

## Appendix 1 - Equalities, Diversity and Inclusion (EDI) Action 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>	Ongoing	<p>Launched the employer brand and Applicant Tracking System by November 2022 – delivered</p> <p>Successfully delivered communications</p> <p>Recruited a more diverse range of candidates, evidenced by annual workforce profile trends – Review end of December 2023</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>	Ongoing	<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>	Ongoing	<p>At least 80% of candidates considered the recruitment process to be Good or Excellent – end or 2023/24</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>	Ongoing	<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>		Bullying and discrimination incidences and issues reduced – Review end of 2023/24
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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
<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	<ul style="list-style-type: none"> <li>• Deliver a range of communications during 2023 that celebrate equality, diversity and inclusion</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>• Consider the potential delivery of an EDI campaign</li> </ul>	Ongoing	<p>Effective delivery of key communications, aligned with key dates</p> <p>Future communications informed by key workforce</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	<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>	Complete	<p>Increase in number accessing EDI intranet pages</p> <p>Positive feedback on impact of supporting guidance and materials</p>
<b>2.3</b> Gather and explore insights regularly through conversation events, staff forums, surveys, and informal channels, so that we hear from a variety of people in a variety of ways	<ul style="list-style-type: none"> <li>• Analyse data and use this to inform strategy development and future planning</li> </ul>	Ongoing	Insights directly inform EDI action planning

<p><b>2.4</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 the EDI 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>Complete</p>	<p>Staff forum groups are active and positively contributing to the Council's plans</p>
<p><b>2.5</b> Review and produce community engagement guidance and toolkit, using learning and working alongside the Public Health Community Champions programme 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, including working with Public Health to use the learning of Community Champions</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>• Launch and embed across the organisation</li> </ul>	<p>Ongoing</p>	<p>Principles and guidance successfully tested and developed with key staff and relevant partners</p> <p>Guidance on delivering effective engagement and how to access support is available and accessible for all staff.</p> <p>Unique visits to web pages and positive feedback on use of guidance and toolkit in engagement activities – review September 2023</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> </ul>	<p>Ongoing</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 opportunity to gather and migrate this data at application stage, via the Applicant Tracking System project</li> <li>• Explore option to opt-out of declaring sensitive information</li> </ul>		
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**People Strategy: Developing Skills for Now and the Future**  
Objective: Review and strengthen our diversity and inclusion training offer to employees

<b>EDI Objectives 2022/23</b>	<b>Key Actions</b>	<b>By when</b>	<b>Measures of Success</b>
<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 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</li> </ul>	Ongoing	Increase in number of diverse and under-represented groups participating in nationally recognised work-based qualifications

	characteristics and diversity profile of applicants)		
<b>3.3</b> Publish an ED&I development offer that includes a range of products to suit different learning styles, audiences and situations	<ul style="list-style-type: none"> <li>• Develop the specification for a new EDI mandatory training module and a module for hiring managers on providing accessible and inclusive recruitment</li> <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>	Ongoing	<p>New product commissioned and fully implemented</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>

**People Strategy: Developing Leaders for Now and the Future**  
Objective: Review and strengthen our diversity and inclusion training offer to employees

<b>EDI Objectives 2022/23</b>	<b>Key Actions</b>	<b>By when</b>	<b>Measures of Success</b>
<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>	Delayed	<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 EDI 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 EDI Steering Group and system level EDI forums</li> </ul>	Delayed	Outputs and learning informing future EDI goals and approach for 2023-24 onwards

<b>Respond to Audit Actions</b>			
<b>EDI Objectives 2022/23</b>	<b>Key Actions</b>	<b>By when</b>	<b>Measures of Success</b>
EDI item added to organisation risk register	<ul style="list-style-type: none"> <li>Share draft with EDI Steering Group for consideration</li> <li>Ensure final suggested risk wording, shaped by the EDI Steering Group, is passed back for entry into the new risk system</li> </ul>	Ongoing	<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 delivery 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 December 2022</li> </ul>	Complete	<p>EDI delivery plan developed and approved by the EDI 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 delivery plan against LGA EFLG</li> <li>Review Delivery Plan</li> </ul>	Delayed	To follow 'Review and expansion of EDI delivery plan'
Develop and agree Terms of Reference for EDI steering group	<ul style="list-style-type: none"> <li>Seek comment from EDI Steering Group members</li> <li>Sign-off Terms of Reference</li> </ul>	Complete	Terms of reference developed and adopted by the EDI Steering Group
Reference the Council's values and behaviours in Code of Conduct	<ul style="list-style-type: none"> <li>EDI Steering Group to consider options as part of the development of the 2023/24 plan.</li> </ul>	Ongoing	
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>	Complete	CIA guidance updated to incorporate this in April 2022

Develop measures and KPIs for the objectives in the EDI delivery 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>	Complete	Success measures developed and monitored by the EDI Steering Group
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