

Recruitment and Retention Strategy - July 2025



sirgar.llyw.cymru
carmarthenshire.gov.wales

Contents

1. Overview

2. Our recruitment and retention challenges

- 2.1 Getting quality candidates
- 2.2 Retention
- 2.3 Workforce plans/Strategy
- 2.4 National recruitment shortages
- 2.5 Competition from others
- 2.6 High agency usage

3. Addressing recruitment challenges

- 3.1 Use data to drive our decision making
- 3.2 Maximise the full range of opportunities to support people joining the Authority
- 3.3 Reducing agency usage
- 3.4 Initiatives to attract a multigenerational workforce
- 3.5 Recruiting to values
- 3.6 Invest in retention initiatives creating more than just jobs
- 3.7 Promote Equality, Diversity and Inclusivity
- 3.8 Promote safer recruitment

4. Responsibilities

1. Overview

Our Vision

“Carmarthenshire County Council – The employer of choice for West Wales”

The Recruitment Strategy sets out our objectives and describes how we will address our resourcing challenges.

This aligns with our [‘Workforce Strategy’](#) and [‘Transformation strategy’](#) and reflects our corporate commitment to equalities and diversity whilst ensuring safe recruitment practices are in place.

It also aligns with our [Cabinet vision statement](#), specifically:

- *“Work to position our recruitment competitively and work towards continuously improving recruitment levels across the organisation. Seeking to understand the steps needed to become the employer of choice in West Wales.*
- *Work to market Carmarthenshire County Council as an attractive employer for apprentices, school leavers and graduates. Focusing on reducing the migration of young people out of Carmarthenshire and from rural areas”.*
- *To work with relevant groups to promote the council as an employer across all communities including within the Black, Asian and Minority Ethnic community.*

This strategy focuses on the attract recruit and retain element of the workforce strategy and is not intended to be an exhaustive list of all our work, instead it outlines the key areas where our focus will have the biggest impact.

Having a clear strategy and purpose informs everything we do for both current and prospective employees.

We are the largest employer in Carmarthenshire with 8445 staff employed directly and around 100 agency workers engaged by us.

We recruit into many diverse roles across the County that cover a variety of professions at all levels. This makes us an attractive local employer, processing 5456 applications in the first quarter of 2025.

According to the Local Government Association (LGA) the average staff turnover rate for local government in the UK is generally considered to be between 13% and 17% annually. The analysis indicates that the turnover rate within the Authority is below the average.

Department	FY21/22	FY22/23	FY23/24	FY24/25
Chief Executives	6.65%	10.42%	6.23%	8.45%
Corporate Services	6.19%	7.66%	6.49%	7.14%

Place, Infrastructure & Economic Develop	12.66%	10.77%	10.47%	9.69%
Education, Children & Family Services	8.91%	9.35%	9.23%	10.70%
Communities	11.17%	12.91%	10.22%	9.17%
Total	9.75%	10.37%	9.36%	9.94%

Although our turnover is relatively stable, we still have areas of high-volume recruitment specifically in frontline roles for example: Care staff, Catering staff, Passenger Assistants and Cleaners.

2. Our Recruitment and Retention Challenges

2.1 Attracting quality candidates.

Difficulty sourcing people with the right level of experience and qualifications to perform at the required level is perceived as a concern for departments, spending time processing applicants that are not appointable.

2.2 Retention

Turnover of staff is part of the employment lifecycle, but not all turnover is necessary. To reduce recruitment costs and retain our skilled staff it's important that we understand the reasons for not retaining staff and the actions that can be taken to reduce unnecessary turnover.

2.3 Linking workforce plans to workforce recruitment

There is inconsistency in the application of the Authority's workforce planning framework across the organisation. This is a key tool in determining departments short- and long-term service delivery plans.

2.4 National recruitment shortages

Over the last few years there have been national shortages in the fields of care, social work, planning, teaching and HGV drivers. We will continue to see periods where there are national shortages in specific areas of work. There are significant factors that will influence this including the economic climate, immigration policies, education systems, and changes in social attitudes towards certain professions. These factors collectively influence the availability of workers, making some roles more susceptible to shortages.

2.5 Competition from others

We are competing for some roles with neighbouring Authorities, NHS and the retail, tourism and hospitality sectors.

There are several sectors that are competing for small pools of talent, for example, in the case of care workers there are enough prospective candidates however, this

pool of potential candidates will also be attracted to work in other sectors because of equivalent pay with less responsibility.

2.6 High agency usage

In many areas we rely on agency staff to provide the services we deliver. Areas of high agency use can be seen in the following roles:

- Residential carers
- Grounds and cleansing operatives
- Refuse Loaders and drivers.
- Cleaners
- Teachers and Teaching support roles

Relying on agency staff comes at a significant cost and leaves us with uncertainty on whether those roles can be filled and subsequently that the service will be delivered.

3. How to address the recruitment challenges

The following programmes of work will address our key challenges by improving our planning, our reputation, how we recruit and the types of roles we recruit to.

- 3.1 Use Data to drive our decision making**
- 3.2 Maximise the full range of opportunities to support people joining the Authority**
- 3.3 Reducing agency usage**
- 3.4 Initiatives to attract a multigenerational workforce**
- 3.5 Recruiting to Values**
- 3.6 Invest in retention initiatives creating more than just jobs**
- 3.7 Promote Equality, Inclusivity and Diversity**
- 3.8 Promote Safer Recruitment**

3.1 Use Data to drive decision making

An ageing workforce continues to be a challenge for all Local Authorities. It is predicted in the UK that economic inactivity due to the ageing population will rise by 2.4m by 2030, with 90% of this rise coming from the 65+ age group (ONS, 2024).

This context highlights the need to cater our recruitment strategies and workplace offers to a wider demographic.

We are at risk of losing key expertise, knowledge and skills as staff near retirement. This is compounded by localised retention difficulties and high-volume recruitment areas. Data shows us that we have comparatively low numbers of young people joining the organisation.

The chart below shows the current age profile for CCC:

Age Group	Percentage
-----------	------------

16-19 Yrs	0.36%
20-24 Yrs	3.72%
25-29 Yrs	7.53%
30-34 Yrs	9.84%
35-39 Yrs	11.69%
40-44 Yrs	12.95%
45-49 Yrs	13.27%
50-54 Yrs	14.51%
55-59 Yrs	13.56%
60-64 Yrs	9.46%
65-69 Yrs	2.37%
70-74 Yrs	0.49%
75+ Yrs	0.27%

This data doesn't necessarily mean that the younger demographic isn't applying to work for the Authority. The data highlights that for applicants in the bands under 35 years old, percentages of applications are significantly higher however they do not translate into successful appointments.

Age Bands (Yrs)	All Applicants (%)	Successful Applicants (%)
16-24	17.27%	2.93%
25-29	16.41%	23.57%
30-34	15.00%	37.57%
35-39	13.79%	40.24%
40-44	13.74%	55.15%
45-49	10.56%	52.21%
50-54	9.07%	52.94%
55-59	6.86%	41.27%
60-64	4.33%	29.13%
65+	1.06%	3.93%

This example emphasises the importance of exploring further and understanding our data. In this case there is a need to understand the challenges for younger applicants, its clearly not just an issue of recruitment campaigning.

Meaningful data will vary specific to departments, role, location etc. It will inform recommendations and actions that are based on the most accurate and up-to-date information.

We can achieve this by:

Utilising data from:

User Satisfaction Measures:

- **Hiring Manager Experience:** Feedback from hiring managers about the quality of candidates and recruitment process.

- **Candidate Experience:** Feedback from candidates on the recruitment process and any technical issues experienced.

Efficiency Measures:

- **End to End Recruitment Time:** Time taken from permission to recruit to the person in post.
- **Time to Hire:** Time from when a candidate applies to when they accept the job offer.
- **Time to Fill:** Average time it takes to fill a position from the moment it is posted to when an offer is accepted
- **Intermediate Time Measures:** Time taken between various stages of the recruitment process.
- **Time in Process:** Step-by-step time taken through the recruitment process.
- **Time in Approval Process:** Total time waiting for approval or time to approve by approver.

Effectiveness Measures:

- **Number of Unfilled Vacancies:** Unfilled posts with zero applicants.
- **Number of Posts Readvertised:** Posts readvertised due to insufficient applicants.
- **Quality of Hire:** Measured through performance reviews, retention rates, and feedback from managers.
- **Offer Acceptance Rate:** Percentage of job offers accepted by candidates.
- **Applicant Attrition Rate:** Percentage of applicants withdrawing during the process, including refusal of offer.
- **New Recruits Attrition Rate:** Percentage of new recruits leaving within 6 months or 1 year.
- **Source of Hire:** Where successful candidates are coming from, such as job boards, referrals, or social media.
- **Interview to Hire:** Number of interviews conducted for each person hired.

Diversity Metrics:

- **Diversity Metrics:** Track the diversity of the applicant pool and new hires in terms of gender, ethnicity, age, etc.

Standard Quantitative Measures:

- **Number of New Vacancies:** Per month, department, division, team, section, contract status, and post title.
- **Number of Applicants:** Per vacancy and applications started but not submitted.

Benchmarking externally with other local authorities

External data statistics e.g. Office for National Statistics

Exit surveys

Roll out 'stay surveys' to capture data on retention.

Utilise the Workforce Planning Framework consistently

This will support the identification of future gaps in the workforce and enable recruitment to be targeted at specific roles early on. Understanding what those roles look like and where the talent pools to fill those roles are likely to be. targeted approach also needs to be developed.

The critical role analysis which forms part of workforce planning framework needs to be applied in recruitment planning, i.e. identify high risk, high impact roles and design tailored retention packages to target specific groups and individuals. [Critical Role Analysis](#)

New applicants' perspectives

New applicants give us a fresh perspective on how we perform in every area of recruitment. We will maximise these opportunities with new applicants and consider how we can keep appointable applicants engaged for future recruitment exercises. Some ways that we can maximise this opportunity:

- Survey applicants at the end of campaigns
- Explore the feasibility of establishing systems to utilise calibre applicants who have been interviewed but not appointed in the 1st instance.
- Consider creation of local networks for new recruits to the organisation so that they can access peer support.
- Review candidate feedback to ensure our recruitment experience is inclusive and act on areas where improvement has been identified.

3.2 Maximise the full range of schemes on offer to attract and support people joining us

We appreciate the importance of developing individuals during their employment lifecycle. At whatever level they aspire to be, we will seek to offer opportunities and promote a learning culture.

Great progress has already been made within the Authority, specifically:

- Launch of our Leadership Academy. This Academy reflects the culture of Carmarthenshire County Council and the day to day demands of people management. It is split into three programme levels to support our managers at various stages of their career
- Introduction of the new Thinqi learning management system.
- Apprenticeship and Graduate schemes. Work based learning opportunities available across departments at specific times.
- The Care Academi Opportunities to earn while learning as well as having support, training and guidance along the way. There are various routes through the Care Academy, e.g., care management roles or becoming a social worker.

We can achieve this by:

Using the critical role analysis tool to identify recruitment and retention hot spots so we can focus our efforts on the most effective initiatives.

Scoping the feasibility of creating internal talent pools - Identifying individuals internally with key skills e.g. Project management, that can be utilised organisationally. This will support development for those individuals as well as for the organisation.

Creating further opportunities for structured graduate/ apprenticeship programmes that rotate across the Department/Division.

Exploring the feasibility of creating opportunities for short term structured secondments/loans. This would be based on the skills, knowledge or experience the individual needs to acquire or develop.

Exploring opportunities to create career pathways - In areas where we are experiencing recruitment difficulties career pathways can be considered.

A Career Pathway is when an employee is supported to develop the specific skills, experience, and/or qualifications required to fulfil a role. All roles within the Authority have a set of skills, knowledge, experience and/or qualifications that are considered essential to fulfil a role.

Where a recruiting manager is either experiencing recruitment difficulties due to the lack of candidates with all the essential criteria, or where a development opportunity is identified to 'grow our own' as part of workforce planning, a Career Pathway can be utilised and can form part of the establishment of a new post as part of this pathway.

Commit to provide work experience placements for all applicants and promote placements by engaging with schools and colleges. Establishing clear pathways for this engagement with our education colleagues.

3.3 Reducing Agency Usage

Reducing costs associated with agency staff offers significant advantages. This can lead to substantial financial savings, as agency staff come at a higher cost than directly employing our staff. reducing reliance on agency staff will enhance consistency and continuity within schools and council services.

Investing in recruitment of staff allows for better workforce development through training programs, career pathways, and skill development initiatives.

Promoting the council as an employer of choice and reducing the need for agency staff helps attract and retain high-quality candidates, leading to higher job satisfaction, lower turnover rates, and a cohesive working environment.

We can achieve this by:

Using the workforce planning framework to determine current and future staffing needs.

Developing posts and contractual working arrangements that are based on service demands

Considering recruitment to casual posts before engaging agency staff

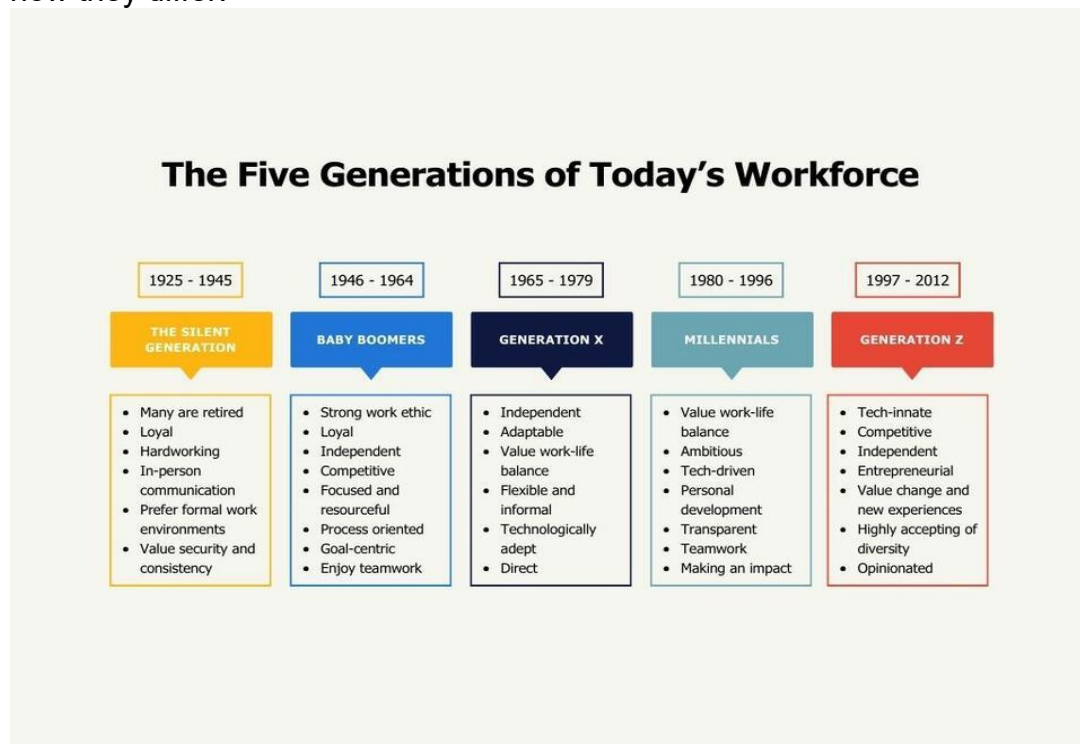
Establishing processes to efficiently manage casual staff pools for retention and contract management.

3.4 Initiatives to attract a multigenerational workforce

For the first time in history, there are five generations in the workplace- making it the most age diverse workforce we have ever seen.

Today's workforce has experienced a huge amount of change over the last 40 years, and each generation brings vastly different experiences and knowledge to the workplace. This can provide us with a powerful advantage. However, as each generation is driven by different motivators, goals, and expectations, creating a strategy that appeals to all age groups is a challenge.

To effectively appeal to multiple generations, we must understand who they are and how they differ.



(Randstad, 2023)

There are countless channels that we can utilise to find talent and vice-versa, making it difficult to know which one to invest the most time and effort into.

Data tells us that 95% of Millennials are on social media and those Millennials will make up 75% of the workforce by 2030 (ONS).

We also know that engaging with potential talent pools is not just about advertising our roles on social media. 85% of the global workforce are not actively looking for work but would change jobs right now. To tap into this pool, consistent messaging relating to working at Carmarthenshire is important.

We can achieve this by:

- Reviewing our employer branding and the way we market ourselves as an employer of choice on our website Three quarters of employees who work for Carmarthenshire live in Carmarthenshire. Improving our brand and reputation with the local communities in terms of us being an employer of choice will support with the Corporate Strategy Wellbeing Objective 'Enabling communities to be healthy safe and prosperous'. Encouraging prospective candidates from the community may result in some reduction to the high economic inactivity in the County which is currently at 26.1% (Nomis, 2025).
- We will therefore commit to attend jobs fairs and careers events locally. As well as look for opportunities to engage with community groups to target recruitment.
- Create consistent links with schools and colleges
- Reach out to age specific forums e.g. Youth Council, Age UK, local community forums.
- Explore the effective use of social media in recruitment advertising across the generations.
- Continue to look at ways of streamlining our recruitment processes.

3.5 Recruiting to Values

Our values underpin and guide the way that we work, the way we improve and the way we make decisions in our community. The Authority's established a set of core values guide our actions and decision-making processes. These values are fundamental in creating a supportive and effective working environment. There are six values, summarised as follows:

- Working as One Team: By fostering collaboration and constructive connections, the Council ensures optimal use of resources for the benefit of the communities.
- Focus on Our Customers: The Council is dedicated to improving the lives of people in the community, making this their primary focus and key purpose.
- Listen to Improve: Engaging with communities, partners, and stakeholders is essential for the Council to inform their improvement plans effectively.

- **Strive for Excellence:** Constant vigilance and dedication to delivering the best possible outcomes are fundamental, with a continuous search for improvement.
- **Act with Integrity:** Making ethical choices in work situations is a cornerstone of the Council's approach.
- **Take Personal Responsibility:** Each member of the Council considers how to support and apply these values to actively guide their work.

Recruiting to values has numerous benefits, particularly in attracting and retaining a diverse workforce:

- By emphasising the values in the recruitment process, we can attract candidates who resonate with these principles and are more likely to thrive in the work environment.
- Employees who share common values are more likely to work well together, fostering a collaborative and supportive work culture that enhances productivity and morale.
- When employees feel aligned with the values of their employer, they tend to be more satisfied with their jobs, leading to higher retention rates.
- Values-based recruitment helps in creating a diverse workforce by ensuring that all candidates are assessed based on their alignment with the core values rather than just their technical skills or qualifications.
- A workforce that embodies our core values are more likely to contribute positively towards achieving the Council's goals and objectives, ensuring long-term success.

We can achieve this by:

Training managers to recruit to values as well as technical competencies

Promoting our values to prospective applicants – attracting the right applicant in the first instance

Develop resources for recruiting managers and prospective applicants for Values based recruitment

3.6 Invest in retention initiatives creating more than just jobs

Individuals seeking a new employer are increasingly looking for wider, non-financial factors, such as ways of working, culture and career progression opportunities. For local councils who are historically among the lowest paying of public sector organisations, this demonstrates the importance of showcasing authentic purpose to compete for talent in the labour market.

There is no one size fits all in terms of what a tailored retention package might look like. However, there are opportunities across all sectors to consider what might work for them. This doesn't mean straying from existing terms and conditions but understanding what might work for different sectors.

Flexibility and work life balance

Flexibility, both in nature of role and career pathways, as well as day to day flexibility in a role, is a part of the employment offer we can continue to strengthen.

This was supported by the findings of the Authorities Hybrid Working Survey (October 2023). The theme of flexibility and improved work-life balance was prevalent in the responses, indicating that hybrid working allowed employees to have more control over their schedules. The ability to balance work commitments with personal life is seen as a significant advantage. Flexibility is viewed as a key factor contributing to overall well-being and job satisfaction.

A significant percentage of our workforce are fixed-located workers, who typically have little or no flexibility in their roles. This results in the perception of a 'two-tier workforce'. It's important that we seek to achieve flexibility across the organisation for inclusivity and fairness.

When staff perceive a two-tier workforce, it can lead to feelings of resentment, low morale, and disengagement among those who feel less valued or privileged. This division can harm team cohesion and create a negative work environment. By ensuring that all staff have access to flexible working arrangements and opportunities for development, we foster a more inclusive, equitable, and motivated workforce.

We can achieve this by:

Considering alternative working patterns where staff have greater ownership and flexibility is not limited agency staff or casual workers

Development of a trusting culture set by senior leaders, giving managers a safe space to experiment.

Understanding and interpreting the data to measure the real impact on costs and outcomes and identify patterns.

Standardising practice and approaches where there are benefits, but allowing different solutions for different roles, teams and contexts

Communication and engagement

Findings across workplaces in Wales from the CIPD (Chartered Institute of Personnel and Development) 'Good Work Survey 2023' echoes the importance of communication and feedback. This was also a key finding from our staff surveys, that employees want to receive communications that are timely, and understand how their roles fit with the objectives of the Organisation.

We can achieve this by:

Conducting appraisals and one-on-one conversations. Monitoring their quality and reviewing this process.

Continuing to survey the workforce and feedback - 'you said, we did'

Explore methods of communication and engagement for employees who don't access email or the intranet as part of their working day.

Consider content of engagement and work towards a joined-up approach.

3.7 Promote Equality, Inclusivity and Diversity including Welsh Language

A socially inclusive approach to recruitment will ensure that people across varying identities and various backgrounds are and feel valued, welcomed, respected, included, represented. This is achieved through being open honest fair and consistent which will help bring respect. This inclusive approach starts with everyone in the organisation understanding our duties under Equality and Diversity as a public sector organisation. E-learning has been developed to support this understanding.

The following diversity strands represent the protected characteristics within the Equality Act 2010 plus Welsh language. Our Equalities and Diversity policy outlines everyone's responsibilities and expected behaviours within our organisation to ensure a positive approach to equality and diversity within our workplace:

- Age
- Disability
- Gender reassignment, Identity, expression
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race including ethnicity and nationality
- Religion and Belief
- Sex
- Sexual Orientation
- Welsh Language

We promote our commitment to equalities via our recruitment pages by displaying:

- Disability Confident employer badge
- Zero Racism Wales pledge
- Time to Change Wales pledge

The Authority publishes an annual [Workforce Information Report](#) which provides and illustration of our workforce and equality data categorised by the strands listed above. Specific reference is made in the cabinet vision statement to engaging BAME community groups, the report states that 1.26% of employees identify as Black, Asian and Minority ethnic (BAME). This figure has increased over the last 10 years

when we reported 0.89% in 2013/14. To set this in the context of the local population, according to the 2021 Census the proportion of BAME residents within the Carmarthenshire equates to 2.7%. This places us as slightly under-represented.

Effective EDI initiatives must extend beyond the legislative framework and adopt an intersectional approach. Neurodiversity is increasingly important for employers. With diversity being crucial, to be a truly inclusive employer we must accommodate neurodivergent individuals, who comprise 15% of the population, a number that may rise with greater awareness and late diagnoses.

A lack of awareness and understanding results in recruitment processes, management practices and workspaces being designed only with neurotypicals in mind. Neurodiversity needs to form part of any inclusion strategy.

The Importance of the Welsh Language for Carmarthenshire

The Welsh language holds a significant place in the cultural and social fabric of Carmarthenshire, and is an integral part of our Cabinet's Vision Statement. As a region with a rich heritage and a substantial Welsh-speaking population, the preservation and promotion of the language are paramount. The Welsh Government's Welsh Language Standards are instrumental in ensuring that the language continues to thrive and evolve, deeply embedded in the daily lives of people and the functioning of public bodies. These standards are not merely regulatory measures but serve as a commitment to treat the Welsh language with equal importance as English, ensuring that Welsh speakers can access services and participate in public life in their native language.

For Carmarthenshire, embracing these standards and aims means fostering a bilingual environment where the Welsh language is not only preserved but celebrated. It involves integrating Welsh into the fabric of community activities, arts, media, and public services. Ensuring that the language is visible and audible in public spaces, from signage to service delivery, encouraging its use and supporting more people to learn and use Welsh in their daily lives.

The Cabinet's Vision Statement sets out that we will "Work to position our recruitment competitively and work towards continuously improving recruitment levels across the organisation. Seeking to understand the steps needed in order to become the employer of choice in West Wales."

As part of our Recruitment and Selection Strategy, alongside our Learning & Development programmes, we aim to support one of the most ambitious targets set by the Welsh Government, which is to have one million Welsh speakers by 2050. This target underscores the strategic importance placed on revitalising the language and making it a living, thriving part of everyday life in Carmarthenshire and beyond. To achieve this, a concerted effort is required across various sectors including education, where the focus is on enhancing Welsh-medium education and ensuring that Welsh is taught and used as a language of instruction and communication.

Based on this, the authority has already committed to increasing the number of Apprenticeships provided through the medium of Welsh as statistics show that 46%

of our young people undertake their secondary education through the medium of Welsh. The transition from school to the workplace is essential for young people to have the confidence to use and develop these skills further.

In summary, our Recruitment & Retention Strategy works with the following other documents to meet our stated corporate vision for the Welsh Language:

- Welsh Language Promotion Strategy (2023-2028)
- Welsh Government's Cymraeg 2050: A Million Welsh Speakers
- Welsh Language Skills Strategy.
- Workforce Strategy
- Cabinet Vision

In particular it aligns strongly to the stated themes of the Welsh Language Skills Strategy:

Theme 1: Increasing the Number of Welsh Speakers

Theme 2: Increasing the use of Welsh

Theme 3: Creating favourable conditions – infrastructure and context

Recruitment and Selection has a key role the Welsh Language Skills Strategy to deliver on Theme 1 & Theme 2, by:

- Ensuring a robust and transparent process for identifying the skills level required for a post
- Communicating to candidates about the values that the organisation holds in relation to the Welsh Language
- Providing a clear and supportive process when there is a gap in candidate's skills
- Ensuring that candidates are given the opportunity to identify their own skills
- Advertising the skills in an inclusive way, which encourages a wide range of potential candidates
- Identifies advertising routes that will encourage those who value the opportunity to work through the medium of Welsh
- Support new staff to transition onto their language development journey via the on-boarding process
- Create an environment for new staff where they are encouraged and supported to use their language

We can achieve this by:

Developing tools for recruiting managers i.e. easy to reference guides and training EDI as part of recruitment training

Encouraging applications from underrepresented groups through targeting those groups in the community

Training frameworks to support Welsh Language learners:

- Welsh Learning Agreements
- Welsh Language Assessments
- Language Buddy
- Development Programmes.

Using inclusive language when promoting the Council, in job adverts and job profiles.

Ensuring clarity and understanding on Welsh language levels in recruitment

Continue to review the progress of the Welsh Language Strategy workstreams and update any actions arising.

3.8 Promote Safer Recruitment

Safer recruitment is a critical aspect of safeguarding within the Authority. It ensures that individuals who are employed or volunteer to work with children, young people, and adults at risk are suitable for their roles and do not pose any threat to their safety and well-being. The importance of safer recruitment lies in its ability to deter unsuitable applicants, identify and reject those who are unsuitable, and respond to any concerns about the suitability of applicants and employees.

By implementing robust safer recruitment practices, we can create a safe environment where every child and adult at risk can participate in a society free from violence, fear, abuse, bullying, harassment, or discrimination.

To ensure compliance with safer recruitment practices, several actions need to be taken.

We can achieve this by:

Implementing the [Safer recruitment Policy](#)

Ensuring that all recruiting managers undergo safer recruitment training.

Pre-employment checks and processes are adhered to, and any breaches are flagged to recruiting managers, Directors and corporate safeguarding board.

Developing recruitment information on DBS checks for recruiting managers.

Exploring processes to reduce falsification of identification.

Developing our recruitment materials to promote safer recruitment.

Recruiting to values.

Implementing the [Corporate Safeguarding Policy](#)

4. Responsibilities

Carmarthenshire employees

Our workforce will take ownership of their personal development work to achieve the values and behaviours of the organisation. Supported by the behaviours framework they will work collaboratively and inclusively with their peers, sharing the common aim of delivering positive outcomes for Carmarthenshire residents.

Carmarthenshire managers

Will play a key role in staff recruitment and retention demonstrating inspirational leadership by listening to their teams, empowering our people to achieve their full potential and work with their peers as one team, sharing our core values and vision to achieve positive outcomes for Carmarthenshire residents. They will hold regular 1-1's, performance development and career discussions with their team members.

Providing knowledge, clarity and guidance, including demonstrating understanding of their own and employees' roles, clarifying expectations and providing clear feedback during the recruitment process.

Carmarthenshire Leaders

Will set the strategic direction for the Council, translate strategy into actions and hold themselves and others to account.

People, Digital and Policy Teams

Will operate as a strategic business partner, proactively advising and empowering managers to be great people leaders. Employment policies, procedures and interventions will be simple, clear and business focused to enable the organisation to attract, retain and develop high-performing employees.

References

CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT. (2018) Diversity and Inclusion in work, facing up to the business case. Summary report (online) available at [Diversity and inclusion at work: facing up to the business case | CIPD](#)

CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT (2022) Resourcing and talent planning report. (online) available at [Resourcing and talent planning survey 2022 \(cipd.org\)](#)

CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT (2023) Good work index June 2023 (online) available at [CIPD Good Work Index 2023: Survey report](#)

NOMIS (2023) Labour market data (online) available at [Nomis - Official Census and Labour Market Statistics \(nomisweb.co.uk\)](#)

RANDSTAD (2023) Work Monitor edition (online) available at [Workmonitor recruitment industry trends report| Randstad UK](#)

[Ending the two-tier workforce - Timewise](#)

BANGOR UNIVERSITY AND WELSH GOVERNMENT (online) available at [Recruitment Pack A5](#)