

The purpose of this draft 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	Responsible Officer (s)	Timescale
<b>People</b>	Update the workforce profile information	David Holmes	July 2021 report to Personnel Committee
	Promote importance of declaring protected characteristics to ensure we understand the demographics of our workforce	Equalities Officer (EO)	Immediate
	Equality impact assessments – strengthen our approach to make this activity more relevant and linked specifically to Committee reports	EO/Heather Dickinson	Immediate
	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	HR/Steve Brooks	June 2021 onwards
	Improve statistical information around recruitment to understand the points where candidates with a protective characteristic drop out of our process and identify appropriate actions from this analysis	Steve Brooks/EO	Ongoing

<p><b>People (continued)</b></p>	<p>Graduate 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 2020 selection process</p> <p>Apprenticeships – include equality data for apprentices as a separate section in the Workforce Profile report to assess success of the programme in attracting applicants from a range of backgrounds including care leavers</p> <p>Leonard Cheshire Change 100 Interns – 1 intern started in 2020 as 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</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 2020</p> <p>July 2021</p> <p>Spring 2021</p> <p>Ongoing</p>
<p><b>Leadership</b></p>	<p>ICS Leadership Programme – NCC has been offered several places on ICS leadership programme for Black and Minority Ethnic employees to start in 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 with protected characteristics to apply for leadership roles through the promotion of the refreshed Leadership Development Programme. Explore how opportunities for shadowing,</p>	<p>Lyndsey Woolmore</p> <p>Gill Elder/Lyndsey Woolmore/EO</p> <p>Corporate Equalities Group</p>	<p>September 2021</p> <p>March 2021 onwards</p> <p>March 2021</p>

<p><b>Leadership (continued)</b></p>	<p>secondments and wider work experience and self-directed learning can be developed and promoted to under-represented groups</p> <p>Disability Confident – NCC has moved from being Disability Confident Committed to Disability Confident. Elected members have agreed to aiming to be a Disability Confident Leader within 12 months which requires further development of the actions outlined in our self-assessment</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>By April 2021</p> <p>Ongoing promotion</p>
<p><b>Culture</b></p>	<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 Equalities Group and self-managed Black Workers network</p> <p>Stonewall – continue to raise awareness of policies and guidance developed specifically to support LGBT + employees and to review previous evidence submitted to ensure we maintain and improve our position on the Stonewall Index</p>	<p>Gill Elder</p> <p>Gill Elder &amp; Black Workers Network</p> <p>EO/LGBT+ Network</p>	<p>Actioned and to return to future CJCNP</p> <p>Actioned</p> <p>August 2021</p>

<b>Culture (continued)</b>	<p>Celebrate Stonewall Regional Awards for Best Network and Best Performing Public Sector Organisation</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>Whilst recognising there is currently no legal duty to do so, expand pay gap reporting to ethnicity, LGBT + and disability</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 public service organisation</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 well-being 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>Marje Toward</p> <p>Gill Elder</p> <p>Gill Elder</p> <p>Joint work with Trades Unions &amp; employee networks</p> <p>Joint work with Trade Unions</p> <p>Various employee networks, HR, Public Health</p> <p>HR/CEG/Employee networks</p>	<p>Actioned</p> <p>Ongoing to report to Personnel Committee on progress made in January 2021</p> <p>Ongoing, report to Personnel Committee 2021</p> <p>Ongoing</p> <p>Actioned subject to 6 monthly review</p> <p>Ongoing</p> <p>Ongoing</p>
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<p><b>Environment</b></p>	<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>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>Joint work managers, trade unions and employees</p> <p>Gill Elder/Louise Benson/Naomi Russell</p> <p>Joint work with services, Employee networks and HR</p>	<p>Ongoing, accredited December 2020</p> <p>Commitment for 3 special interns from September 2020 – 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.