

The purpose of this action plan is to identify and prioritise activity to deliver on the equality elements of the recently approved Workforce Resilience and Recovery Strategy which replaced the People Strategy to account for the impact of the Covid-19 pandemic. It aims to stimulate engagement and discussion throughout the workforce using the recognised trades unions, the self-managed support networks and with teams and individuals through publication in Team Talk.

The Council aims to go beyond legal compliance under the Public Sector Equality Duty and to act as a community leader by promoting inclusion throughout our own workforce and to encourage this approach to partner and stakeholder organisations.

Priority Area	Objectives/Outcomes (specific) with update	Responsible Officer (s)	Timescale (time bound)
People	Update workforce profile information.	Tarig Singh/David Holmes	An update report is due for consideration at September 2021 Personnel Committee
	Promote importance of collecting employee data to ensure we understand the demographics of our workforce. This work is linked to the development of the Employee passport (please see below).	Equalities Officer (EO)	Immediate
	Equality impact assessments – a review has been undertaken following an audit report to improve understanding of when an EQIA is required and what they need to include to inform decision making. The form is being redrafted and guidance is being updated	EO/Cross department working party	Immediate
	Review and refresh the published equality objectives as required every 4 years under the Public Sector Equality Duty. Undertake this work to underpin the new People Strategy	Head of HR/EO/ CEG HR/Recruitment	March 2022 June 2021 onwards
	Employee passports – develop idea of digital personnel files where personal information including equalities data travels with the individual employee throughout their employment with NCC with the facility to be personally updated to create ‘mobile’ personal files.	Recruitment/EO	Ongoing
	Improve statistical information around recruitment to understand the points where candidates from particular groups drop out of our process and identify appropriate		

People (continued)	<p>actions from this analysis. Review BMS functions that will help to capture the relevant candidate pipeline data. Link this work to relevant WRES Metrics 2 and 8.</p> <p>Graduate Trainee Programme – promote NCC graduate development programme through self-managed groups as well as local universities to ensure under-represented groups are aware and have access to these opportunities. Review activity to date after 2021 selection process. Highly effective programme for recruiting fresh talent and increasing the number of younger candidates. NCC have taken on additional trainees this year</p> <p>Apprenticeships – include equality data for apprentices as part of the review of the apprenticeship strategy</p> <p>Leonard Cheshire Change 100 Interns – 4 interns started in 2021 despite limited opportunities due to Covid situation. Continue to assess the value of the programme in promoting NCC as a positive, inclusive place to work</p> <p>Development of action plan to promote our engagement with the Armed Forces Covenant to open up job opportunities to armed forces leavers and to continue to support reservists, former Forces personnel and their families. Work to date included in the Council’s submission leading to the award of Gold standard</p>	<p>Adrian McKiernan</p> <p>Lyndsey Woolmore</p> <p>Lyndsey Woolmore</p> <p>Neil Bettison/Steve Brooks/Ellen Cottee</p>	<p>Report to Personnel Committee Nov 2021</p> <p>November 2021</p> <p>Late autumn 2021</p> <p>Ongoing</p>
Leadership	<p>ICS Leadership Programme – NCC has been offered several places on ICS leadership programme for Black and Minority Ethnic staff. Ongoing programme from September 2019</p> <p>International Women’s Day – identify key inputs to mark this and other key dates in the equalities calendar</p> <p>Support aspirant and existing managers from under-represented groups to apply for leadership roles through the promotion of the refreshed Leadership Development Programme. Explore how opportunities for shadowing, secondments and wider work</p>	<p>Lyndsey Woolmore</p> <p>Gill Elder/Lyndsey Woolmore/EO</p> <p>Corporate Equality Group</p>	<p>September 2021</p> <p>March 2021 onwards</p> <p>September 2021</p>

Leadership (continued)	<p>experience and self-directed learning can be developed and promoted to all including under-represented groups</p> <p>Disability Confident – NCC has moved from being Disability Confident Committed to Disability Confident. Elected members have agreed to further submitting validation assessment to become Disability Confident Leader. LW working on submission - Summer 21. Various work around NCC is helping to validate that work e.g. Leonard Cheshire internship programme.</p> <p>Continue to develop programme of Manager as Coach training and in-house coaching programme to support and enable employees across the workforce to be the best they can be and to further develop solution focussed approaches</p>	<p>Gill Elder</p> <p>Coaching Network</p>	<p>Update report to September 2021 Committee</p> <p>Ongoing promotion</p>
Culture (continued)	<p>Dying to Work - refresh guidance and support for people facing terminal illness to encourage the promotion of choice and to support employees and their families at the most difficult of times. Provide evidence-based information to reinforce our commitment on an annual basis</p> <p>Windrush – promote details of the Home Office Compensation scheme on the public website, the staff intranet, through partner organisations e.g. Inspire, trade unions, Corporate Equality Group and self-managed Black Workers Network. A further article on Windrush was published in June 2021 to mark the national day.</p> <p>Membership of Stonewall membership has been reviewed in light of negative national publicity, concerns re value for money offered and the withdrawal of certain high level participants e.g. ACAS and the Equality and Human Rights Commission. Continue to explore alternatives to support LGBT + employees including the development of an internal model aligned more closely with the Council's objectives</p> <p>Gender Pay Gap – continue to develop our action plan to close the gap recognising that there are certain limitations in times of controlled recruitment</p>	<p>Gill Elder</p> <p>Gill Elder</p> <p>EO/Gill Elder</p> <p>Gill Elder</p>	<p>Actioned and to return to future CJCNP</p> <p>Actioned</p> <p>August 2021</p> <p>Ongoing - report to Personnel Committee on progress made</p>

	<p>Explore where proposed legislative changes are in relation to further work on addressing known pay gaps</p> <p>Continue to develop refreshed employment procedures which are intrinsically equitable and fair and appropriate for attracting and retaining quality employees to a modern accessible and inclusive public service organisation e.g. Hybrid Working Model.</p> <p>Development of guidance on the Menopause – current example of response to a specific request to develop guidance</p> <p>Promote a range of gender specific health and wellbeing initiatives as part of the review undertaken by Workforce Resilience and Recovery Group</p> <p>Promotion of training and awareness raising around those with caring responsibilities, Dementia Friends, Workplace Buddies, Mental Health First Aiders and ensuring our various support initiatives are inclusive, accessible and fit for purpose.</p>	<p>Gill Elder</p> <p>Joint work with Trades Unions & staff networks</p> <p>Joint work with Trade Unions</p> <p>Various staff networks, HR, Public Health</p> <p>HR/CEG/Employee networks</p>	<p>in January 2021, next due January 2022 Consider expanding gap reporting to other protected characteristics once known if there is to be further legislation</p> <p>Ongoing</p> <p>Ongoing and possibly a requirement of new legislation currently being considered</p> <p>Actioned subject to 6 monthly review</p> <p>Equalities Officer undertaking a wide ranging review of all equalities training - Ongoing</p> <p>Ongoing</p>
Environment	<p>Timewise – nationally recognised organisation who we have engaged with to maximise our flexible working offer with the intention of becoming a Timewise accredited employer. The work is not only around the physical environment but includes flexibility in terms of how, when and where work is delivered and how our future jobs are designed. Feedback from employee workshops demonstrate this is one of the most highly valued benefits NCC offers so we will continue to develop our overarching approach in this area</p>	<p>Joint work managers, trade unions and employees</p>	<p>Accredited December 2020 but work ongoing to broaden the offer and to build on identified actions Hybrid Working strategy approved July 2021</p>

	<p>Explore opportunities with our workplace coaches to develop special internships for young people with Education, Health and Care Plans to support them to be “work ready” and to offer genuine opportunities into the world of work</p> <p>Maximise the benefits of external funding streams e.g. Access to Work, ad hoc grants etc. to support and enable people with long term health conditions and disabilities to access and remain in work beyond an employer’s statutory responsibilities</p>	<p>Gill Elder/Louise Benson/Naomi Russell</p> <p>Joint work with services, networks and HR</p>	<p>Commitment for 3 special interns from January 2022 – delayed due to Covid pandemic</p> <p>Ongoing</p>
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This Equalities action plan in relation to employees is an iterative document, subject to consultation and expansion as we engage with internal workforce stakeholders including managers, employees, the recognised trades unions, the employee networks and partner organisations.

This draft action plan will be further developed and should be read in conjunction with the various departmental Equalities Action Plans, the Workforce Resilience and Recovery Strategy and Action Plan and the specific plans to address the particular equalities strands.