

Finance and Resources Committee

10.00am, Thursday, 23 May 2019

Diversity and Inclusion Strategy and Plan – Progress Report

Item number	7.6
Executive/routine	
Wards	
Council Commitments	

1. Recommendations

- 1.1 To note the attached draft Diversity and Inclusion Strategy;
- 1.2 To note the initial 'building blocks' that have been identified as priority areas to implement the strategy; and
- 1.3 To agree that the final strategy and supporting action plan based on the 'building blocks' is brought back to this committee in September 2019 for formal approval.

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Diversity and Inclusion Strategy and Plan – Progress Report

2. Executive Summary

- 2.1 At its meeting of 4 December 2018 the Finance and Resources Committee agreed that a draft Diversity and Inclusion Strategy would be brought back for consideration and approval.
- 2.2 This report introduces a draft council-wide Diversity and Inclusion Strategy, identifies key strategic themes to focus on as a priority and sets out next steps to be taken in the development of a detailed action plan to support the strategy.

3. Background

- 3.1 The Council is required, as part of its Public Sector Equality Duty arising from the Equality Act 2010, to:
 - eliminate unlawful discrimination, harassment and victimisation
 - advance equality of opportunity between people who share a protected characteristic
 - foster good relations between people who share a protected characteristic and those who do not
- 3.2 The Council Change Strategy, agreed in September 2018, is based on three key strategic objectives:
 - investment is targeted on prevention and early intervention to reduce long-term reliance on our services and allow citizens to lead active, independent lives
 - that the growth of this city is sustainable and inclusive
 - we continue to deliver basic services to the high quality our citizens expect and deserve
- 3.3 Our People Strategy 2017-2020 commits us to the following aspirations:
 - attract, recruit and retain a diverse workforce

- maximise the potential for all our colleagues
- ensure all our people feel engaged and valued
- ensure all our people have a voice and are listened to

3.4 The purpose of the emerging Diversity and Inclusion Strategy is to set out our aspiration as a Council to develop a workplace culture that promotes and supports equality, diversity and inclusion and which enables our people to be their best, authentic selves in the workplace, valued and respected for their contribution.

3.5 The emerging Strategy highlights our approach to engagement which is both collaborative and consultative, enabling us to remain responsive to changing priorities as they emerge.

3.6 The emerging Strategy provides the framework within which a more detailed Diversity and Inclusion Action Plan will be developed to identify intended outcomes and key deliverables with clear timescales.

4. Main report

4.1 Developing a diverse workforce and inclusive working environment can deliver tangible results including:

- Improved organisational reputation and employer brand;
- Greater capability to attract, recruit and retain the best talent;
- Increased innovation and creativity;
- Improved performance, profitability and productivity;
- Enhanced ability to respond to changing demographics and citizen needs.

4.2 The draft Strategy has three strategic themes:

- **Developing our understanding** of how our profile reflects the wider community
- **Building an inclusive culture** where each individual feels valued, included and able to be themselves
- **Attracting and retaining a diverse workforce** through our approach to talent and resourcing

4.3 These themes will enable us to clearly articulate immediate priorities also to integrate, monitor and review progress across other related workstreams, for example in our approach to attraction, resourcing and talent management.

4.4 A focus group comprising representatives of employee networks, trade union equalities colleagues, elected members and HR was set up to help develop the strategy. Feedback from the group has been positive in respect of the direction of

travel and broad aims of the strategy. From initial discussion the group has identified the following potential 'building blocks' that require to be in place to fully implement the strategic themes:

- Self-reporting campaign;
- Employee Network capacity building;
- Annual plan – key dates;
- Awareness raising sessions;
- Positively engaging “harder to reach” colleagues.

- 4.5 Each of these building blocks and the strategy itself will be underpinned by an extensive communication and engagement plan to raise awareness and increase visibility around our diversity and inclusion ambitions.
- 4.6 A detailed action plan will be developed in consultation with the focus group and external partners which sits beneath each of the key building blocks.

5. Next Steps

- 5.1 A detailed action plan based on the strategic themes and priorities emerging from the focus group will be developed
- 5.2 Ongoing engagement with trade unions, employee networks, special interest groups and external partners will help to shape the action plan as additional data becomes available.

6. Financial impact

- 6.1 There is no financial impact for the Council.

7. Stakeholder/Community Impact

- 7.1 An Integrated Impact Assessment is required and will be brought forward with the strategy and action plan.

8. Background reading/external references

- 8.1 Finance and Resources committee report, [Disability Employment Gap - motion update](#) approved on 4 December 2018.

9. Appendices

9.1 Draft Diversity and Inclusion Strategy.

Diversity and Inclusion Strategy

Creating a working environment where our people can be at their best



Driving our culture

aligning D&I to our strategic objectives and cultural ambitions

Change Strategy

Delivering high quality services

Prevention and early intervention

Inclusive and sustainable growth

We are passionate about Edinburgh

We believe everyone matters

We build for the future

Cultural Ambition

- We'll build an inclusive culture where all our people feel valued, included and able to be their best, authentic selves at work
- We'll work hard to attract and retain a diverse workforce that reflects, and can respond to, the diverse needs of the citizens of Edinburgh
- We'll ensure that all our people have equal opportunity to learn, develop and achieve their full potential
- We are known for demonstrating these values

D&I Strategic Themes

Developing our understanding

Building an inclusive culture

Attracting and retaining a diverse workforce

Diverse teams
outperform
homogenous
teams

An inclusive
environment
increases
employee
engagement

Cultural and
experiential
diversity =
more creativity
and innovation

Enhanced
reputation and
more desirable
employer
brand

**The business case.....not just
the right thing to do.....**



Legislative Context

- Equality Act 2010 'Specific Duties (Scotland) Regulations 2012'
- Fairer Scotland Duty (2018)
- City of Edinburgh Council Equality, Diversity and Rights Framework 2017-2021
- City of Edinburgh Council Change Strategy 2019-2023
- Equal Pay Act (2010)
- Gender Pay Gap

Strategic Themes

Developing our understanding

Building an inclusive culture

Attracting and retaining a diverse workforce

Developing our understanding of how our profile reflects the wider community

- engage with our people to understand their challenges, priorities and potential solutions, and gain insight into poor self-reporting rates for equalities data
- work with COSLA to review and update our diversity categories
- undertake an extensive campaign to raise awareness around the importance of gathering, and reporting on, equalities data
- significantly improve self-reporting rates
- analyse what the improved data tells us beneath the headlines and use this information to define the outcomes we are seeking

Building an inclusive culture

where each individual feels valued, included and able to be themselves

- send clear and highly visible messages that difference is celebrated and respected here
- raise awareness of protected characteristics and the exponential impact of intersectionality
- support colleagues to influence positive change through employee networks
- demonstrate high level sponsorship and commitment to cultural change
- encourage leaders at all levels to operate as positive role models
- offer learning opportunities to support cultural change
- raise awareness of the range of support available to employees

pregnancy &
maternity

religion

age

marriage &
civil
partnership

sex

sexual
orientation

race

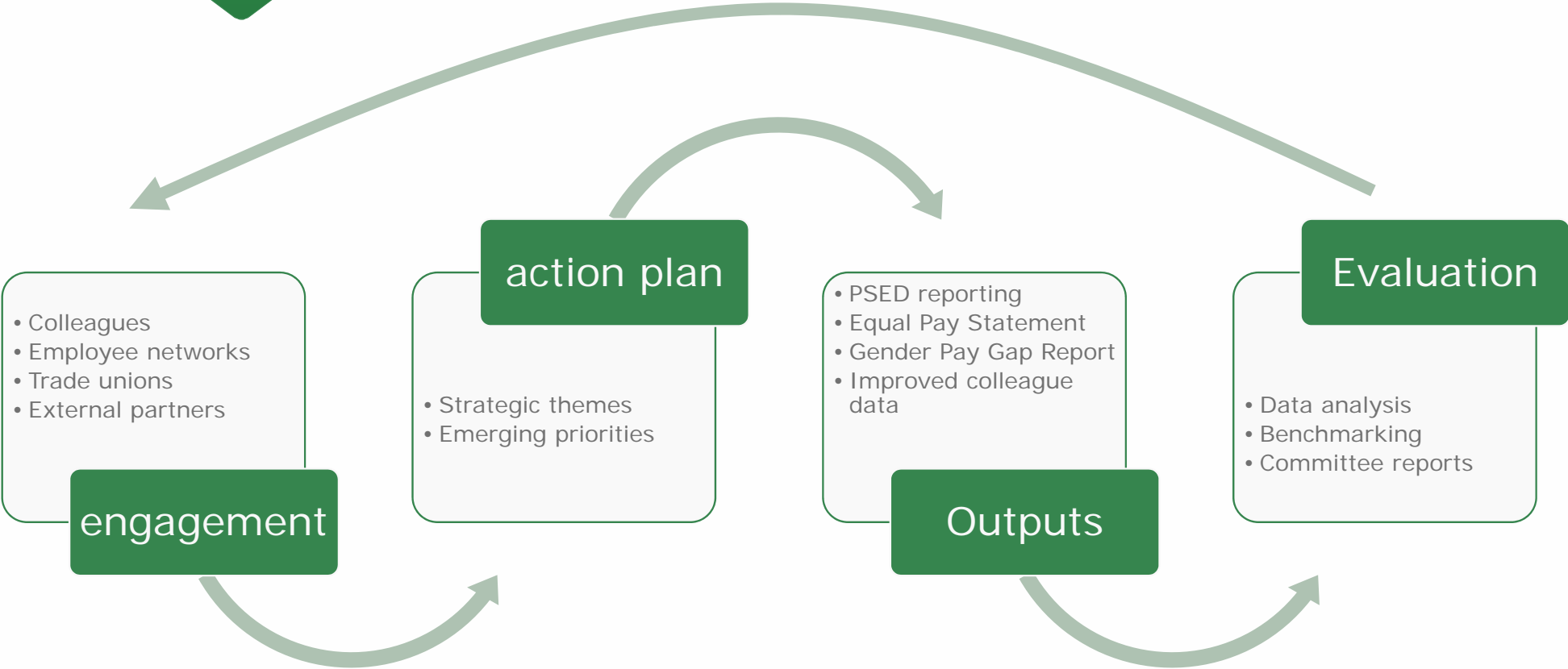
gender
reassignment

disability

Attracting and retaining a diverse workforce through our approach to talent and resourcing

- build our employer brand as one who welcomes diversity and supports inclusion
- attract and retain a workforce that represents the diversity of the city
- use tools at our disposal to reduce unconscious bias during recruitment
- use our talent management programme to promote career development opportunities for colleagues who share protected characteristics
- support flexible and agile deployment of under-represented groups to enable professional development opportunities with a view to increasing their representation across senior roles
- work towards becoming a Disability Confident Leader
- hold our agencies to account for their commitment to diversity and inclusion
- follow through on our commitments to tackle the gender pay gap as set out in our Gender Pay Gap Report (October 2018)

Ongoing engagement to inform priorities



Focus group – emerging themes



Potential Building Blocks

- Self-reporting campaign
- Employee Network capacity building
- Annual plan – key dates
- Awareness raising sessions
- Targeting hard to reach colleagues

Underpinning extensive communication and engagement plan to increase visibility

Consultation Timeline to F&R

Engagement Forum	Date
HRLT	29/03/19
Trade Union engagement (<i>EIS / GMB / Unison / Unite</i>)	30/03/19
1 st Focus Group (<i>to include TU reps, Elected members, equalities officers, HR, staff networks</i>)	02/04/19
CLT	17/04/19
2 nd Focus Group (<i>as above</i>) Trade Union engagement	17/04/19 - 02/05/19
Finance and Resources APM	09/05/19
Political briefings (x6)	09/05/19 – 15/05/19
Finance and Resources Committee	23/05/19