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.

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| **Priority Area** | **Objectives/Outcomes (specific) with update** | **Responsible**  **Officer (s)** | **Timescale (time bound)** |
| **People**  **People (contin-ued)** | Update workforce profile information.  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).  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  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  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.  Improve statistical information around recruitment to understand the points where candidates from particular groups drop out of our process and identify appropriate 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.  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  Apprenticeships – include equality data for apprentices as part of the review of the apprenticeship strategy  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  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 | Tarig Singh/David Holmes  Equalities Officer (EO)  EO/Cross department working party  Head of HR/EO/ CEG  HR/Recruitment  Recruitment/EO  Adrian McKiernan  Lyndsey Woolmore  Lyndsey Woolmore  Neil Bettison/Steve Brooks/Ellen Cottee | An update report is due for consideration at September 2021 Personnel Committee  Immediate  Immediate  March 2022  June 2021 onwards  Ongoing  Report to Personnel Committee Nov 2021  November 2021  Late autumn 2021  Ongoing |
| **Leader-ship**  **Leader-ship (contin-ued)** | ICS Leadership Programme – NCC has been offered several places on ICS leadership programme for Black and Minority Ethnic staff. Ongoing programme from September 2019  International Women’s Day – identify key inputs to mark this and other key dates in the equalities calendar  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 experience and self-directed learning can be developed and promoted to all including under-represented groups  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.  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 | Lyndsey Woolmore  Gill Elder/Lyndsey Woolmore/EO  Corporate Equality Group  Gill Elder  Coaching Network | September 2021  March 2021 onwards  September 2021  Update report to September 2021 Committee  Ongoing promotion |
| **Culture**  **Culture (contin-ued)** | 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  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.**  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  Gender Pay Gap – continue to develop our action plan to close the gap recognising that there are certain limitations in times of controlled recruitment  Explore where proposed legislative changes are in relation to further work on addressing known pay gaps  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.***  Development of guidance on the Menopause – current example of response to a specific request to develop guidance  Promote a range of gender specific health and wellbeing initiatives as part of the review undertaken by Workforce Resilience and Recovery Group  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. | Gill Elder  Gill Elder  EO/Gill Elder  Gill Elder  Gill Elder  Joint work with Trades Unions & staff networks  Joint work with Trade Unions  Various staff networks, HR, Public Health  HR/CEG/Employee networks | Actioned and to return to future CJCNP  Actioned  August 2021  Ongoing - report to Personnel Committee on progress made in January 2021, next due January 2022  Consider expanding gap reporting to other protected characteristics once known if there is to be further legislation  Ongoing  Ongoing and possibly a requirement of new legislation currently being considered  Actioned subject to 6 monthly review  Equalities Officer undertaking a wide ranging review of all equalities training - Ongoing  Ongoing |
| **Environ-ment** | 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  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  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 | Joint work managers, trade unions and employees  Gill Elder/Louise Benson/Naomi Russell  Joint work with services, networks and HR | Accredited December 2020 but work ongoing to broaden the offer and to build on identified actions  Hybrid Working strategy approved July 2021  Commitment for 3 special interns from January 2022 – delayed due to Covid pandemic  Ongoing |

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 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.