

## Appendix 1 - Equalities, Diversity and Inclusion (EDI) Delivery Plan (2022/2023)

People Strategy: Keeping and Attracting Talented People			
Objective: Review and strengthen our recruitment and retention processes and practices			
EDI Objectives 2022/23	Key Actions	By when	Measures of Success
<p><b>1.1</b> Measure and assess the impact of our new employer brand to ensure it represents the Council as an inclusive employer, that values diversity and provides equality of opportunity for all</p>	<ul style="list-style-type: none"> <li>• Roll out the Employer Brand proposition</li> <li>• Embed employer brand through a range of communications activity that promotes the county council as a diverse employer</li> <li>• EDI Steering Group representative on the Applicant Tracking System project stakeholder group</li> <li>• Monitor diversity of workforce via the annual workforce profile report</li> </ul>	<p>Launch of Applicant Tracking System November</p> <p>Embed employer brand, including communications activity from November</p> <p>Annual workforce profile published - April 2023</p>	<p>Launched the employer brand and Applicant Tracking System by November</p> <p>Successfully delivered communications</p> <p>Recruited a more diverse range of candidates, evidenced by annual workforce profile trends</p>
<p><b>1.2</b> Maximise the use of diverse channels to advertise and promote our employment opportunities, to ensure they reach a wide variety of audiences, including those from under-represented and minority groups</p>	<ul style="list-style-type: none"> <li>• Review of wider diverse employment promotion opportunities</li> <li>• Pilot and embed any new recruitment channels in our recruitment process</li> <li>• Monitor diversity of workforce via the annual workforce profile report</li> </ul>	<p>March 2023</p>	<p>New promotion opportunities identified and embedded in the Council's recruitment approaches</p>
<p><b>1.3</b> Ensure our recruitment processes and procedures provide an equitable, inclusive, and accessible experience for all candidates</p>	<ul style="list-style-type: none"> <li>• Develop clear processes and procedures, as part of the Applicant Tracking System project, with diversity and inclusion built in at every stage of candidate journey</li> <li>• Ensure a robust and consistent process is in place to capture new hires onboarding experiences</li> </ul>	<p>Develop clear processes and procedures – March 2023</p> <p>Process to capture new hires onboarding experiences designed and implemented – March 2023</p>	<p>At least 80% of candidates considered the recruitment process to be Good or Excellent</p> <p>At least 80% of new hires 'Agree' that they have had a positive onboarding experience by end of 2023/24</p>
<p><b>1.4</b> Embed a zero-tolerance approach to bullying and discrimination and provide a policy framework to enable inclusive practice</p>	<ul style="list-style-type: none"> <li>• Refresh the Anti-Harassment and Bullying Policy, as part of the Big 5 Policies project</li> </ul>	<p>Refreshed policy approved – October</p>	<p>Policy launched and timely communications delivered</p>

	<ul style="list-style-type: none"> <li>• Launch and promote new policy across the organisation, through a range of internal communication activities</li> <li>• Develop clear approach to measure its impact, including identifying any relevant benchmarks</li> </ul>	<p>Launch and communicate policy – October</p> <p>Approach and impact measures developed – March 2023</p>	Bullying and discrimination incidences and issues reduced
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**People Strategy: Promoting a Positive Working Environment**  
Objective: Strengthen our approach to engaging and collaborating with our workforce and communities on diversity, including raising awareness of and celebrating diversity

EDI Objectives 2022/23	Key Actions	By when	Measures of Success
<p><b>2.1</b> Deliver a range of communications and staff engagement activities that highlight and celebrate our diversity and signpost important dates and events</p>	<ul style="list-style-type: none"> <li>• Deliver a range of communications during 2022/23 that celebrate equality, diversity and inclusion</li> <li>• Review EDI communications to understand effectiveness</li> <li>• Engage key workforce groups to shape the development of future activities that promote key dates and events and encourage self-led activities by the workforce</li> <li>• Dependent on engagement findings, consider the potential delivery of an EDI campaign</li> </ul>	<p>Communications-ongoing</p> <p>Review complete - September</p> <p>Engagement with workforce – February 2023</p> <p>Possible campaign in 2023, dependent on engagement findings</p>	<p>Effective delivery of key communications, aligned with key dates</p> <p>Engagement completed</p> <p>Future communications informed by key workforce</p>
<p><b>2.2</b> Develop high quality EDI intranet pages to highlight our work and achievements in this area and provide colleagues with repository of stories, information, contacts, and toolkits to enable self-directed learning</p>	<ul style="list-style-type: none"> <li>• Refresh of current EDI web pages to strengthen and update content</li> <li>• Continue to evolve EDI intranet pages utilising best practice and engaging with key workforce groups to create a jointly developed suite of up to date and relevant EDI pages</li> <li>• Monitor and evaluate impact of new EDI intranet pages</li> </ul>	<p>Review and revise - September</p> <p>Best practice research undertaken - January 2023</p> <p>Engagement with key workforce groups – March 2023</p> <p>Launch evolved EDI web pages – April 2023</p>	<p>Increase in number accessing EDI intranet pages</p> <p>Positive feedback on impact of supporting guidance and materials</p>

<p><b>2.3</b> Develop a blueprint and toolkit to enable colleagues to set up and manage staff forum groups in a consistent way</p>	<ul style="list-style-type: none"> <li>• Review of good practice to inform toolkit development</li> <li>• Produce first draft toolkit, for feedback from Steering Group and consultees</li> <li>• Launch and communicate final toolkit on EDI StaffSpace</li> <li>• Ongoing provision of corporate advice and support in the establishment of new staff forums, as required</li> </ul>	<p>First draft - February 2023</p> <p>Launch toolkit – April 2023</p> <p>Ongoing</p>	<p>Emergence of two or more new staff groups by March 2023</p> <p>Staff forum groups are active and positively contributing to the Council's plans</p>
<p><b>2.5</b> Develop toolkits and guidance to support colleagues across the organisation to engage with communities and residents across Staffordshire to help shape our services to meet diverse needs</p>	<ul style="list-style-type: none"> <li>• Review national and local examples of community engagement good practice and approaches that promote inclusivity</li> <li>• Develop draft toolkit, guidance and supporting materials informed by learning and engagement of key stakeholders</li> <li>• Test and shape first draft with key stakeholders</li> <li>• Refine and secure sign off through appropriate governance channels</li> <li>• Review and monitor its impact, ensuring it remains up to date and relevant</li> </ul>	<p>Review good practice and approaches – November</p> <p>First draft toolkit – January 2023</p> <p>Launch toolkit – March 2023</p>	<p>Toolkit and guidance informed by good practice and stakeholder input</p> <p>Toolkit and guidance developed in line with agreed milestones</p> <p>Case study examples that demonstrate how the engagement toolkit and guidance has improved the quality and reach of local engagement activities</p>
<p><b>2.6</b> Improve the completion of protected characteristic data by staff, to better understand the profile of our workforce</p>	<ul style="list-style-type: none"> <li>• Produce plan of activity to improve completion of data</li> <li>• Promotion of data input pages on MyHR – new tile and banner on landing page</li> <li>• Targeted emails to leaders reinforcing the importance of employee self completion</li> <li>• Explore opportunity to gather and migrate this data at application stage, via the Applicant Tracking System project</li> </ul>	<p>Plan - August</p> <p>MyHR promotion – September</p> <p>Leadership comms – September</p> <p>Review Applicant Tracking System opportunities – December</p>	<p>Increase in staff protected characteristic data is held within MyHR</p> <p>Reduced number of opt outs</p>

	<ul style="list-style-type: none"> <li>Explore option to opt-out of declaring sensitive information</li> </ul>		
<b>People Strategy: Developing Skills for Now and the Future</b> Objective: Review and strengthen our diversity and inclusion training offer to employees			
EDI Objectives 2022/23	Key Actions	By when	Measures of Success
<b>3.1</b> Provide meaningful work experience opportunities to people from diverse / under-represented groups	<ul style="list-style-type: none"> <li>Ensure demographics of Open-Door candidates is captured and monitored</li> <li>Early Careers programme opportunities are expanded to reach diverse and under-represented groups (e.g. Enterprise Adviser volunteers, Jobs and Careers newsletters and internet)</li> <li>Ensure Open Door and wider Employment Brokerage scheme pathways are accessible and inclusive for both applicants and successful candidates (e.g. Open Door website, relationship with external organisations etc)</li> </ul>	Ongoing, aligned with existing programme timescales	Aligned with existing programme measures
<b>3.2</b> Use apprenticeships to provide nationally recognised work-based qualifications to people from diverse / under-represented backgrounds	<ul style="list-style-type: none"> <li>Develop an Apprenticeship Strategy, ensuring nationally recognised work-based qualifications are available to people from diverse and under-represented backgrounds</li> <li>Support the implementation of the Strategy by working with the Stakeholder Consultation Group to provide clear guidance on EDI related goals and measures (e.g. capturing details of the characteristics and diversity profile of applicants)</li> </ul>	Diversity and Inclusion Steering Group response to draft Strategy - early 2023 Apprenticeship Strategy approved – end of March 2023  Launch and communicate approach both internally and externally – April 2023 onwards	Increase in number of diverse and under-represented groups participating in nationally recognised work-based qualifications
<b>3.3</b> Publish an ED&I development offer that includes a range of products	<ul style="list-style-type: none"> <li>Develop the specification for a new EDI mandatory training module and a module</li> </ul>	Invitation to tender posted – October	New product commissioned and fully implemented

to suit different learning styles, audiences and situations	<p>for hiring managers on providing accessible and inclusive recruitment</p> <ul style="list-style-type: none"> <li>Continue to develop internal and external resources, to support self-directed and team led learning</li> <li>Build in a feedback channel to understand the impact of the development offer</li> <li>Respond to and complete the EDI Training Audit action</li> <li>Commission a new product(s) to support recruiters, and review impact following launch</li> </ul>	<p>Provider identified and contracted - November</p> <p>Products launched -March 2023</p> <p>Campaign to complete mandatory module for all staff and recruitment module for hiring managers - April and September 2023</p>	<p>Number of mandatory EDI learning module completions</p> <p>Positive feedback on impact of supporting guidance and materials e.g. on candidate experience of the recruitment process</p>
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**People Strategy: Developing Leaders for Now and the Future**  
Objective: Review and strengthen our diversity and inclusion training offer to employees

EDI Objectives 2022/23	Key Actions	By when	Measures of Success
<b>4.1</b> Provide a reciprocal mentorship scheme to enable colleagues from different backgrounds, grades, and levels of experience to share, learn and grow together	<ul style="list-style-type: none"> <li>Explore linkages with the System Wide EDI Forum mentoring programme, to ensure the Council can put forward candidates for the initial programme</li> <li>Promote the scheme internally</li> </ul>	Ongoing	<p>Introduction of new scheme</p> <p>Participation of staff</p>
<b>4.2</b> Ensure the Council has a profile in system level / regional EDI forums and networks to ensure we are linked into the latest thinking and approaches	<ul style="list-style-type: none"> <li>Council's Steering Group and possible Black Workers Forum representation on system level EDI forums</li> <li>Develop and ensure a regular communication mechanism is in place between the Diversity and Inclusion Steering Group and system level EDI forums</li> </ul>	Regular communications with existing forums established from September	Outputs and learning informing future EDI goals and approach for 2023-24 onwards

**Respond to Audit Actions**

EDI Objectives 2022/23	Key Actions	By when	Measures of Success
EDI item added to organisation risk register	<ul style="list-style-type: none"> <li>Share draft with Steering Group for consideration</li> <li>Ensure final suggested risk wording, shaped by steering group, is passed back for entry into the new risk system</li> </ul>	In progress – expected completion February 2023	<p>EDI risks included in the Risk Register</p> <p>Regular monitoring of the EDI risks</p>
Review and expand the EDI plan to provide more detail and ensure objectives are SMART, meaningful and include interdependencies (and also develop measures / KPIs)	<ul style="list-style-type: none"> <li>Agree format of EDI plan</li> <li>Identify leads, interdependencies, inputs, outcomes and success measures for each action</li> <li>Monitor progress and written progress update report to Cabinet in Dec</li> </ul>	<p>EDI Plan - completed in September</p> <p>Annual update report – in progress; report to Corporate Overview and Scrutiny on 12 December</p>	<p>EDI Delivery Plan developed and approved by the Diversity and Inclusion Steering Group</p> <p>Regular monitoring of the EDI Delivery Plan</p> <p>Consider key issues and future development opportunities</p>
Undertake light touch assessment against EFLG	<ul style="list-style-type: none"> <li>Assess EDI action plan against LGA EFLG</li> <li>Review Action Plan</li> </ul>	In progress – expected completion February 2023	To follow ‘Review and expansion of EDI Action Plan’
Develop and agree Terms of Reference for EDI steering group	<ul style="list-style-type: none"> <li>Seek comment from SG members</li> <li>Sign-off Terms of Reference</li> </ul>	Completed in May 2022	Terms of reference developed and adopted by the Diversity and Inclusion Steering Group
Reference the Council’s values and behaviours in Code of Conduct	<ul style="list-style-type: none"> <li>Steering Group to consider options as part of the development of the 2023/24 plan.</li> </ul>	In progress – consideration for 2023/24 plan	
Ensure CIAs consider intersectional protected characteristics	<ul style="list-style-type: none"> <li>Review of existing CIA guidance and supporting materials to understand any gaps</li> <li>Refine and publish tweaked CIA guidance and supporting materials</li> </ul>	Completed in May	CIA guidance updated to incorporate this in April
Develop measures and KPIs for the objectives in the EDI action plan	<ul style="list-style-type: none"> <li>Conversations with delivery leads identify key measures of success</li> <li>Alignment of key measures with any existing plans</li> </ul>	Completed in September	Success measures developed and monitored by the Diversity and Inclusion Steering Group

