Appendix 1: Equality, Diversity and Inclusion Strategy Action Plan 2023-2027

Our action plan details planned action against each of the equality objectives set out in the Equality, Diversity and Inclusion strategy. The actions are grouped into three themes:

1. Our workforce: Foster an inclusive, supportive and safe working environment that attracts and retains diverse people who feel valued, respected, and empowered.
2. Our communities: Further understand and work with our diverse communities across Cambridgeshire, developing local solutions which address the needs of our communities.
3. Our services: Ensure people who use our services and residents have good quality public services that meet the diverse needs of our communities.

This is an organic document which will be regularly updated and reviewed the EDI Team.

Action plan progress will be reviewed by the EDI Leadership Forum, reported to the Communities, Social Mobility and Inclusion Committee biannually and included in the annual workforce update to Staffing and Appeals Committee. Updates will be published quarterly on our internal and external webpages.

No	Objective	Action	Team responsible	Start	End	Success measure and Key outputs
A: Our workforce: Foster an inclusive, supportive and safe working environment that attracts and retains diverse people who feel valued, respected and empowered.						
1.1	**Attract, retain, and develop a diverse workforce with different experiences, skills, and backgrounds, including a close reflection of the communities we serve.**	**Recruitment and selection** Develop guidance to support hiring managers in writing job descriptions and person specifications. Provide guidance and examples of reasonable adjustments and support available during the recruitment process for neurodivergent applicants, disabled applicants and applicants with a long-term health condition. Review the existing recruitment training and provide updates related to inclusion. Develop an eLearning package for recruitment and ensure EDI is woven throughout. Consider how we can further support care experienced individuals during the recruitment process. Continue to publicise our roles on diversity jobs pages.	Recruitment Team and EDI Team	June 2024	June 2026	Improve diversity of applications and success rates for roles. See appendix for baseline data.

No	Objective	Action	Team responsible	Start	End	Success measure and Key outputs
		Develop and include a revised positive action statement in our job descriptions. Review our external EDI webpage for applicants to include our support for staff.				
1.2		**Diversity disclosure** Continue to raise awareness of disclosing diversity data for employees and be clear why this information is required. Produce a briefing document to support managers to share with teams during key touch points e.g. Our Conversations Develop our ERP diversity data collection to include gender identity and sexual orientation (see appendix 2) to be more inclusive and care experience. Produce targeted communications and raise awareness of these fields when agreed.	EDI Team, HR and Communications	Jan 2023	Review quarterly	Increase in disclosure rates recorded: August 2023 baseline: Disability not completed: 78.9% Ethnicity not completed: 34% Sexual orientation not complete: 46.4% Religion: 46% Gender identity: not captured appropriately Care experience: not included at this time

No	Objective	Action	Team responsible	Start	End	Success measure and Key outputs
1.3		Establish the most appropriate accreditation schemes for CCC Review the NGDP "Pride Checklist" (Appendix 2).	EDI Team and Workforce Policy and Wellbeing Team	Jan 2025	Review annually	CCC understands the existing accreditation schemes available related to EDI and wellbeing and has developed a plan to engage in the most appropriate ones which align with our Equality objectives, People strategy and strategic framework. Employee survey measure: 'I trust this organisation to treat all employees with fairness'
1.4		Through the Care Experience Working Group, identify ways to ensure care experienced individuals are encouraged to apply, guided throughout the recruitment process and supported during their employment. Capture care experience in our recruitment system.	EDI Team through Care Experience Working Group (monthly)	Dec 2023	Review every May	Care experience individuals can disclosure this information during the recruitment process and managers are aware of how to support care experienced individuals.
1.5		Explore options for supported employment schemes to create	HR Services: Recruitment	January 2024	August 2024	Once options are explored, success will be

No	Objective	Action	Team responsible	Start	End	Success measure and Key outputs
		opportunities to close the learning disability employment gap. Consider barriers to work, understanding learning profiles and ensuring that the individuals are supported at work in the long-term.	Team, HR team, Workforce Strategy, Policy and Wellbeing and EDI Team.			measured through understanding the profile of our workforce more and identifying next steps to close the learning disability employment gap.
1.6		Analyse and monitor nominations and awardees of our employee awards by protected characteristic and compare to our workforce data.	Workforce Policy and Wellbeing Team	March 2023	Every cycle	Nominations and awardees are representative of our workforce.
2.1	**Enhance the way we recruit, develop, and promote people, creating equitable processes by identifying and overcoming structural barriers to people from marginalised and under-represented groups.**	Embed the analysis of data by protected characteristics into all HR processes: Collect, analyse and report employee lifecycle data from recruitment to exit by protected characteristic. Where there is evidence of disproportionality, identify barriers and action to address, including: - Recruitment data – including surveys Recruitment – explore recruitment survey responses to identify key barriers in the process by protected characteristic	EDI Team with support from PIP and HR	June 2024	Annually	Each year, a full employee lifecycle data report is produced which identifies underrepresentation in recruitment, progression/recognition, leavers and disciplinaries'/Resolving Workplace Concerns

No	Objective	Action	Team responsible	Start	End	Success measure and Key outputs
		- Progression data: rewards, recognition, acting up - Analyse data on respect at work cases, discipline, grievance and capability procedures by protected characteristic and directorate - Exit data – including interviews				
2.2		Analyse the full 2023 Employee survey by protected characteristic and intersectionally to identify staff views and perceptions in the workplace. Identify significant differences and explore actions to address. Reports discussed at EDI Working Group and EDI Leadership Forum	Employee survey provider reports with support from PIP (Engagement)	Dec/Feb 2023	Every Employee survey	Employee survey analysis by protected characteristic complete and reported to EDI Working group and EDI leadership forum for discussion.
2.3		**Career development** Evaluate the mutual mentoring pilot scheme and relaunch a revised mentoring scheme following feedback. Review the existing women of colour in leadership feedback and relaunch another cohort of the programme.	Learning & Development	2024	2027	Employee survey measures: Q: 'I am often recognised when I do a good job' Q: 'I feel I am fairly rewarded considering my duties and responsibilities at the council' Q: 'The council provides opportunities for people

No	Objective	Action	Team responsible	Start	End	Success measure and Key outputs
		Publicise current career development offers including targeting underrepresented staff groups – monitor existing career development by protected characteristic. Make career development a regular part of the Our Conversations discussion. Apprenticeships – continue to monitor the diversity of our apprenticeships. Continue to publicise Apprenticeship opportunities. Showcase diverse profiles of completed apprenticeships.				from diverse backgrounds to succeed and celebrates success'
2.4		Review the update the equality, diversity and inclusion policy to ensure it reflects our position on EDI.	EDI Team and Workforce Policy and Wellbeing Team	March 2023	Every 3 years	Revised EDI policy developed with engagement from IDEAL network and other groups/committees
2.5		Enhance our support for disabled colleagues, neurodivergent colleagues and colleagues with a long-term health condition by: Launch a revised SARA process (Health passport) to support neurodivergent, disabled employees	Workforce Policy and Wellbeing Team, L&D and EDI Team	2023	2024	A revised Health Passport process is created and launched. Managers and colleagues are aware of the new process and it is

No	Objective	Action	Team responsible	Start	End	Success measure and Key outputs
		and employees with a long-term health condition. Produce a guidance document for managers with examples of reasonable adjustments and support for disabled colleagues, neurodivergent colleagues and colleagues with health conditions. Review and revise the Reasonable Adjustment eLearning to incorporate changes.				incorporated into online learning. Increased knowledge and awareness of Access to Work.
2.6		Revise the Access to Work document to provide clarity and consistency on the process across the organisation.	EDI Team and Health & Safety Team	Jan 2024	March 2024	
2.7		Continue to publish our gender pay gap and ethnicity pay gap. Review our approach to ethnicity pay gap reporting (2025).	Workforce Policy and Strategy Team and EDI Team	2023	Annually	Publication and monitoring of pay gaps.
3.1	**Build an inclusive workforce which fosters a culture of respect and ensure our people feel safe and that they belong.**	Alongside training (objective 5), publish a clear commitment to anti-racism which includes what it means at CCC to be anti-racist, examples of racism, how to report incidents and support available to all colleagues.	EDI Team in collaboration with IDEAL Network	2023	Ongoing	Commitment to anti-racism published internally.

No	Objective	Action	Team responsible	Start	End	Success measure and Key outputs
3.2		Staff knowledge: • Develop and publish toolkits and guidance documents to help staff and managers discuss sensitive issues such as race, gender identity and religion. Inclusive language document, supporting trans and non-binary staff (see Appendix 2). • Publish educational resources and encourage personal responsibility for self-education to develop staff knowledge on race equality – in progress. • Embed inclusion throughout the Managers Hub toolkit that is being created	EDI Team	2023	Ongoing	Improve managers confidence in managing diverse teams and having conversations related to EDI.
3.3		Develop a business case and options appraisal for a reporting system to support staff experiencing any form of unacceptable behaviour at work.	EDI Team & HR Advisory Team	2024	2024	Employee survey measure: 'If I raised a concern, I believe appropriate action would be taken'

No	Objective	Action	Team responsible	Start	End	Success measure and Key outputs
3.4		Seek to increase the diversity profile of our Respect@ Work Contact role by working with IDEAL Network collaboratively.	EDI Team and HR Advisory	June 2024	Review every 2 years	More Respect@ Work contacts are recruited and trained. Diverse representation in applications and contacts.
3.5		Working with IDEAL and support groups: Develop a clear set of expectations for staff and managers that recognises the importance of staff networks, mentors and champions. This will include recognising the time commitments that come with these roles and that staff taking on these additional responsibilities should be supported by their line mangers to do so.	EDI Team and IDEAL	Sept 2024	Dec 2024	Clear set of expectations developed to recognise the time commitment of contributing to IDEAL etc.
3.6		Continue our Accessibility audit of all our buildings (including toilet facilities) considering the protected characteristics, including disability, gender identity, sex and gender reassignment. This includes evacuations and a review of meeting rooms (see Appendix 2).	Property Team	2024	2024	Access Audit completed and report presented.

No	Objective	Action	Team responsible	Start	End	Success measure and Key outputs
3.7		Similar to New Shire Hall, explore providing space for: reflection, quiet spaces, prayer, infant feeding etc at offices to support neurodivergent colleagues in particular.	Health and Safety Team, EDI Team and Policy and Wellbeing Team	2024	2027	Spaces considered throughout all our buildings.
3.8		Develop and publish a trans equality commitment statement in collaboration with our LGBTQIA+ Working Group (see Appendix 2).	EDI Team and LGBTQIA+ Working Group	Aug 2024	Dec 2024	Published commitment statement developed collaboratively.
3.9		Gather feedback on the existing mental health and racism page and identify next steps to improve our wellbeing hub resources and support about mental health and racism.	Wellbeing Group	2024	2027	Employee survey measures: 'I believe the council genuinely cares about my health and wellbeing' 'At the council, I am supported to balance my work and my personal life in a way that works for me' – analysis by ethnicity
3.10		Provide guidance for colleagues to explore how local Teams can consider inclusivity in their Team Charter e.g. Inclusive ways of working	EDI Team and Workforce Policy and Wellbeing Team	Jan 2025	June 2025	Guidance produced for colleagues. Employee survey measure: 'any barriers to performing my role'

No	Objective	Action	Team responsible	Start	End	Success measure and Key outputs
3.11		Increase awareness of Aggression and Violence Guidance	EDI Leadership Forum, ELT and Team	2024	Ongoing	Positive feedback received on the guidance and use of the template letters recorded. Employee survey measure: Q17 'If I raised a concern, I believe appropriate action would be taken
3.12		Introduce a name pronunciation tool for employees	EDI Team and IT	2024	Ongoing	Employee survey measure: belonging
3.13		Continue to use our EDI governance structure to work closely with the IDEAL staff Network and the associated peer support groups, seeking feedback on policies, strategies and initiatives and hearing about any challenges identified by the Network and/or Peer Support Group.	EDI Team and IDEAL Network Committee	2023	Ongoing, through EDI Governance meetings	Continued effective working relationship between corporate teams and IDEAL staff network. Colleagues feel their voices are heard.
3.14		Support Members to consider how to work to diversify the pool of councillors in the future through increasing visibility of role models, outreach and support structures.	EDI Team and Members	2023	Ongoing	Monitoring of the make-up of Members diversity profile and committee membership.
4.1		Equality Impact Assessments – see objective 12				

No	Objective	Action	Team responsible	Start	End	Success measure and Key outputs
	Develop and empower					
4.2	**our people to design and deliver inclusive and accessible services, removing internal and external institutional barriers.**	Staff knowledge: • Develop and publish toolkits and guidance documents to support colleagues who are providing services to our diverse communities e.g. Supporting trans and non-binary service users (see Appendix 2). • Publish educational resources and encourage personal responsibility for self-education to develop staff knowledge on race equality – in progress.	EDI Team	2023	2027	Increased engagement with EDI communications. Employee survey measure: 'I trust this organisation to treat all employees with fairness'
4.3		Create a 'one-stop' shop of all EDI-related resources and education for colleagues to tap into whenever they would like.	EDI Team	2024	2024	Feedback collated about the 'one-stop shop'
5.1	**Empower all colleagues and services to use their influence to advance and promote equality, diversity, and inclusion across**	Produce an annual EDI communications plan which includes monthly EDI conversations and weekly blogs. Monitor the reach of these.	EDI Team			Increased uptake of EDI Conversations, specifically attracting those not usually desk based, by 15%

No	Objective	Action	Team responsible	Start	End	Success measure and Key outputs
5.2	**CCC and work together to make organisation-wide impact to progress our equality objectives.**	EDI eLearning - Monitor uptake of existing eLearning modules by directorate - Report uptake quarterly to directorates - - Review and update content of eLearning annually - Consideration for e-learning units about EDI topics of socio-economic, care experience and unpaid carers (a protected characteristic by association under the Equality Act 2010).	EDI Team and Learning and Development			Increase completion percentage of EDI eLearning to 60% % completion as of August 2023: 25.88% Evidence of impact from training demonstrated.
5.3		Deliver 4 Ps of Inclusion modules and monitor uptake by directorate, review evaluation data every 6 months. Promote upcoming cohorts to increase uptake.	Learning and Development	2023	2027	Increase in completion: 300 colleagues to complete by 2026 96 colleagues have completed by March 2024.
5.4		Identify new and bespoke learning opportunities for colleagues, specifically: - Provide anti-racism training	EDI Team and Learning and Development	2023	Ongoing	Increased awareness of EDI-related topics as measured through uptake of training courses.

No	Objective	Action	Team responsible	Start	End	Success measure and Key outputs
		- Provide trans awareness training - Provide disability awareness training - Cultural awareness - Hate crime - Consideration for e-learning units about EDI topics of socio-economic, care experience and unpaid carers (a protected characteristic by association under the Equality Act 2010).				
5.6		Write and publicise case studies from members of ELT who attended the compassionate and inclusive leadership programme to share learning to all managers.	EDI Team and Learning & Development	Jan 2024	Dec 2024	Case studies published by ELT members.
5.7		Re launch our EDI Contact role and increase the number of individuals signed up to the role across the organisation	EDI Team	July 2023	Review every 2 years	EDI Contact role redesigned and communicated to all colleagues. Monitor feedback on the role.
5.8		Develop and internal webpage for colleagues to find links and resources for self-education.	EDI Team	2025	2026	Resource created for self-education and feedback received.

No	Objective	Action	Team responsible	Start	End	Success measure and Key outputs
5.9		Identify a way to weave EDI into the Our Conversations form and regular meetings. Publish guidance for managers to identify ways for embedding EDI into team work including in team meetings etc.	Workforce Policy and Wellbeing Team and EDI Team	Sept 2024	April 2025	Guidance created and Employee survey measured reflect changes.
B: Our communities: Further understand and work with our diverse communities across Cambridgeshire, developing local solutions which address the needs of our communities						
6.1	**Create greater connection with Cambridgeshire's comm unities, to ensure that our services are accessible and appropriate for all of our residents and visitors.**	Empower communities to help themselves, for example, by working with local organisations to support members of the community to become trustees, or become involved in the governance of community assets.	Communities Team	2024	2027	Quality of Life survey results to provide a baseline measure.
6.2		To embed an EDI Action plan across our Library services including: - To reduce inequality of access to library services - To ensure that our Library stock reflects the requirements of all the communities we serve - To continue the Library Presents Programme	Library services	2023	2027	Feedback from Libraries service.

No	Objective	Action	Team responsible	Start	End	Success measure and Key outputs
6.3		Continue to use local data from EELGA, Home Office, ICS and Cambridgeshire Insight – Communities to inform our work and develop a "Community Toolkit" to include quick links to the data local communities are most likely to find helpful. Share good practice examples of how this data has informed our work.	Communities Team Business Intelligence	2023	2027	Community Toolkit produces and data used to inform EqIAs and the design and development of services.
7.1	**Promote participation within our communities, focusing on equality and equity of opportunity where underrepresentation occurs.**	Ensure our Migrant policy and partnership worker works with stakeholders and partners to support access to core service provision for migrant and refugee communities and become a Council/County of Sanctuary. To continue to embed the principles of Libraries of Sanctuary into our offer, and to work towards renewal of our sanctuary award in 2026. We will proactively engage with local migrant, asylum-seeking and refugee communities by:- Hosting regular library inductions/welcome sessions where we work to reduce barriers to access, including language barriers;	Communities Team Cambridgeshire Library services	2024	2027	Increased support for migrant and refugee communities

No	Objective	Action	Team responsible	Start	End	Success measure and Key outputs
		Promote how our resources and programming can support formal ESOL learning;- Continuing our outreach work with the hotels in Cambridgeshire housing people undergoing the asylum process and other relevant communities;- Continuing to build internal and external partnerships to ensure we're working closely with others who support these communities				
7.2		Join up our existing work which supports the Gypsy, Roma and Traveller community.		2024	2024	
7.3		Anti-poverty: - Develop an Anti-poverty strategy - Review of our operating model of grant funding ensuring we engage with residents and communities to ensure whatever is introduced does not disproportionately impact certain groups. - Continue to review our Trusted Partner Network to ensure is reflective of our	Communities Team	2024 2024 2023	2025 April 2024 Ongoing	Anti-poverty strategy created to include engagement with residents and communities.

No	Objective	Action	Team responsible	Start	End	Success measure and Key outputs
		communities, working collaboratively with District councils.				
8.1	**Enhance our communication and engagement to create opportunities for improved exposure, awareness, and understanding for all communities in Cambridgeshire to contribute to a culture of respect and cohesion across communities.**	Review how we communicate, consult and engage with communities, looking at how this may need to adapt for different localities, diversities, interests and needs. This will include the need to report back to communities on outcomes as well as listening to needs, vulnerabilities and aspirations.	Communication and engagement working group	2024	2027	
8.2		IT & Digital strategy (Inclusion): We will enhance our processes to ensure that the relevant accessibility guidance is incorporated in all IT and Digital procurements. Systems that we buy and introduce meet the necessary standards to ensure they are accessible to all.	ITDS and Health and Safety	2023	2024	Digital accessibility is considered in all that we do, and service users are able to access our information.
		We will ensure that there is a 'non-digital safety valve' which leads to face-to-face contact where required in digital service models.	Part of customer contract – Authority wide	2023	Ongoing	

C: Our services – as a provider and a commissioner: Ensure people who use our services and residents have good quality public services that meet the diverse needs of our communities.

No	Objective	Action	Team responsible	Start	End	Success measure and Key outputs
9.1	**Co-produce, commission, and provide inclusive and accessible services that improve outcomes for our diverse local population, particularly for marginalised and under-represented groups.**	Ensure all our internal and external communications consider accessibility and inclusive in messaging and imagery. Being mindful when generating, selecting and using imagery and literature. Seeking to ensure our examples, posters, etc are inclusive of our diverse communities.	Communications and All	2023	2027	Information across the county is produced and delivered in an accessible format.
9.2		Highlight the use of Accessible Information Standards.	ITDS	2023	2027	
9.3		Develop good practice guidance for colleagues to collect diversity monitoring data in their service areas data collection. This data should then inform the service.	EDI Team	August 2024	December 2024	Increased collection of diversity information where services do not currently record this data yet.
10.1	**Support and promote inclusive behaviour with residents and service users by setting and maintaining clear expectations ensuring that we role model this behaviour ourselves in all interactions with our community.**	Develop an external webpage to signpost information about how service users can raise a concern about a member of staff– signposting to the relevant policies and systems in different areas.	EDI Team and Communications	2024	2024	Webpage created and service users are aware of the mechanisms to report issues.
10.2		Continue to promote a shared set of mutual expectations amongst service users and employees, signposting to the Violence and aggression toolkit.	Communications	2024	2027	Monitor usage and feedback of the Violence and aggression toolkit.

No	Objective	Action	Team responsible	Start	End	Success measure and Key outputs
		Publish our respectful behaviour posters in clear, visible spaces.				
11.1	**Collaborate with our partners to reduce inequality, promote inclusion and recognise and celebrate diversity for all our communities.**	Undertake a review of EDI guidance on procurement and contract monitoring. Embed elements of our EDI strategy into our procurement processes in order to use our supply chain to become advocates of our EDI approach.	EDI Team and Procurement Team	Jan 2025	April 2025	Procurement processes have EDI throughout.
11.2		Establish stronger partnership work with the ICS and other partners.	HR & ICS	2024	2027	Continued partnership with ICS and regional connections. Evidence of good practice sharing.
11.3		Continue to utilise our networks to share good practice e.g. Regional EDI Network, ICS EDI group.	EDI Team, ICS, regional EDI Network	2023	Ongoing	
11.4		Continue to work with partners to tackle racism and hate language, including tackling the root causes, as part of delivering our commitments made in the Anti-Racism Charter.	EDI Team & ICS	2023	Ongoing	
12.1	**12. To assess, consult, and evaluate the equality impact of our**	Seek feedback on our existing EqIA processes.	EDI Team and Communities Team	2024	Review annually	Increased level of confidence in completing

No	Objective	Action	Team responsible	Start	End	Success measure and Key outputs
	policies, processes and decisions and to make changes where reasonably possible if it creates inequality	Continue to develop our EqIA guidance and resources, including providing good practice examples and tips on consulting with diverse communities.				EqIAs as measured by staff feedback. Outputs: EqIA guidance reviewed and developed. EqIA training package launched for all colleagues, completion rated monitored. Increased number of trained super-users. Feedback collated on the role.
12.2		Develop and launch EqIA training package.	EDI Team	2024	2025	EqIA training package launched for all colleagues, completion rated monitored.
12.3		Produce guidance for colleagues to understand how to incorporate care experience into their EqIAs.	EDI Team and the Care Experience Working Group	2024	2024	
12.4		Publicise our EqIA Super Users and continue to provide continued professional development for the role.	EDI Team	2024	Annually	Increased number of trained super-users. Feedback collated on the role.
12.5		Produce a checklist document for colleagues creating or reviewing	EDI Team	2024	2024	Checklist created and feedback monitored.

No	Objective	Action	Team responsible	Start	End	Success measure and Key outputs
		documents which do not need a full EqIA to identify equality considerations e.g. accessibility of documents, diverse imagery. Consider how the EDI Contact role could embed this process throughout their service.				

Appendix 1: Recruitment baseline data

Baseline data captured Nov 2022-June 2023 for ethnicity:
- Applications from White applicants were the largest ethnic group at each stage of the process and the percentage increased at each stage: from 67.4% of applications submitted, to 84.7% of those offered a role.
- Interview data: 77.6% (1,472) of applications that were interviewed were from applicants who identified as White. The next largest group were for applications from Black or Black British applicants with 9.2% (175).
- Offer data: 510 applications received an offer following interview, 7.5% of submitted applications. Applications from Mixed or multiple ethnic group applicants had the highest success rate from interview (22.2%) and the highest success rate from applications submitted (4.9%).

Appendix 2: LGBTQIA+ Working Group recommendations: Gender identity and trans equality

Action 1.2 further details: CCC to take positive action to improve LGBTQIA+ data in ERP Gold and recruitment data in all databases holding personal information about staff or service users. Flexibility to be embedded in all databases to allow easy changing of personal information like titles, preferably by self-management.

Action 1.3: further detail: CCC to complete the "Pride checklist" from the NGDP and promote strategies to achieve "Advanced standard" details.

Action 3.2 further details: CCC to offer LGBTQIA+ awareness and trans awareness training in Our Development. LGBTQIA+ working group recommends that the EDI Team, IDEAL Committee, HR Team, and all public-facing staff and managers undergo in-depth training on trans awareness. The working group acknowledges the significance of prioritizing this training for the EDI Team, IDEAL members and committee, and managers who handle EDI matters. The working group requests approval of the provider's trainers after they have been verified by the EDI team, L&D team, or responsible team. Outcomes of this training will instil trainees with confident knowledge of the subject, good practice and inclusive behaviours and approaches to all interactions with staff and the public.

Action 3.2: CCC to promote the use of inclusive language in the workplace and in internal and external communication channels.

Action 3.6 further details: CCC to ensure that, where possible, all County Council/Local Authority owned and run premises provide clearly signposted, accessible and gender-neutral restrooms and, where applicable, accessible gender-neutral changing rooms, along with baby changing facilities. CCC to provide sanitary products in all toilets. CCC are to commit to installing gender-neutral toilets and facilities in all new buildings and refurbishments, and gradually refurbish existing buildings to include gender neutral toilets and facilities. Some priority to be given to public service buildings, especially those providing LGBTQIA+ services. CCC to role model to partners.

Action 3.8 further details: Work with the LGBTQIA+ Working Group to develop a public statement about trans equality and gender identity. Publicise internally and externally.

Action 4.2 further details: CCC to offer LGBTQIA+ awareness and trans awareness training in Our Development. LGBTQIA+ working group recommends that the EDI Team, IDEAL Committee, HR Team, and all public-facing staff and managers undergo in-depth training on trans awareness. The working group acknowledges the significance of prioritizing this training for the EDI Team, IDEAL members and committee, and managers who handle EDI matters. The working group requests approval of the provider's trainers after they have been verified by the EDI team, L&D team, or responsible team. Outcomes of this training will instil trainees with confident knowledge of the subject, good practice and inclusive behaviours and approaches to all interactions with staff and the public.