

# Equality, Diversity & Inclusion Action Plan

## Objective 1: Inclusive and representative workforce

**Lead Councillor:**

**Lead Director: Lee Mann**

Our equality objectives help us to focus on reducing inequality and advancing equality, diversity, and inclusion through the decisions that we make and through our policies and practices. To help us achieve this it is identified as a core part of the Council Plan that our workforce reflects the communities that we serve so that we can adequately understand what it is we need to deliver and how.

[Link to Workforce Strategy](#)

	Action	Key targets and measures	Lead
<b>1</b>	<b>Attract and recruit a diverse workforce</b>		
A.	Develop a recruitment operating model that directly addresses under-representation in the workforce.	1A1. Work with Directorates to identify critical roles and design recruitment plans which look to increase applications from under-represented groups. A plan for each Directorate by 31/03/25.	<b>Kelly Cracknell</b>

		<p>1A2. Increase utilisation of the Apprenticeship Levy across different grades to develop under-represented staff through accredited learning programmes. Percentage increase year on year.</p> <p>1A3. Identify and utilise a range of advertising opportunities to increase applications/appointments and representation, especially at senior levels. Percentage increase year on year.</p>	
B.	<p>Utilise data extracted from the Council's recruitment system (Oracle Recruitment Cloud) to monitor and improve representation.</p>	<p>1B1. A revised workforce data pack was launched to DLTs in May 2024 to inform action – to share with DLTs on a quarterly basis.</p> <p>1B2. Explore Oracle Recruitment Cloud (ORC) reporting functionality, to develop and enhance a suite of recruitment analytics to monitor and inform workforce planning. By 31/03/25.</p>	<p><b>Kelly Cracknell</b></p>

C.	Review the Recruitment Policy and supporting guidance to promote an inclusive and representative workforce.	<p>1C1. Revised Recruitment Policy implemented by 31/10/24.</p> <p>1C2. Revision to recruitment guidance and intranet pages, including launch of revised manager recruitment e-learning by 31/10/24.</p> <p>1C3. Drive accountability within Directorates to ensure representative panels are in place for all council interviews. Ongoing.</p>	<b>Kelly Cracknell</b>
D.	Review and refresh the Council's Induction process to ensure it supports inclusivity.	<p>1D1. Gain insight from new starters through evaluation of current induction to inform improvements by 31/12/24.</p> <p>1D2. Review and update the induction manual/process to ensure sufficient information is provided around reasonable adjustments and employee networks by 31/12/24.</p>	<b>Claire Lindsay</b>

		<p>1D3. Ensure that the NCC Behavioural Expectations are adequately covered in all induction and probation processes. Ongoing.</p> <p>1D4. Develop a 'Role Models' booklet and videos to promote inclusion and showcase our diverse range of talent throughout the organisation, by 31/03/25.</p>	
E.	Working groups to be established with local partners to create a framework for inclusive recruitment.	<p>1E1. Continued participation in the inclusive recruitment workstreams of the Universities for Nottingham EDI Taskforce. Ongoing.</p>	<b>Kelly Cracknell</b>
F.	Review and refresh the Council's EDI training and relevant policies and strategies to ensure that Care Experience is acknowledged as a protected characteristic.	<p>1F1. Ensure that the training is regularly reviewed and updated as required – ongoing.</p> <p>1F2. Housing Services policies and training is to be reviewed and updated upon</p>	<b>Claire Lindsay Rebecca Dennis</b>

		<p>merging of the Learning Zone and any other EDI training, by 31/12/24.</p> <p>1F3. Oracle Fusion to be updated so care experience can be added as a protected characteristic, by 31/12/24.</p>	
G.	Use of targeted recruitment campaigns and Positive Action initiatives to increase diverse representation within the workforce.	<p>1G1. The refreshed recruitment guidance to include guidance on targeted recruitment and positive action. In place by 31/10/24.</p> <p>1G2. Ensure career site design and content encourages applications from diverse applicants; explore career site functionality in respect of automatic posting of NCC roles to targeted jobs board including, for example, Armed Forces Veteran sites, by 31/12/24.</p>	<b>Kelly Cracknell</b>
<b>2</b>	<b>Retain and develop colleagues who are underrepresented in our workforce</b>		

A.	<p>Work with Trade Unions and Employee Networks to develop and review effective HR policies that support inclusive working and provide equal opportunities for employment and development.</p>	<p>2A1. Work in consultation with the Trade Unions, as partners to collective bargaining, and through the Central and Equalities Panels, ensuring staff networks and other stakeholder input on all relevant policy changes. Ongoing.</p> <p>2A2. Improve the access to policies and guidance through the Intranet, using data and stakeholder feedback to prioritise format and key policies for implementation, by 31/03/25.</p> <p>2A3. Support a review to consider the introduction of a Disability Leave Policy, putting forward recommendations by 31/03/25.</p> <p>2A4. Support the review, redrafting and consultation of all recruitment and resourcing related policies, by 31/03/25.</p> <p>2A5. Conduct a review of the Menopause Policy, with a view to introducing an</p>	<p><b>Daljit Nijran</b></p>
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		independent sickness absence code, by 31/03/25.	
B.	Utilise the Apprenticeship Levy to widen the talent pool and remove employment barriers in hard to recruit roles.	<p>2B1. Identify hard to fill roles through Workforce Plans and engagement with services – exploring how apprenticeships can form part of the solution. Ongoing.</p> <p>2B2. Aim to increase the number of entry level apprentices into the council from diverse backgrounds and under-represented groups. Percentage increase in places.</p> <p>2B3. Aim to retain and progress talented colleagues within the organisation from diverse backgrounds and under-represented groups through higher level apprenticeships. Percentage increase in places.</p> <p>2B4. Track and monitor the progress of colleagues completing apprenticeships to</p>	<p><b>Rebecca Dennis</b>  <b>Claire Lindsay</b>  <b>Gareth Sayers</b></p>

		evaluate their effectiveness in retaining and progressing staff within the organisation, on a quarterly basis.	
C.	Provide development opportunities to underrepresented groups within NCC, designed to attract, develop, and retain diverse talent.	<p>2C1. Work with leader/managers to source stretch and development opportunities for participants of the council's Accelerated Development Programme (ADP). Ongoing.</p> <p>2C2. Continue to raise the profile of participants through communications and sharing of successes via case studies for example. Ongoing.</p> <p>2C3. Review and refresh of existing ADP programme with a view to launching a further cohort in Q1/Q2 of 2025.</p> <p>2C4. Evaluation of Reciprocal Mentoring programme cohorts 1 and 2, in order to inform possible future cohort design and delivery, by 31/10/24.</p>	<p><b>Claire Lindsay</b> <b>Gareth Sayers</b></p>



		<p>2C5. Collaborate with partners to review and evaluate the Nottingham Leadership Transformation Programme (NLTP) with a view to offering further cohorts, by 31/10/24.</p>	
D.	<p>Promotion of Health and wellbeing support services.</p>	<p>2D1. New contract for ‘PAM Assist’ Employee Assistance Provider in place by 20/09/24.</p> <p>2D2. Revised/refreshed offer promoted to the organisation from Q3 (Autumn) 2024, including:</p> <ul style="list-style-type: none"> <li>○ Neurodiversity diagnostic assessments and lived experience webinars and talking groups</li> <li>○ Menopause Connect group</li> <li>○ Promotion of external support services i.e. Access to Work and Maximus.</li> </ul>	<p><b>Jacqueline Armand</b> <b>Kirsty Spencer</b></p>

E.	Reasonable adjustments policy and guidance to be reviewed and promotion of wellbeing passports to be improved.	2E1. Policy and guidance revised, and passport released in 2023. Further improvements implemented by 31/12/24.	<b>Kirsty Spencer</b> <b>Rebecca Dennis</b>
F.	Utilise staff feedback survey to capture the views, perceptions, and experiences of all staff, ensuring that responses are analysed by protected characteristics to identify disparities and areas for improvement.	<p>2F1. Deliver the next Staff Survey in Q3 (Autumn) 2024 and ensure as high a response rate as possible (52% responded in 2022).</p> <p>2F2. Ask specific questions of the workforce relating to EDI, looking for percentage point changes in trend data from 2018 and 2022.</p> <p>2F3. Analyse other key questions by protected characteristic to identify disparities – positives to harness and areas to improve. Full results available by 31/01/25.</p> <p>2F4. Work with services to build an understanding of the results/feedback and ensure that action plans are developed to</p>	<b>Gareth Sayers</b>

		<p>drive any required improvements, by 31/03/25.</p> <p>2F5. Benchmark results and findings with other Local Authorities, including Core Cities to assess where NCC is in relation to its inclusion ambitions compared to others. Q1/Q2 of 2025.</p>	
G.	<p>Prepare and publish annual collective pay gap report for gender, ethnicity, disability, and sexual orientation.</p>	<p>2G1. Ensure that Pay Gap data is produced and reported on an annual basis, snapshot date 31/03/25.</p> <p>2G2. Ensure that an action plan and narrative is produced annually with a detailed account of actions and initiatives to reduce pay gaps. Ongoing.</p> <p>2G2. Encourage employees to share information on relevant characteristics to ensure that declaration rates are increasing to improve data capture. Percentage increase in declared characteristics.</p>	<p><b>Rebecca Dennis</b></p>

<b>3</b>	<b>Develop and support a culture that values a representative workforce</b>		
A.	Continuation of Culture Change programme with a focus on psychological safety and cultural competence	<p>3A1. Continue to use levers to try and positively influence the organisations ‘culture’ (mindsets, behaviours, and actions) through the implementation and delivery of the latest council Improvement Plan. By 31/06/26.</p> <p>3A2. Drive mindset and behaviour change in relation to EDI through the culture change work, including;</p> <ul style="list-style-type: none"> <li>○ Embedding of the EDI behaviours in all that we do – monitored/measured through the IPR process.</li> <li>○ Continued learning and development activity to increase inclusion.</li> <li>○ Positively responding to and issues/concerns raised in the</li> </ul>	<b>Gareth Sayers</b>

		<p>culture mapping exercise (30/09/24).</p> <p>3A3. Continue to drive a culture where it is safe to speak up, challenge and debate and where all voices are heard. Ongoing.</p>	
B.	<p>Ensure that staff networks are a respected and recognised employee voice and that they provide a safe and inclusive space for all network members.</p>	<p>3B1. Continue to develop proactive and engaging approaches towards staff networks to enable effective engagement on employee related policies and practices. Ongoing.</p> <p>3B2. Promote staff networks as part of the induction process to ensure that new starters are aware of networks and have accessibility to them. Ongoing.</p> <p>3B3. Support staff networks to lead on activities and events in relation to their objectives and purpose to benefit the organisation. Ongoing.</p>	<p><b>Rebecca Dennis</b></p>

		3B4. Support staff networks to champion inclusion and work with allies and key stakeholders to positively contribute towards relevant EDI Strategy objectives. Ongoing.	
C.	Review and refresh EDI training to ensure up to date with legislation and best practice	3C1. Annual review of EDI training package. Ongoing. 3C2. Engage with Employee networks and other subject matter experts to inform design and content. Ongoing. 3C3. Aim to increase uptake of non-mandatory EDI training, benchmarking against other similar organisations. Percentage increase in attendance.	<b>Claire Lindsay</b> <b>Rebecca Dennis</b>
D.	Continuation of EIA improvement project to strengthen equality in decision making across the business	3D1. Ensure that monthly EIA training workshops are delivered across the business and are accessible to all relevant employees/managers. Ongoing.	<b>Rebecca Dennis</b>

		<p>3D2. Ensure that weekly drop-in surgeries and are available during the budget round period to support EIA completions.</p> <p>3D3. Ensure that all EIAs are quality checked and signed off by the EDI team before publishing. Ongoing.</p> <p>3D4. Ensure that dedicated intranet page for EIA guidance/process, exemption guidance and template is regularly reviewed and updated in line with user feedback and legislative changes. Ongoing.</p> <p>3D5. Produce reporting for EIA e-learning and workshop sessions to ensure that relevant persons are undertaking EIA training. Quarterly.</p>	
F.	Continuation of EDI charters and frameworks to support us in developing and maintaining an	3F1. Disability Confident Leader accreditation to be reviewed and renewed for 2025.	<b>Rebecca Dennis</b>

	inclusive and representative workforce	<p>3F2. Continue to uphold and review the seven key commitments of the Race at Work Charter. Ongoing.</p> <p>3F3. Stonewall Equality Index accreditation to be reviewed and renewed with a view to becoming an award winner. Annually.</p> <p>3F4. British Sign Language Charter to be reviewed and renewed. Annually.</p> <p>3F5. Implementation of the Equality Framework for Local Government (EFLG) to assess progress against EDI Strategy, by 31/03/25.</p>	
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