

## 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 2022</p> <p>Embed employer brand, including communications activity from November 2022</p> <p>Annual workforce profile published - April 2023</p>	<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>	<p>Review - end of Quarter 1 and Quarter 3 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 - 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> <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>Refreshed policy approved - Completed October 2022</p> <p>Launch and communicate policy - Completed October 2022</p> <p>Approach and impact measures developed - March 2023</p>	<p>Policy launched and timely communications delivered</p> <p>Bullying and discrimination incidences and issues reduced - Review end of 2023/24</p>
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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

<b>EDI Objectives 2022/23</b>	<b>Key Actions</b>	<b>By when</b>	<b>Measures of Success</b>
<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 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>	<p>Communications ongoing throughout 2023</p> <p>Plan for engagement with workforce - end of March 2023</p> <p>Possible campaign in Summer / Autumn 2023, dependent on engagement findings</p>	<p>Effective delivery of key communications, aligned with key dates</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> </ul>	<p>Initial refresh of EDI pages - Completed in 2022</p> <p>Best practice research undertaken - February 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>

	<ul style="list-style-type: none"> <li>• Monitor and evaluate impact of new EDI intranet pages</li> </ul>		
<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 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>Development and consultation of initial draft toolkit - February / March 2023</p> <p>Access to guidance and toolkit promoted - May 2023</p> <p>Officer feedback on use - October/November 2023</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>Review of guidance goes live - April 2023</p> <p>Access to guidance and toolkit promoted - May 2023</p> <p>Officer feedback on use - October/November 2023</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> </ul>	<p>Plan complete - August 2022</p> <p>MyHR promotion - September 2022 and ongoing throughout 2023</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>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> <li>Explore option to opt-out of declaring sensitive information</li> </ul>	<p>Leadership comms - September 2022</p> <p>Review Applicant Tracking System opportunities - April 2023</p>	
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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 timescales- The established Open Door programme will continue throughout 2023/24	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> </ul>	<p>Apprenticeship Strategy approved - end of March 2023</p> <p>Launch and communicate approach both internally</p>	Increase in number of diverse and under-represented groups participating in nationally recognised work-based qualifications

	<ul style="list-style-type: none"> <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>	and externally - April 2023 onwards	
<p><b>3.3</b> Publish an ED&amp;I development offer that includes a range of products to suit different learning styles, audiences and situations</p>	<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>	<p>Invitation to tender posted - Completed October 2022</p> <p>Provider identified and contracted - November 2022</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>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>
<p><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</p>	<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>	End of September 2023	<p>Introduction of new scheme</p> <p>Participation of staff</p>

<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</p>	<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>	<p>Regular communications with existing forums established from September</p> <p>EDI Lead is now a member of PPMA Shires EDI group - first meeting January 2023</p>	<p>Outputs and learning informing future EDI goals and approach for 2023-24 onwards</p>
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**Respond to Audit Actions**

<b>EDI Objectives 2022/23</b>	<b>Key Actions</b>	<b>By when</b>	<b>Measures of Success</b>
<p>EDI item added to organisation risk register</p>	<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>	<p>In progress - expected completion February 2023</p>	<p>EDI risks included in the Risk Register</p> <p>Regular monitoring of the EDI risks</p>
<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)</p>	<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>	<p>EDI delivery plan - completed in September 2022</p> <p>Annual reporting - in progress: Corporate Overview and Scrutiny - December 2022 Cabinet - February 2023</p>	<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>
<p>Undertake light touch assessment against EFLG</p>	<ul style="list-style-type: none"> <li>• Assess EDI delivery plan against LGA EFLG</li> <li>• Review Delivery Plan</li> </ul>	<p>March 2023</p>	<p>To follow 'Review and expansion of EDI delivery plan'</p>
<p>Develop and agree Terms of Reference for EDI steering group</p>	<ul style="list-style-type: none"> <li>• Seek comment from EDI Steering Group members</li> <li>• Sign-off Terms of Reference</li> </ul>	<p>Completed in May 2022</p>	<p>Terms of reference developed and adopted by the EDI Steering Group</p>

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>	End of March 2023	
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 2022	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>	Completed in September 2022	Success measures developed and monitored by the EDI Steering Group