

Inclusion and diversity work programme

2021 – 2022





IMPROVE

Continuously improve our systems and processes to support the diverse needs of our staff and service users.



NETWORKS

Work with our networks and partners, both internally and externally to understand lived experiences and support improvements for the future.



CULTURE

Develop our culture so that the lived experience of staff and our service users aligns to our values and beliefs.



LEARN

Learn and develop as we go both in terms of new skills and new understanding to better enable us to learn from our mistakes to improve things for the future.



UNDERSTAND

Seek to understand the needs and experiences of those we employ and those we serve.



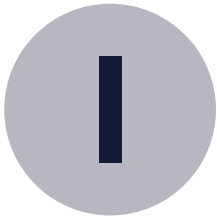
DATA

Use data-led insight to monitor our progress and to develop our systems and processes for the future.



ENGAGE

Regularly engage both formally and informally with our staff and our service users.



IMPROVE

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Task name: Dignity at work

1

Status: Progressing

Deliverable(s)

Updated dignity at work policy and how to guide.

Brief rationale

Following the creation of the Zero-Tolerance statement additional guidance and a review of the current dignity at work policy and how to guide is underway.

Timescale: September 2021

Task name: Disability confident

2

Status: Progressing

Deliverable(s)

Disability Confident Level 2 award.

Brief rationale

Achieving Disability Confident Level 2 will enhance the County Council's reputation as an inclusive employer helping recruit the broadest talent; enhancing recruitment skills, potentially leading to service improvement and efficiencies.

Timescale: November 2021

Task name: Recruitment/Selection

3

Status: New

Deliverable(s)

- External attraction plans to support increased applications from those with disabilities and those under the age of 25;
- Better understanding of what prevents people from protected characteristics being selected for senior roles and appropriate initiatives to overcome any barriers that might exist.

Brief rationale

- Our data indicates that we are less successful in attracting potential candidates who report to having a disability and who are under the age of 25;
- With the rise in the number of applications being received, we want to explore if the quality of applications received has increased;
- The organisation would like to see better representation of people with protected characteristics in our senior roles.

Timescale: 2022/2023

Task name: IT Inclusivity

4

Status: New

Deliverable(s)

A 'one stop shop' webpage for assistive technology enabling IT use.

Brief rationale

There can be challenges for some staff in identifying and accessing appropriate assistive technology. This project aims to ease those challenges, leading to improvements and efficiencies for colleagues in undertaking their roles.

Timescale: 2022/2023

Task name: Open working

5

Status: New

Deliverable(s)

- Guidance on how to manage and mitigate the impacts of corporate requirements on part time workers;
- Initiatives to make flexible working more accessible for colleagues from specific groups as identified in the staff survey.

Brief rationale

- Representations were made at workshops that some staff who work part time are disproportionately affected by corporate requirements, email volume/email culture and self-service culture, which impacts on productive time;
- The 2021 staff survey indicated that some staff groups are under-represented among those who work flexibly.

Timescale: 2022/2023



NETWORKS

Work with our networks and partners, both internally and externally to understand lived experiences and support improvements for the future.

Task name: Working parents and carers

1

Status: Progressing

Deliverable(s)

- Staff report increased awareness of relevant policies;
- Policy amendments as appropriate to support the sharing of good practice.

Brief rationale

The Carer and Working Parents Network have identified potential opportunities to enhance practice around working and providing care. The beneficial outcomes will be staff are better supported to be happy and successful in their roles following maternity leave and whilst meeting their parenting and caring responsibilities.

Timescale: December 2021

Task name: Lived experiences and cultural awareness

2

Status: New

Deliverable(s)

A series of stories and/or set of information that reflects the diversity of cultures and lived experiences of our staff and service users.

Brief rationale

Linked to the diversity role models project, which was implemented Autumn 2020, colleagues have fed back through the inclusion strategy workshops that they would like to see more examples of diversity and increased opportunity to learn through the lived experience of colleagues.

Timescale: 2022/2023



CULTURE

Develop our culture so that the lived experience of staff and our service users aligns to our values and beliefs.

Task name: Let's Talk about...

1

Status: Progressing

Deliverable(s)

A series of sessions on being disabled, gender and sexual orientation.

Brief rationale

The Let's Talk about series started during 2020 with a focus on Race. The programme will continue through 2021 into 2022, including Race and developing additional focus on other protected characteristics.

Timescale: December 2021

Task name: MHFA Anti-racist organisation pack

2

Status: New

Deliverable(s)

A project, with necessary recommendations, that explores the viability of becoming a Mental Health First Aid (MHFA) anti-racist organisation.

Brief rationale

- Anti-racist workplaces help to build cultures where people feel valued and safe, which will enable people to focus on the job in hand and boost productivity through innovation;
- Workplaces play a key role in creating a society where everyone's mental health matters.

Timescale: 2022/2023

Task name: Inclusion Allies

Status: New

Deliverable(s)

Clear understanding of benefits that Inclusion Allies and Sponsors can bring for our staff and service users with appropriate steps to introduce as relevant/appropriate.

Brief rationale

Inclusion Allies are a key source of support to organisations for embedding inclusion and developing an even more inclusive culture.

Timescale: 2022/2023



LEARN

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Task name: Develop network members

1

Status: New

Deliverable(s)

- Learning needs analysis for network members;
- A learning plan for network members with appropriate capture of CPD.

Brief rationale

We want to increase engagement from a range of network members in undertaking network related work and provide them with the skills and knowledge to be successful. This would help with succession planning within the networks.

Timescale: 2022/2023

Task name: Inclusion and Diversity learning and development

2

Status: New

Deliverable(s)

- Reviewed suite of available learning and development with appropriate recommendations for change/refresh;
- Refreshed learning and development materials as appropriate.

Brief rationale

To continuously improve the training offer to make sure that it is up to date, relevant, accessible and meets the needs of the organisation.

Timescale: 2022/2023

3

Task name: Addressing incidences of bullying, harassment, abuse, discrimination and microaggressions

Status: New

Deliverable(s)

- Clear understanding of the issues that prevent staff with protected characteristics reporting bullying, harassment, abuse, discrimination and microaggressions;
- Increased levels of reporting of incidences and reported satisfaction with outcomes.

Brief rationale

We want to remove any barriers to raising concerns which may remain unresolved and which may impact on staff members.

Timescale: 2022/2023

4

Task name: Resolving conflict

Status: New

Deliverable(s)

- Clear understanding of the options available for improving our 'resolving workplace issues' policy – including consideration of 'conflict resolution' and 'restorative practice' based approaches;
- Agreed recommendations and subsequent project established to deliver agreed changes to policy.

Brief rationale

We want to reduce the time taken to resolve conflict. Case studies demonstrate improvement in employee wellbeing and/or a reduction in the negative impact on business performance and associated additional financial cost

Timescale: 2022/2023



UNDERSTAND

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Task name: Protected characteristic terminology/appropriate language

1

Status: Progressing

Deliverable(s)

Clear guidance for staff and service users.

Brief rationale

To enable staff to be comfortable and confident to describe people and groups of people belonging to protected characteristics groups in non-offensive and acceptable terms.

Timescale: November 2021

Task name: Departmental inclusivity and accessibility action plans

2

Status: Progressing

Deliverable(s)

Actions from agreed departmental action plans as appropriate.

Brief rationale

Departments have undertaken self-assessments, and created action plans, of the inclusivity and accessibility of their services.

Timescale: 2022/2023



DATA

Use data-led insight to monitor our progress and to develop our systems and processes for the future.

Task name: HR Data statement

1

Status: Progressing

Deliverable(s)

People analytics statement.

Brief rationale

To enable effective analysis of that data to drive improvement.

Timescale: March 2022

Task name: Social mobility

2

Status: New

Deliverable(s)

A project to explore opportunities for the County Council to improve social mobility (for staff and for communities).

Brief rationale

This issue is gaining more prominence nationally and is part of proposed new improvements:

- The social mobility commission is now sponsored by the Minister for Women and Equalities, as part of the Equality Hub, to advise on the importance of social mobility in the UK;
- The issue was identified as one of the issues to address in race and ethnic disparities report.

Timescale: 2022/2023

Task name: Data capture

3

Status: New

Deliverable(s)

Data that demonstrates staff movement between grades in any given period.

Brief rationale

Internal applicants' makeup 8.6% of those shortlisted, over the course of the year we will be interested in monitoring internal staff career progression.

Timescale: 2022/2023



ENGAGE

Regularly engage both formally and informally with our staff and our service users.

Task name: National Inclusion Week 2021

1

Status: Progressing

Deliverable(s)

Increased employee awareness, understanding of, and engagement in the County Council's work to advance Inclusion and Diversity.

Brief rationale

To support the County Council's position and reputation as a diverse employer, involving team-based activities and organisational wide events.

Timescale: October 2021

Task name: Communications, branding and information

2

Status: New

Deliverable(s)

- Review of internal and external Inclusion and Diversity communications;
- Improvement plan for internal and external Inclusion and Diversity communications.

Brief rationale

There is an opportunity to improve the range, accessibility and impact of our internal and external communications, including visuals and/or branding, to show we are an inclusive organisation and attract new, diverse, staff.

Timescale: 2022/2023

Task name: Framework for community cohesion

3

Status: Progressing

Deliverable(s)

A set of key metrics to track social integration and implementation of a process by which these would be reported.

Brief rationale

As part of our increasing attention to our external facing Inclusion and Diversity remit, we recognise the potential to improve how we contribute to inclusion and diversity for our communities.

Timescale: 2022/2023

