Directorate/Service		Age	Disability	Part-time Working	Lead
Adult Social Care	**Essential**	Introduce a positive action Mentoring Scheme, focusing on career progression of younger people.	Create relationships and outreach initiatives with School and Colleges, to improve our community position. Promote working for the Council, through workplace promotion with partners and services users.	Conduct a review of current full-time employees to offer flexible working, including reducing hours for senior managers, to aid work-life balance.	Vernon Nosal
	Desirable	Explore learning opportunities from other Local Authorities – how do we compare to other LA's? Raise awareness of job sharing through an employee survey. Conduct functional EIAs of all main services, ensuring that in relation to employment and service delivery, all end to end policies, processes, procedures and practice is fully inclusive, accessible and any discriminatory barriers are removed.			

Directorate/Service		Age	Disability	Part-time Working	Lead
Business Services	**Essential**	Promote SCC to schools and colleges, highlighting mainstream career opportunities (outside apprenticeships and graduate progs).	Ensure best practice competence for hiring managers and specific services eg IMT and Property, relating to the Social Model and supporting disabled people and access.	Recruitment system and process changes, to create default position of full time, part time or job share, with manager opt out. Widely promote and ensure adoption across services.	Simon Pollock
	Desirable	Show we are a progressive employer through leadership initiatives and visibility – Be advocates.	Fully support the campaign to improve self-declaration accuracy on disability.	Unlock our talent – for over qualified women returners, due to the working patterns on offer.	
		Conduct functional EIAs of all main services, ensuring that in relation to employment and service delivery, all end to end policies, processes, procedures and practice is fully inclusive, accessible and any discriminatory barriers are removed.			

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Directorate/Service/Corporate Specific Workshop Priorities - Supporting the Fairness and Respect Strategy 2014-18 Workforce Objective – October 2014 – Abid Dar

Directorate/Service		Age	Disability	Part-time Working	Lead
Chief Executives Office	Essential	Use the branding reach of external communications, to cross promote key messages on positive career opportunities at the Council.	Through further analysis and reporting of Surrey i, lead on educating the leadership on the demographics and challenges of disabled people within Surrey re worklessness and economic activity.	Understand fully and support the career progression of part time employees, addressing any cultural barriers and gather insight on the aspirations of current part time employees. Support the Council`s shift to the Job Share default position.	Liz Mills
	Desirable	Ensure all externally focussed EIAs on service provision consider retention and workforce implications of all protected characteristics. Conduct functional EIAs of all main services, ensuring that in relation to employment and service delivery, all end to end policies, processes, procedures and practice is fully inclusive, accessible and any discriminatory barriers are removed.			

Directorate/Service		Age	Disability	Part-time Working	Lead
Children's, Schools & Families	Essential	Improve the offer of detailed face to face feedback to younger applicants during recruitment.	Improve management competence on supporting disabled staff and making effective adjustments.	Understand the motivations and aspirations of part time workers, in relation to career progression. Respond to any cultural or systemic change required.	Caroline Budden
	Desirable	Understand the career prospects of people under 24. Use effective workforce development and planning to potentially address the gaps. Conduct functional EIAs of all main services, ensuring that in relation to employment and service delivery, all end to end policies, processes, procedures and practice is fully inclusive, accessible and any discriminatory barriers are removed.			

Directorate/Service		Age	Disability	Part-time Working	Lead
Cultural Services	**Essential**	Encourage under 24 weekend assistants to apply for permanent roles, when available. When posts become available, use community outreach to improve a diverse applicant pool.	Conduct building access audits, for all customer facing environments and internal areas, to improve access and reputation. Where possible, work with community groups to assist with access assessments.	Pro-actively consider job share opportunities, in particular in middle and senior management, supporting the Corporate drive for full time positions to provide default options of job share or part time.	Kelly Badwal (STC)
	Desirable	Understand why men generally do not apply for roles within Library services - what are the barriers? Conduct functional EIAs of all main services, ensuring that in relation to employment and service delivery, all end to end policies, processes, procedures and practice is fully inclusive, accessible and any discriminatory barriers are removed.			

Directorate/Service		Age	Disability	Part-time Working	Lead
Environment & Infrastructure	**Essential**	Greatly improve links with 6th form colleges, to attract more applicants from the 16 – 24 age groups via work experience offering. Consider positive action mentoring or internship programmes.	Understand whether physical accessibility is a barrier to our locations. If required, conduct building access audits, for all customer facing environments and internal areas, to improve access and reputation. Where possible, work with community groups to assist with access assessments.	Pro-actively consider job share opportunities, in particular in middle and senior management, supporting the Corporate drive for full time positions to provide default options of job share or part time.	Ian Boast
	Desirable	Conduct functional EIAs of all main services, ensuring that in relation to employment and service delivery, all end to end policies, processes, procedures and practice is fully inclusive, accessible and any discriminatory barriers are removed.			

Directorate/Service		Age	Disability	Part-time Working	Lead
Surrey Fire & Rescue Service	**Essential**	Where opportunities permit, ensure that the applicant pool is reflective of Surrey`s communities, through continued community engagement.	Improve self-declaration rates through improved access. Use OH referral and Health Checks data to understand health and cultural challenges, growing a supportive culture around this.	Where opportunities exist, ensure that the potential for job share or part time progression opportunities are fully explored, prior to advertising the role.	Matthew Baker
	Desirable	Continue to work towards the "Excellence Standard" of the Local Government Equality Framework, addressing all specific issues in relation to age and disability. Conduct functional EIAs of all main services, ensuring that in relation to employment and service delivery, all end to end policies, processes, procedures and practice is fully inclusive, accessible and any discriminatory barriers are removed.			

Appendix A – Corporate Work Plan - Supported by all Directorates

Directorate/ Service	Age	Disability	Part-time Working	Lead
SECTION 1 - STRAND SPECIFIC	1. Progression from apprenticeships – entry level posts and developmental grades. Stepping Stone initiatives to ensure early entry into SCC to grow the next generation of workforce.	1. Services to support accuracy of declaration rates Council wide campaign. 2. Services to identify who your core local residents groups are to promote your best practice. 3. Grow a culture of support, duty of care and wellbeing, focussing on Reasonable Adjustments and best practice attendance management.	1. A readymade pool of candidates available when opportunities arise through part-time pre-registration. 2. System led change ie part time, job share by default, for manager opt out. Policy change to reflect this. 3. Services to change workplace practice to reflect this. 4. Use innovative ways to job design and tapping into part time talent pools, to create external job share opportunities and internal progression. 5. Guidance and case studies on ensuring and promoting job shares.	Abid Dar/ Carmel Millar/ HRLT

SECTION 2 - COMMUNITY ENGAGEMENT	
2014-15 Priorities 1. Work with the Surrey Coalition of Disabled People and Youth Services, as part of community engagement, to identify and create action plans. 2. Start a series of promotions and marketing initiatives with Hubs, Web, Radio, Video. 3. Evaluate and test recruitment systems to identify key changes.	Abid Dar/ Carmel Millar/ HRLT
2014-15 Priorities 1. Change recruitment systems, process, to create more accessible and supportive recruitment platforms.	

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Directorate/Service/Corporate Specific Workshop Priorities - Supporting the Fairness and Respect Strategy 2014-18 Workforce Objective – October 2014 – Abid Dar

SECTION 3 - ATTRACTION	Abid Dar/ Carmel Millar/ HRLT
2014-2018 Priorities 1. Work with TMP to improve and establish key targeted messaging, community campaigns and positive action advertising. 2. Work closely with Communications team to develop and improve our brand to younger people and disabled people.	

SECTION 4 - RECRUITMENT	
2014-15 Priorities 1. Ensure all required actions, to make recruitment systems and processes fully accessible, through the joint Coalition plan. 2. Improved monitoring systems, to track candidate progress and response.	Abid Dar/ Carmel Millar/ HRLT
2015-16 Priorities 1. Create opt out, default full time, part time and job share, for senior management positions. 2. Review and ensure the Diversity Recruitment Toolkit, is used throughout each recruitment episode.	
2016-17 Priorities 1. Recognise and consider potential, aptitude, volunteering and values based recruitment, as well as experience/qualifications. 2. Identify and deliver positive action approaches in various job categories and localities.	

SECTION 5 - SELECTION	
2014-15 Priorities 1. Monitor success rates between CVs and application forms. 2. Improve monitoring of selection decisions for fairness, proportionality and transparency.	Abid Dar/ Carmel Millar/ HRLT
2015-16 Priority 1. Improved recruitment and selection training to remove bias in criteria, JDs, selection decisions.	
2017-18 Priority 1. Through live monitoring, ensure interventions are made, when candidate balance is disproportional.	

SECTION 6 - RETENTION + INCLUSIVE CULTURE	
2014-15 Priorities 1. Agree all Fairness and Respect Strategy Directorate projects, with lead sponsors, accountable officers and project plans. 2. Review and revise current policies on supporting both physical and mental health disability in the workplace, including a series of staff guidance notes. 3. Respond fully, to the findings of the Time To Change Employee Study. 4. Agree and scope a strategic plan and target to reduce long term absence. 5. Promote the Fairness and Respect Strategy and activity, including more fairness champions, increased mediation. 6. Promote Wellbeing and deliver initiatives, in accordance to the People Strategy.	Abid Dar/ Carmel Millar/ HRLT
2015-16 Priorities 1. Lead on a campaign, to improve accuracy of declaration rates from all staff. 2. Promote transparent secondment/development opportunities, accessible to all. 3. Engage and complete the National Wellbeing Charter self and peer assessment, delivering identified improvements. 4. Monitor all areas of the workplace, including the Employee Survey, to identify and remove any discriminatory practice.	

2016-18 Priorities

1. All teams to complete Flexible Working Team Charters.
2. All project leads to attend EIA Workshops and e-learning and senior officers to lead and deliver on EIAs.
3. Support completion of functional EIAs for all core services.