older people want and need to see.
- **Ensuring that provision meets the needs of older people** - Robust strategic overview at a national and local level is vital to ensure that there is sufficient and appropriate care home provision for older people in Wales. The Act seeks to establish an effective system of oversight of the social care market in Wales through requiring both the service regulator and Local Authorities to produce market assessment reports. It is therefore vital that population assessments are robust in their assessment of an area's current and future care and support needs to accurately inform market oversight and any subsequent action required.
- **Providing better information for the public** - It is vital that older people, their families and those who support them, are able to judge the quality of life, care and safety of the services that they depend on. The Act requires all providers to produce an annual return and this must be accessible both in its content and its availability to help older people make informed decisions about their care.

4.4.7. Rights Legislation

On World Human Rights Day in December 2015, the Commissioner called upon the Welsh Government to introduce legislation to protect and promote the rights of older people so they can live free of abuse, neglect, ageism and discrimination, participate fully in their communities and thrive in older age.

Over the last year, the Commissioner has been working with a group of experts from across the legal, public and third sectors, as well as with older people, to consider what could be included within the proposed legislation and how it would work in practice, and these proposals have been shared with the Welsh Government.

The Commissioner has subsequently met with the First Minister and the Minister for Social Services and Public Health, and they have responded positively to the call for legislation and have made clear commitments to work with their officials to look at how this could be taken forward.

There is cross-party support for the Commissioner's proposals, which demonstrates a genuine desire from all parties in the Assembly to ensure that

Wales continues to lead the way in improving the lives of older people, building upon its proud record of driving the social justice agenda and ensuring that the rights of all of its citizens are upheld.

4.4.8. Additional work to Influence Policy, Legislation and Practice

To ensure that the needs of older people are understood by key stakeholders and reflected in their work, the Commissioner has also continued to influence policy and practice through being a member of, and working in partnership with, a wide range of expert groups and advisory boards / panels, including:

- Welsh Government Digital Inclusion Programme Board
- Welsh Government Public Transport Users Advisory Panel
- Welsh Government Accessible Transport Panel
- Welsh Government Financial Inclusion Steering Group
- Aneurin Bevan Health Board 'Ffrind i Mi' Partnership Board
- Citizens Advice Cymru Independent Advice Providers Forum
- DWP Strategic Partnership Board
- DWP PIP Wales Stakeholder Forum
- Money Advice Service Wales Forum
- NAFW Cross-Party Group on Older People and Ageing
- Wales Against Scams Partnership
- Workforce Workstream (Care Home Steering Group)
- Registration & Inspection of Social Care Act CSSIW Stakeholder Group
- CSSIW National Advisory Board
- WG RISCA Technical Groups (time limited groups)

4.5. Reaching out and listening to older people across Wales

A key part of the Commissioner's work continues to be direct engagement with older people across Wales, essential to ensure that they know about her work and the ways in which she can help them. This engagement also ensures that the voices of older people guide and shape the Commissioner's work and continue to be at the heart of all that she does.

4.5.1. Engagement Roadshow

The Commissioner and her team met with 168 groups across Wales during 2016-17, engaging with over 4,300 older people at a wide range of events, including conferences, forum meetings, support groups and social groups. The Engagement Roadshow visited every Local Authority in Wales, with the Commissioner and her team travelling over 18,000 miles to reach out to older people.

Building upon the successful approach used in previous years to reach out to older people in all of their diversity, the Engagement Roadshow continued to visit the places that older people live their lives, including social clubs, day centres, carers groups, dementia cafes, care homes and extra care housing schemes. The Commissioner's team also attended information days and community events across Wales, running information stands to provide information, advice and useful resources directly to older people and those who care for and support them.

To ensure that those who make policy and decisions hear directly from older people about their experiences and the challenges that growing older can bring, I arranged many joint visits with Assembly Members, MPs, Council Leaders and Councillors across Wales during 2016-17. These visits provided opportunities for older people to have their voices heard, discuss the issues that matter to them and suggest ways in which improvements to the services they often rely on could be delivered.

4.5.2. Wider Engagement

In addition to the Engagement Roadshow, the Commissioner has continued to work with formal organisations that represent older people, such as the National Pensioners Convention, Active Wales (formerly the National Old Age Pensioners Association of Wales), Cymru Older People's Alliance and the Ministerial Advisory Forum on Ageing (MAFA), as well as with older people's forums across Wales.

Throughout 2016-17, work also continued a wide range of public bodies in Wales, including Health Boards, Local Authorities, Local Service Boards, the Wales Audit Office, the Equality and Human Rights Commission, Public Health Wales and Trading Standards, as well as with a wide range of third sector organisations such as Age Alliance Wales, Age Cymru, Alzheimer's Society, Diverse Cymru, RNIB Cymru and Joseph Rowntree Foundation, delivering keynote speeches at conferences and events, and meeting with key individuals within these organisations.

This work is essential to grow knowledge and understanding about older people's experiences, the challenges they face and the issues that affect their lives. It also allows the Commissioner to promote good practice and identify opportunities for partnership working to deliver shared aims and objectives to improve older people's lives and drive change on their behalf.

4.5.3. Media

Working with the media throughout the year has not only allowed the Commissioner to reach out to large numbers of older people so they know about the work being undertaken to drive change on their behalf and make a difference to their lives, but also ensures that the issues that affect older people

are highlighted to the wider public. During the past year, the Commissioner maintained a strong media presence across television and radio, appearing many times on BBC Wales Today, ITV Wales news, S4C Newyddion, BBC Radio Wales and BBC Radio Cymru.

The Commissioner also secured extensive media coverage in daily newspapers, such as the Western Mail, Daily Post, South Wales Argus, South Wales Evening Post and South Wales Echo, as well as weekly local newspapers across Wales. In addition, comments made on a number of issues were included in stories run by National UK newspapers, including the Independent and the Guardian.

The Commissioner has also continued to write columns and articles for a variety of other publications, such as magazines, journals, blogs and Welsh language publications to ensure that she continues to reach out to older people and stakeholders across Wales.

4.5.4. Acknowledging Excellence

Promoting good practice that has a positive impact upon the lives of older people is a key part of the Commissioner's work and she has met many outstanding public service staff across Wales who are dedicated to making a real difference through their work.

To ensure that good practice in the care and support of older people is formally acknowledged, the Commissioner sponsored the RCN Wales Nurse of the Year Awards and the Wales Care Awards to ensure that the valuable contribution of outstanding individuals, as well as their hard work, commitment and innovation, is recognised and celebrated.

5. The Commissioner's Equality Objectives

The Commissioner published a Strategic Equality Plan in March 2016 following consultation with older people and stakeholders, replacing the Strategic Equality Plan that was published in March 2012.

The Strategic Equality Plan identifies specific equality objectives and sets out the way ahead for future years. The strategy was published to ensure that equality and human rights are embedded in the thinking and working practices of the Commissioner and her staff.

The Commissioner set out the following objectives for 2016-20:

1. To ensure that in my employment of staff I am non-discriminatory, promote equality of opportunity for all and foster good relations between staff members.

- I will aim to increase the diversity of my workforce
- All staff will have development and advancement opportunities to ensure they maximise their potential
- I will ensure that all staff are rewarded and remunerated on an equal basis regardless of protected characteristic
- I will ensure there is a culture within my organisation in which all staff feel comfortable to be open about their protected characteristics and feel that they are a person of value to me as an employer and across the organisation

2. To ensure that my procurement policies and practices and associated tender documentation take account of the need to meet legal equality requirements.

- I will review annually all of my procurement policies, practices and tender documentation to ensure they meet the public sector equality duty
- I will ensure that contractors are made fully aware of my equality duties

3. To ensure that my work is relevant to, and is seen as being relevant to, older people in all their diversity.

- I will increase my engagement with older people across the breadth of protected characteristics
- I will ensure that my work is informed by what older people across the breadth of protected characteristics tell me about what matters to them, and that my work draws specific attention to impacts for those with differing combinations of protected characteristics

- I will strengthen the impact assessment that underpin the key deliverables of my work to ensure that they take full account of the impact of protected characteristics upon the outcome sought for older people

4. I will ensure that my work is underpinned increasingly by a rights based approach and that across Wales a rights based agenda is developed.

- I will ensure staff integrate a human rights based approach in their work
- I will promote the UN principles and awareness of Ageism
- I will work with government to promote the use of UN principles and a rights based approach in forming legislation

5. To empower and equip older people to challenge the discrimination they face.

- I will equip older people with the knowledge and tools to empower them to challenge discrimination

6. To promote an accurate and balanced view of older people in all their diversity, grow understanding about older people and their needs and to challenge stereotypes, both within my organisation and amongst other organisations.

- I will increase the depth of understanding amongst my staff about the diversity of older people and the extent to which protected characteristics impact upon their lived experiences and access to services
- I will increase the depth of understanding amongst my staff about the diversity of older people and I will increase the depth of understanding amongst key public services about the diversity of older people and the extent to which protected characteristics impact upon their access to services and their wider lives
- I will on an ongoing basis challenge stereotypes and myths about older people and lay down clear expectations for change
- I will strengthen our partnership working with other equality and human rights based organisations to strengthen the voices of older people and increase the impact of our work

7. To encourage and support other public bodies to comply with their own duties under the Equality Act 2010 as they apply to older people and to challenge significant breaches of legal duties.

- I will provide guidance to public bodies undertaking key service changes to assist them in ensuring they comply with their statutory duties in relation to engagement, impact assessment and proportionality
- I will keep under review service delivery and changes that have the potential for significant detriment or disproportionate impact on older people

6. Progress during 2016-17

Progress against the objectives is set out below:

Objective	Lead	Timescale	Means of measurement	Activity / Actions taken
1. To ensure that in my employment of staff I am non-discriminatory, promote equality of opportunity for all and foster good relations between staff members.				
I will aim to increase the diversity of my workforce	Director of Corporate Affairs	By December 2016 and then annually As above	Review recruitment practices to understand potential barriers and ensure that when recruiting, practices are inclusive and endeavour to attract candidates with a broader spectrum of protected characteristics. Review contract types and working patterns to understand and deal with potential barriers with a view to attracting and retaining candidates with a broader spectrum of protected characteristics. Monitor, measure and review employment application and success at all stages with a	The Commissioner’s recruitment practices have been reviewed and roles are advertised through a wide network. The Commissioner’s flexible working policy has been reviewed this year and roles are advertised through a wide network. A review has taken place after each recruitment process.

			view to ensuring equity of opportunity for all candidates. Collect, monitor and publish equality data in respect of employment.	Data is published annually as part of the Strategic Equality Plan Annual Report (Page 30)
All staff will have development and advancement opportunities to ensure they maximise their potential	Director of Corporate Affairs	Every six months	Continued six monthly performance management reviews to identify and put in place appropriate plans to meet learning and development objectives.	All staff have had six monthly performance reviews in October and March.
I will ensure that all staff are rewarded and remunerated on an equal basis regardless of protected characteristic	Director of Corporate Affairs	By December 2016 and as new posts are created	Review of all posts to ensure they are objectively and fairly evaluated and remunerated regardless of the protected characteristic of any post holder.	An independent job evaluation has been undertaken to ensure all posts are fairly evaluated and remunerated.
I will ensure there is a culture within my organisation in which all staff feel comfortable to be open about their protected characteristics and feel that they are a person of value to me as an employer and across the organisation	Director of Corporate Affairs	By September 2016	Undertake an annual confidential staff survey to actively seek views and to consider and reflect these views in the organisation’s policies, procedures and working environment.	The staff survey was undertaken and the results have been used to develop the Commissioner’s policies and practices.

		Two formal sessions per year	Continued awareness raising through informal and formal sessions and training, distribution of information and use of positive imagery to actively promote an understanding of protected characteristics.	Two team meetings have been held this year to raise awareness of protected characteristics.
		Annually and in line with each scheme	Ensure the continued review and application of good practice to promote an inclusive working environment which promotes learning, development and overall wellbeing.	Practices have been reviewed.
2. To ensure that my procurement policies and practices and associated tender documentation take account of the need to meet legal equality requirements.				
I will review annually all of my procurement policies, practices and tender documentation to ensure they meet the public sector equality duty	Director of Corporate Affairs	As specified or annually	Ensure appropriate and periodic review of all relevant policies to reflect statutory duties, good practice and learning.	Practices have been reviewed.
I will ensure that contractors are made fully aware of my equality duties.	Director of Corporate Affairs	Ongoing	Ensure all tender documents include requirements which will be reviewed and as part of any tender evaluation.	All tender documents and contracts include the Commissioner’s requirements.

		March 2017 and ongoing	Contractors for lower value contracts to be made aware of equality duties and my expectations when work is being undertaken on my behalf.	
3. To ensure that my work is relevant to, and is seen as being relevant to, older people in all their diversity.				
I will increase my engagement with older people across the breadth of protected characteristics	Director of Corporate Affairs	Ongoing	<p>Ensure engagement continues which seek to be representative of the wider diversity of older people and that I have sought out and visited groups that are seldom heard or less visible.</p> <p>Ensure the continued awareness raising of my work amongst groups with protected characteristics to encourage wider and more representative engagement.</p>	<p>The engagement roadshow has continued to seek out older people with protected characteristics and a quarterly report is developed to show how the Commissioner’s team have engaged with different protected characteristics.</p> <p>Over 68% of the Commissioner’s engagement was with groups that had one or more diverse or protected characteristic.</p>
Ensure that my work is informed by what older people across the breadth of protected characteristics tell me about what matters to them, and that my work	Director of Wellbeing & Empowerment	Ongoing	<p>Ensure wider consultation and engagement with people across the breadth of protected characteristics to specifically consider any specific impacts for inclusion in my work.</p>	<p>In taking forward the work programme for 2016-17, the Commissioner specifically focused on individuals whose voices and rights have diminished due to the cumulative impact of inequity</p>

<p>draws specific attention to impacts for those with differing combinations of protected characteristics</p>		<p>Ongoing</p>	<p>Ensure publications reflect and represent the issues and impacts raised by a diverse range of older people, and that they are easily accessible both electronically and in hard copy.</p>	<p>or ‘intersectionality’ of different protected characteristics that too often lead to multiple discrimination. This year, the Commissioner rebranded the imagery that is used on her documents – this includes people with protected characteristics.</p>
<p>I will strengthen the impact assessments that underpin the key deliverables of my work to ensure they take full account of the impact of protected characteristics upon the outcomes sought for older people</p>	<p>Director of Wellbeing & Empowerment</p>	<p>By December 2016 and ongoing</p>	<p>Utilisation and embedding of new equality and human rights impact assessment tool by all relevant staff which will seek to improve the quality of the work I do for older people</p>	<p>This year, all staff have received training on human rights and equality legislation, as well as awareness sessions in dementia, sensory loss, and trans awareness. Before undertaking any projects, an equality and human rights assessment is undertaken to assess the impact on groups with protected characteristics.</p>
<p>4. I will ensure that my work is underpinned increasingly by a rights based approach and that across Wales a rights based agenda is developed.</p>				
<p>I will ensure staff integrate a human rights based approach in their work.</p>	<p>Both Directors</p>	<p>By September 2016 and ongoing</p>	<p>Ensure core training is undertaken by all staff on Ageism and the UN Principles for Older People</p>	<p>Training has been delivered to all staff.</p>

<p>I will promote the UN Principles and awareness of Ageism</p>	<p>Director of Wellbeing & Empowerment</p>	<p>By March 2017 and ongoing</p>	<p>and ensure that staff are supported to integrate these into their work.</p>	<p>Training sessions have been held across Wales with professionals to raise their awareness of the UN Principles and Ageism. In November 2016, the Commissioner published Making Rights Real for Older People. A guide for Public Authorities in Wales. The guide includes information on the human rights framework of the UK, the Human Rights Act 1998, the UN Principles for Older Persons, an Older People’s Rights Approach, and the connection to the Social Services and Well-being (Wales) Act 2014. The guidance drafted by Prof Simon Hoffman, aims to give better effect to the human rights of older people in Wales and has been shared with Local Authorities across Wales</p>
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<p>I will work with government to promote the use of UN principles and a rights based approach in forming legislation</p>	<p>Director of Wellbeing & Empowerment</p>	<p>December 2016</p>	<p>Produce a report which will call on the National Assembly for Wales and the new Welsh Government to introduce legislation that will protect and promote the rights of older people so they can live free of abuse, neglect, ageism and discrimination, participate fully in their communities and thrive in older age.</p> <p>Work with experts by experience, older people as well as legislative and academic specialists to determine what could be included within the proposed legislation and how it would work in practice.</p>	<p>through a series of facilitated workshops.</p> <p>The Commissioner has called upon the Welsh Government to introduce legislation to protect and promote the rights of older people in Wales.</p>
<p>5. To empower and equip older people to challenge the discrimination they face.</p>				
<p>I will equip older people with the knowledge and tools to empower them to challenge discrimination</p>	<p>Director of Wellbeing & Empowerment</p>	<p>Ongoing</p>	<p>Older people will be made more aware of discrimination through the delivery of training and awareness raising across Wales.</p>	<p>The Commissioner’s Taking Action Against Ageism toolkit has been used to raise awareness of how older people can challenge discrimination.</p>

		Ongoing	My website will continue to provide templates, helpful information and toolkits that can be used by older people to challenge discrimination.	The Commissioner’s website has an area dedicated to ageism and discrimination, with tools to empower older people to challenge discrimination.
6. To promote an accurate and balanced view of older people in all their diversity, grow understanding about older people and their needs and to challenge stereotypes, both within my organisation and amongst other organisations.				
I will increase the depth of understanding amongst my staff about the diversity of older people and the extent to which protected characteristics impact upon their lived experiences and access to services	Both Directors	By December 2016 and ongoing	Continued delivery of suite of training and awareness raising specifically including Ageism and UN Principles for Older People which will be imbedded into my staff’s approach to work. Ensure that six monthly performance management reviews reflect on achievement in imbedding equality issues in staff’s work and seek for continual improvement.	All staff are informed about the diversity of older people and their rights. This includes training on the UN Principles and how these can be applied. All staff have discussed equality issues in their six monthly performance management meetings
I will increase the depth of understanding amongst key public services about the diversity of older people and the extent to which	Both Directors	Ongoing	Sharing of knowledge and expectations relating to older people with public bodies and outside agencies through every day business, provision of training and	The Commissioners shares themes from her casework, including those relating to human rights and equality, with public bodies to raise their understanding about the

<p>protected characteristics impact upon their access to services and their wider lives</p>			<p>awareness raising, my publications and on my website.</p>	<p>diversity of older people.</p>
<p>I will on an ongoing basis challenge stereotypes and myths about older people and lay down clear expectations for change</p>	<p>Both Directors</p>	<p>Ongoing</p>	<p>Training, awareness raising and promotion of ‘Say No to Ageism’ Campaign and Everyday Heroes.</p> <p>Raising awareness with other public services, through day to day business, which seek to talk less about older people as a homogenous group and more about the needs and aspirations of the diversity of older individuals and how these will be met.</p>	<p>Information is available on the Commissioner’s website and Twitter pages challenging her stereotypes and promoting her Say No to Ageism campaign.</p> <p>The Commissioner and her team regularly raise the need to recognised older people not as a homogenous group, through casework and when meeting other public bodies. The Commissioner also holds them to account when necessary.</p>
<p>I will strengthen our partnership working with other equality and human rights based organisations to strengthen the voices of older people and increase the impact of our work</p>	<p>Director of Wellbeing & Empowerment</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Continued and widened engagement with other equality and human rights based organisations.</p> <p>Ensure that responses to any relevant consultations and inquiries seek to build upon their positions.</p>	<p>The Commissioner established an Expert Group on the Human Rights of older people to explore and promote Welsh legislation to give better effect to the human rights of older people in Wales. This includes representatives from older people’s groups, equality and</p>

		Ongoing	Major reviews of public service provision will seek to actively involve equality and human rights based organisations as advisors and expert contributors.	human rights organisations and seeks to strengthen the rights of older people in Wales. Responses to relevant consultations, such as the Regulation and Inspection of Social Care regulations, have included the positions of equality and human rights organisations where these are in the interests of older people
7. To encourage and support other public bodies to comply with their own duties under the Equality Act 2010 as they apply to older people and to challenge significant breaches of legal duties.				
I will provide guidance to public bodies undertaking key service changes to assist them in ensuring they comply with their statutory duties in relation to engagement, impact assessment and proportionality	Director of Wellbeing & Empowerment	Ongoing	Ensure the active review, feedback and provision of consultation responses to other public bodies.	The Commissioner has continued to promote the Guidance that she published in 2016 on Equality and Human Rights Impact Assessment and Scrutiny to Local Authorities, Health Boards and other public bodies. The Guidance is designed to ensure that robust scrutiny is undertaken when changes to community services are proposed, essential to ensure that there is not a disproportionate impact

<p>I will keep under review service delivery and changes that have the potential for significant detriment or disproportionate impact on older people</p>	<p>Director of Wellbeing & Empowerment</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>The continued review of public services and provision of robust recommendations to encourage and promote positive change.</p> <p>I will hold to account, using legal powers where necessary, those public bodies that refuse, without good reason, to implement my recommendations.</p>	<p>upon older people and that alternative approaches are considered.</p> <p>Through her ongoing casework, the Commissioner has provided assistance at a community and individual level to enable any proposed service changes to be reviewed against their potential for significant detriment or disproportionate impact on older people.</p> <p>Key areas that have been kept under review include:</p> <ul style="list-style-type: none"> • Public Toilets • Blue Badges • Closure of community services such as day centres, libraries and leisure centres
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Appendix A: Workforce profiles as at 31/03/17

Headcount Information

1. A listed body in Wales must collect and publish on an annual basis the number of people employed by the authority on 31 March each year by protected characteristic.

- Age
- Gender reassignment
- Sex
- Disability
- Pregnancy and maternity
- Sexual orientation
- Race – including ethnic or national origin, colour or nationality
- Religion or belief – including lack of belief

The Commissioner undertakes an annual staff survey to gather regular equality data. This survey is confidential and responses are anonymous. For the reporting year 2016-17, the Commissioner received 16 responses out of a possible 21. However, due to the size of the organisation, where figures account for less than 10%, details are removed to prevent individuals from being identified.

Number of people employed by Protected Characteristic:

Age	
16-24	-
25-34	9
35-44	3
45-54	-
55-64	-
65 & Over	-
Prefer Not to Say	-

Gender / Sex	
Male	5
Female	11
Prefer Not to Say	-

Is your gender identity the same as the gender you were originally assigned at birth?

Yes	16
No	-
Prefer Not to Say	-

Sexual Orientation

Bisexual	-
Gay Man	-
Gay Woman / Lesbian	-
Heterosexual / Straight	14
Other	-
Prefer Not to Say	-

Relationship Status

Married	8
Divorced	-
Civil Partnership	-
Single	3
Co-habiting	4
Separated	-
Widowed	-
Prefer not to say	-

Religion or Belief

No religion or belief	10
Christian (all denominations)	4
Buddhist	-
Hindu	-
Jewish	-
Muslim	-
Sikh	-
Any other religion or belief	-
Prefer not to say	3

National Identity

Welsh	13
Scottish	-
English	-
Northern Irish	-
Irish	-

British	-
Prefer Not to Say	-

Ethnic Origin	
White	16
Mixed/Multiple ethnic groups	-
Asian	-
Black/African/Caribbean	-
Prefer Not to Say	-

Dependents	
None	12
Children under 18	3
Children under 25 and in full time education	-
Person aged 60+	-
Prefer Not to Say	-

Disability	Yes	No / n.a	Prefer not to say
Do you consider yourself to have a disability?	-	15	-
Do you have a disability as defined by the Equality Act?	-	16	-
At least one of my dependents has a disability.	-	15	-

The below data is drawn from HR records rather than via the annual staff survey.

Pregnancy & Maternity	
Number of pregnant employees during 2016-17	3
Number of employees taking Maternity Leave during 2016-17	3

2. A listed body in Wales must collect and publish on an annual basis the number of men and women employed, broken down by the following categories:

Job	Men	Women	Total
Administrator	1	0	1
Support Officer/Assistant	1	3	4
Officer	1	5	6
Lead	3	5	8
Director	0	2	2
Commissioner	0	1	1

Pay & Grade	Men	Women	Total
16,300 – 20,000 / A	1	0	1
20,800 – 25,250 / B	1	3	4
26,500 – 32,200 / C	1	5	6
33,800 – 41,050 / D	3	5	8
41,950 – 51,850 / E	0	0	0
54,900 – 65,400 / F	0	2	2
60,000 – 117,800* / Commissioner	0	1	1

*Pay Level set by Senior Salaries Review Body

Contract Type	Men	Women	Total
Permanent	5	12	17
Fixed Term	-	2	2
Temporary	-	-	-

Working Pattern	Men	Women	Total
Full Time	6	14	20
Part Time	0	2	2
Compressed Hours	0	2	2

Recruitment

1. A listed body in Wales must collect and publish on an annual basis the number of people who have applied for jobs with the organisation over the last year.

The Commissioner is committed to increasing the diversity of her staff by reviewing recruitment processes including the application form, how, and where we advertise.

Application forms are already available in alternative formats and recruitment adverts are placed widely using a variety of media. The Commissioner has a formal Dignity at Work Policy and adopts good practice regarding its recruitment process; all information containing protected characteristics within application forms is seen by HR only and is not shared with the selection panel. In addition, reasonable adjustments are available to all candidates requesting them and reasonable adjustments have been provided for candidates during 2016-17.

The Commissioner will also give consideration to make further changes to the recruitment strategy and application processes to assist in diversification of the workforce; this may include development of a more targeted recruitment approach to candidates who have protected characteristics. However, opportunities to further broaden the staff intake will be limited due to budgetary constraints on additional posts, the size of the organisation, and the low turnover of staff.

During 2016-17, the Commissioner recruited for five posts via external recruitment.

The below table details the number of candidates who applied for each role:

Role	Number of candidates
Head of Finance (maternity cover)	6
Administrative Assistant	13
Senior Bilingual Caseworker (maternity cover)	3
Health and Social Care Lead (maternity cover)	14
Senior Bilingual Caseworker (maternity cover)	5

All candidates are provided with the opportunity to complete a Diversity Monitoring form at point of application, however not all candidates choose to complete and submit a form. The Commissioner received 18 completed Diversity Monitoring Forms associated with external recruitment conducted during 2016-17.

Number of applications for jobs within 2016-17 received from the following protected groups:

Age	
16-24	1
25-34	5
35-44	3
45-54	3
55-64	3
65 & Over	1
Prefer Not to Say	2

Gender	
Male	7
Female	11
MTF Transgender	-
FTM Transgender	-
Prefer Not to Say	-

Sexual Orientation	
Bisexual	1
Gay / Lesbian	2
Heterosexual	13
Other	-
Prefer Not to Say	2

Religion of Belief	
No religion or belief	8
Christian (all denominations)	7
Buddhist	-
Hindu	-
Jewish	-
Muslim	-
Sikh	-
Any other religion or belief	1
Prefer not to say	2

Race (inc. ethnic or national origin, colour or nationality)	
White English	-
White Scottish	-
White Welsh	14
White Northern Irish	-
White British	3
White Gypsy or Irish Traveller	-
White Irish	-
White Other	-
Mixed/Multiple Ethnic Group – White & Black Caribbean	-
Mixed/Multiple Ethnic Group – White & Black African	-
Mixed/Multiple Ethnic Group – White & Asian	-
Other mixed/multiple ethnic background	-
Asian – Indian	-
Asian – Pakistani	-
Asian – Bangladeshi	-
Asian – Chinese	-
Asian - British	-
Other Asian Background	-
Black – Caribbean	-
Black – African	-
Black – British	-
Black – Other (please specify)	-
Other ethnic group (please specify) Arab	-
Prefer not to say	1

Disability	Yes	No / N/A	Prefer Not to Say
Do you consider yourself to have a disability?	3	15	-

No data relating to pregnancy and maternity was collected in relation to recruitment activity for 2016-17.

2. A listed body in Wales must collect and publish on an annual basis the number of employees who have applied to change position within the authority, identifying how many were successful in their application and how many were not.

No employees applied to change position.

Learning & Development

1. A listed body in Wales must collect and publish on an annual basis the number of employees who have applied for training and how many succeeded in their application.

The Commissioner holds Investors in People Silver Award and, as stated in the Commissioner's Learning and Development Policy, the Commissioner aspires to be a learning organisation and will nurture the skills and knowledge that staff will need to succeed in their roles. This policy therefore supports a culture of learning and developing excellent staff at all levels.

Employees are encouraged to take advantage of learning and development opportunities which are relevant to their jobs and personal development.

The Commissioner will:

- provide a challenging work environment, where staff are encouraged to develop and acquire new skills and experience.
- provide a range of development opportunities for staff consistent with the strategic and operational needs of the Commissioner.
- deliver to all new staff a basic understanding of the role, function, policies and procedures of the Commissioner at induction.
- assess Commissioner and individual learning and development needs and draw up a Commissioner training and learning needs analysis.
- undertake and agree with all staff individual training and development plans as part of the performance appraisal process.
- review individual and Commissioner plans at least annually; assess effectiveness of training interventions and feed this back into subsequent planning.

All employees have equality of opportunity regarding training and all employees requested training. The Commissioner approved all employee applications for Learning and Development (training) activity during 2016-17. This was either undertaken as individual training or as corporate training where all employees attended.

2. A listed body in Wales must collect and publish on an annual basis the number of employees who completed the training.

All employees receive training regarding equality and protected characteristics during their first year of employment as part of their induction programme. This is naturally biased to age due to the nature of the organisation.

All employees were able to attend a team meeting training session about the following topics:

- Emotional Resilience and Intelligence
- Time management skills
- How to be an effective facilitator
- Evaluating and monitoring outcomes
- Safeguarding and Domestic Abuse
- Raising concerns in the workplace
- Code of conduct
- Data Protection
- Welsh Language Standards

Employees attended a broad range of training. Line managers attended a training course entitled 'Applied Positive Psychology' and Caseworkers received training concerning Safeguarding and Whistleblowing.

All employees are able to attend Welsh language lessons during work time at either beginner, intermediate or advanced level.

All training undertaken during 2016-17 by the Commissioner's employees was completed.

Grievance Procedures

1. A listed body in Wales must collect and publish on an annual basis the number of employees involved in grievance procedures either as complainant or as a person against whom a complaint was made.

The Commissioner had no employees involved in grievance procedures either as complainant or as a person against whom a complaint was made during 2016-17.

Disciplinary Procedures

1. A listed body in Wales must collect and publish on an annual basis the number of employees subject to disciplinary procedures.

The Commissioner had no employees subject to disciplinary procedures during 2016-17.

Leavers

1. A listed body in Wales must collect and publish on an annual basis the number of employees who have left an authority's employment.

During 2016-17, two employees left the Commissioner's employment.

As all employee equality data is anonymised, no specific data relating to the protected characteristics of these employees is available. However, the Commissioner does hold information relating to age and gender for HR purposes relating to these specific employees; this information is provided below.

Age	
16-24	-
25-34	1
35-44	1
45-54	-
55-64	-
65 & Over	-
Prefer Not to Say	-

Gender	
Male	-
Female	2
Prefer Not to Say	-

Appendix B: Strategic Equality Objectives for 2017-18

Objective	Lead	Timescale	Actions / Means of Measurement
1. To ensure that in my employment of staff I am non-discriminatory, promote equality of opportunity for all and foster good relations between staff members.			
I will aim to increase the diversity of my workforce.	Director of Corporate Affairs	Annually	Review recruitment practices to understand potential barriers and ensure that when recruiting, practices are inclusive and endeavour to attract candidates with a broader spectrum of protected characteristics. Review contract types and working patterns to understand and deal with potential barriers with a view to attracting and retaining candidates with a broader spectrum of protected characteristics.
		Annually	Monitor, measure and review employment application and success at all stages with a view to ensuring equity of opportunity for all candidates.
		Annually	Collect, monitor and publish equality data in respect of employment.
All staff will have development and advancement opportunities to ensure they maximise their potential.	Director of Corporate Affairs	Every six months	Continued six monthly performance management reviews to identify and put in place appropriate plans to meet learning and development objectives.
I will ensure that all staff are rewarded and remunerated on an equal basis regardless of protected characteristic.	Director of Corporate Affairs	As new posts are created	Review of all posts to ensure they are objectively and fairly evaluated and remunerated regardless of the protected characteristic of any post holder.

<p>I will ensure there is a culture within my organisation in which all staff feel comfortable to be open about their protected characteristics and feel that they are a person of value to me as an employer and across the organisation.</p>	<p>Director of Corporate Affairs</p>	<p>Two formal session per year Annually and in line with each scheme</p>	<p>Continued awareness raising through informal and formal sessions and training, distribution of information and use of positive imagery to actively promote an understanding of protected characteristics. Ensure the continued review and application of good practice to promote an inclusive working environment which promotes learning, development and overall wellbeing.</p>
<p>2. To ensure that my procurement policies and practices and associated tender documentation take account of the need to meet legal equality requirements.</p>			
<p>I will review annually all of my procurement policies, practices and tender documentation to ensure they meet the public sector equality duty.</p>	<p>Director of Corporate Affairs</p>	<p>As specified or annually</p>	<p>Ensure appropriate and periodic review of all relevant policies to reflect statutory duties, good practice and learning.</p>
<p>I will ensure that contractors are made fully aware of my equality duties.</p>	<p>Director of Corporate Affairs Director of Corporate Affairs</p>	<p>Ongoing Ongoing</p>	<p>Ensure all tender documents include requirements which will be reviewed and as part of any tender evaluation. Contractors for lower value contracts to be made aware of equality duties and my expectations when work is being undertaken on my behalf.</p>

3. To ensure that my work is relevant to, and is seen as being relevant to, older people in all their diversity.			
I will increase my engagement with older people across the breadth of protected characteristics.	Director of Corporate Affairs	Ongoing	<p>Ensure engagement continues which seek to be representative of the wider diversity of older people and that I have sought out and visited groups that are seldom heard or less visible.</p> <p>Ensure the continued awareness raising of my work amongst groups with protected characteristics to encourage wider and more representative engagement.</p>
Ensure that my work is informed by what older people across the breadth of protected characteristics tell me about what matters to them, and that my work draws specific attention to impacts for those with differing combinations of protected characteristics.	Director of Wellbeing & Empowerment	Ongoing	<p>Ensure wider consultation and engagement with people across the breadth of protected characteristics to specifically consider any specific impacts for inclusion in my work.</p> <p>Ensure publications reflect and represent the issues and impacts raised by a diverse range of older people, and that they are easily accessible both electronically and in hard copy.</p>
I will strengthen the impact assessments that underpin the key deliverables of my work to ensure they take full account of the impact of protected characteristics upon the outcomes sought for older people.	Director of Wellbeing & Empowerment	Ongoing	<p>Utilisation and embedding of new equality and human rights impact assessment tool by all relevant staff which will seek to improve the quality of the work I do for older people.</p>

4. I will ensure that my work is underpinned increasingly by a rights based approach and that across Wales a rights based agenda is developed.			
I will ensure staff integrate a human rights based approach in their work.	Both Directors	Ongoing	Ensure core training is undertaken by all staff on Ageism and the UN Principles for Older Persons and ensure that staff are supported to integrate these into their work.
I will promote the UN Principles and awareness of Ageism.	Director of Wellbeing & Empowerment	Ongoing	Deliver training and awareness raising across public services in Wales on Ageism and the UN Principles for Older Persons. Facilitation of training workshops with Local Authorities on Impact Assessments and Scrutiny Guidance which will include the UN Principles for Older Persons.
5. To empower and equip older people to challenge the discrimination they face.			
I will equip older people with the knowledge and tools to empower them to challenge discrimination.	Director of Wellbeing & Empowerment	Ongoing	Older people will be made more aware of discrimination through the delivery of training and awareness raising across Wales. My website will continue to provide templates, helpful information and toolkits that can be used by older people to challenge discrimination.
6. To promote an accurate and balanced view of older people in all their diversity, grow understanding about older people and their needs and to challenge stereotypes, both within my organisation and amongst other organisations.			
I will increase the depth of understanding amongst my staff about the diversity	Both Directors	Ongoing	Continued delivery of suite of training and awareness raising specifically including Ageism and UN Principles for Older Persons which will be imbedded into my staff’s approach to work.

<p>of older people and the extent to which protected characteristics impact upon their lived experiences and access to services.</p>	<p>Both Directors</p>	<p>Every six months</p>	<p>Ensure that six monthly performance management reviews reflect on achievement in imbedding equality issues in staff’s work and seek for continual improvement.</p>
<p>I will increase the depth of understanding amongst key public services about the diversity of older people and the extent to which protected characteristics impact upon their access to services and their wider lives.</p>	<p>Both Directors</p>	<p>Ongoing</p>	<p>Sharing of knowledge and expectations relating to older people with public bodies and outside agencies through every day business, provision of training and awareness raising, my publications and on my website.</p>
<p>I will on an ongoing basis challenge stereotypes and myths about older people and lay down clear expectations for change.</p>	<p>Both Directors</p>	<p>Ongoing Ongoing</p>	<p>Training, awareness raising and promotion of ‘Say No to Ageism’ Campaign and Everyday Heroes. Raising awareness with other public services, through day to day business, which seek to talk less about older people as a homogenous group and more about the needs and aspirations of the diversity of older individuals and how these will be met.</p>
<p>I will strengthen our partnership working with other equality and human rights based organisations to strengthen the voices of older people and increase the impact of our work.</p>	<p>Director of Wellbeing & Empowerment</p>	<p>Ongoing Ongoing Ongoing</p>	<p>Continued and widened engagement with other equality and human rights based organisations. Ensure that responses to any relevant consultations and inquiries seek to build upon their positions. Major reviews of public service provision will seek to actively involve equality and human rights based organisations as advisors and expert contributors.</p>

7. To encourage and support other public bodies to comply with their own duties under the Equality Act 2010 as they apply to older people and to challenge significant breaches of legal duties.			
<p>I will provide guidance to public bodies undertaking key service changes to assist them in ensuring they comply with their statutory duties in relation to engagement, impact assessment and proportionality.</p>	<p>Director of Wellbeing & Empowerment</p>	<p>Ongoing</p> <p>Ensure the active review, feedback and provision of consultation responses to other public bodies.</p>	<p>The continued review of public services and provision of robust recommendations to encourage and promote positive change.</p> <p>I will hold to account, using legal powers where necessary, those public bodies that refuse, without good reason, to implement my recommendations.</p>
<p>I will keep under review service delivery and changes that have the potential for significant detriment or disproportionate impact on older people.</p>	<p>Director of Wellbeing & Empowerment</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>The continued review of public services and provision of robust recommendations to encourage and promote positive change.</p> <p>I will hold to account, using legal powers where necessary, those public bodies that refuse, without good reason, to implement my recommendations.</p>

Appendix C: UN Principles for Older Persons

The United Nations Principles for Older Persons were adopted by the UN General Assembly (Resolution 46/91) on 16 December 1991. Governments were encouraged to incorporate them into their national programmes whenever possible. There are 18 principles, which can be grouped under five themes: independence, participation, care, self-fulfilment and dignity.

Independence

1. Older persons should have access to adequate food, water, shelter, clothing and health care through the provision of income, family and community support and self-help.
2. Older persons should have the opportunity to work or to have access to other income-generating opportunities.
3. Older persons should be able to participate in determining when and at what pace withdrawal from the labour force takes place.
4. Older persons should have access to appropriate educational and training programmes.
5. Older persons should be able to live in environments that are safe and adaptable to personal preferences and changing capacities.
6. Older persons should be able to reside at home for as long as possible.

Participation

7. Older persons should remain integrated in society, participate actively in the formulation and implementation of policies that directly affect their well-being and share their knowledge and skills with younger generations.
8. Older persons should be able to seek and develop opportunities for service to the community and to serve as volunteers in positions appropriate to their interests and capabilities.
9. Older persons should be able to form movements or associations of older persons.

Care

10. Older persons should benefit from family and community care and protection in accordance with each society's system of cultural values.
11. Older persons should have access to health care to help them to maintain or regain the optimum level of physical, mental and emotional wellbeing and to prevent or delay the onset of illness.

12. Older persons should have access to social and legal services to enhance their autonomy, protection and care.
13. Older persons should be able to utilize appropriate levels of institutional care providing protection, rehabilitation and social and mental stimulation in a humane and secure environment.
14. Older persons should be able to enjoy human rights and fundamental freedoms when residing in any shelter, care or treatment facility, including full respect for their dignity, beliefs, needs and privacy and for the right to make decisions about their care and the quality of their lives.

Self-Fulfilment

15. Older persons should be able to pursue opportunities for the full development of their potential.
16. Older persons should have access to the educational, cultural, spiritual and recreational resources of society.

Dignity

17. Older persons should be able to live in dignity and security and be free of exploitation and physical or mental abuse.
18. Older persons should be treated fairly regardless of age, gender, racial or ethnic background, disability or other status, and be valued independently of their economic contribution.

Further information on United Nations Principles for Older Persons can be found here: <http://www.un.org/documents/ga/res/46/a46r091.htm>

