

Policy and Sustainability Committee

10.00am, Tuesday, 24th October 2023

Diversity and Inclusion Strategy Update

Executive/routine
Wards

1. Recommendations

- 1.1 Committee are asked to review the update and approve the proposed action plan for 2023-2024.
- 1.2 This report should be read in conjunction with our updated Policy Statement on Equal Pay and the Pay Gap Report 2023.

Deborah Smart

Executive Director of Corporate Services

Contact: Nareen Turnbull, Service Director Human Resources

E-mail: Nareen.turnbull@edinburgh.gov.uk | Tel: 0131 469 5522

Equality, Diversity and Inclusion Update

2. Executive Summary

- 2.1 This report meets our commitment to provide an annual update on progress with the Diversity and Inclusion Strategy and associated Action Plan, as agreed when the Strategy was approved in 2019.
- 2.2 As we have matured our approach to equalities, diversity and inclusion, we have widened our engagement with external and internal subject matter experts endeavouring to progress work which has a positive impact across all protected characteristics wherever possible. This report highlights examples of this during 2022/23 and shows the Council's commitment to continue, broaden and build on this approach. Joining the Stonewall Diversity Champions programme and pursuing Disability Confident Leader status are examples of expertise that will help us to prioritise our actions.
- 2.3 We continue to see measurable progress with our external benchmarking for the fourth year in a row.

3. Background

- 3.1 The Council's Diversity and Inclusion Strategy was developed and agreed by the D&I Focus Group and approved at Policy and Sustainability Committee on 1st October 2019. Annual action plans and progress up-dates have been provided on 6th October 2020, 5th October 2021 and 1st November 2022.
- 3.2 This report (and appendices) refers to activity undertaken in year three of a four year cycle and includes a proposed action plan for year four.
- 3.3 The Diversity and Inclusion Strategy and ongoing priorities, including strategic themes, will be reviewed in 2024 to ensure alignment with the refreshed People Strategy for 2024-2027.

4. Main report

- 4.1 The Diversity and Inclusion Strategy sets out our aspirations as a Council to develop an inclusive workplace culture. Three strategic themes inform the focus of our work in this area:

Developing Our Understanding - how our workforce profile reflects the wider community, actions to strengthen our evidence base for decision-making, including deepening our understanding of the lived experience of colleagues

Creating an inclusive culture – where all colleagues feel welcome, valued and respected and where managers and colleagues have the skills, knowledge and understanding to play their part in creating an inclusive workplace for all

Attracting and retaining a diverse workforce – by becoming an employer of choice, identifying and addressing bias and barriers to inclusive recruitment and progression.

4.2 Looking Back on 2022/23

4.2.1 A summary of progress against key deliverables set out in our action plan for 2022-2023 can be found at Appendix 1. Some highlights of work undertaken this year are provided below.

4.2.2 We continue to encourage all colleagues to update their equalities data to ensure a solid basis for decision-making and figures continue to increase positively. Whilst we have made steady progress in this area, we are clear that more work is required to encourage colleagues to disclose, particularly in relation to sharing their information on religion and belief, transgender status and sexual orientation which remain too low to draw accurate statistical inferences. We have a 100% completion rate for all new appointments via Talentlink as the data is requested during the recruitment process. Candidates are offered an option of ‘prefer not to say’. Our disclosure rates reflect ‘prefer not to say’ as disclosed information.

Protected Characteristic	Disclosure Rates		
	Nov-20	Aug-23	Variance
Disability	77.4%	82.2%	4.8%
Marital Status*	79.1%	55.5%	-23.6%
Race	79.5%	82.8%	3.3%
Sex	100.0%	100.0%	0.0%
Gender reassignment	2.4%	30.2%	27.8%
Sexual orientation	11.0%	34.2%	23.2%
Religion or belief	8.9%	35.2%	26.3%
Age	100.0%	100%	0.0%
Carer status	0.0%	27.3%	27.3%

* when we moved to the Scottish Census question set, there was no category to map across data from 'single' people so there was a significant drop in the data we hold as a result

4.2.3 Our reverse mentoring programme started in June 2022 and will conclude in December 2023. The first phase of the programme focussed on establishing the reverse mentor/reverse mentee relationships and building trust. In March 2023 additional support sessions were provided to help deepen the conversations and take them onto unfamiliar ground. Different conversations that are less superficial, seek out and embrace discomfort and use emotion

and humanity. The peer support sessions have been designed to further empower the reverse mentors to challenge the mentees by rejecting and reversing the deficit model, disrupting the normal power dynamic and embracing and capitalising on their status as experts through lived and living experience. For reverse mentees reflective practice sessions were designed to encourage them to further enhance their cultural humility by creating the opportunity for them to see different things and see things differently. Over the remaining 3 months of the programme the mentoring pairs will work together to agree on actions to be taken forward and ultimately to inform an anti-racist culture action plan.

4.2.4 Each year we undertake external benchmarking using the Employers Network for Equalities and Inclusion tool TIDE which measures progress against 8 key areas:

- your workforce
- strategy and plan
- leadership and accountability
- attraction and recruitment
- training and development
- other employment practices
- communications and engagement
- procurement

Appendix 2 shows continuous progress with TIDE results for 2020, 2021, 2022 and 2023.

4.2.5 As the lead authority for the Society of Personnel and Development Scotland (SPDS) equalities portfolio, we have undertaken collaborative work with members to develop a consistent approach to the collection, recording and reporting of pay gap data for all Scottish local authorities. Research and benchmarking activity confirmed that there were significant inconsistencies including roles and payments in scope as well as snapshot data dates. A full proposal is due at SPDS Executive in November 2023 for approval with a suggested implementation date of April 2025.

4.3 How our work is influenced and developed

4.3.1 Our plan is informed by extensive engagement with internal and external stakeholders including trade unions, elected members, colleagues, specialist external organisations, local and national government bodies and colleague networks. Drawing on the lived experience of subject matter experts underpins our approach to EDI work.

4.3.2 Our colleague networks play a critical role in helping to shape our thinking and prioritise activity to support equalities-related work. This year we have undertaken an extensive engagement piece with all networks to identify what support measures would be of greatest benefit to them and have now allocated resource in the form of administrative support for network activity and a small budget allocation to help networks host events, bring in guest speakers etc. We also explored options for governance measures to ensure

clear lines of responsibility and signposted wellbeing support for network members. A priority focus for us in the new action plan will be to continue to support networks centrally and look at ways we can encourage active allyship as an additional support measure.

4.3.3 Supporting this work are 2 Working Groups. The Members Equalities Working Group, chaired by a member of the administration (presently Cllr Cameron), has representation from each of the five political groups and council officers with responsibility for equalities work. Its functions include providing strategic direction for the equalities agenda, agreeing high-level priorities and sharing progress on the implementation of the current Equalities Framework. A separate Officers Equalities Working Group, chaired by the Executive Director for Corporate Services, also meets to drive forward the equalities agenda, share insight into work taking place across all council services and to identify areas of potential collaboration and common interest. Representatives from this group contribute to the discussion at the Members Equalities Working Group.

4.3.4 There are several external drivers which also inform the specific actions included in our action plan. All proposed activity for 2023-2024 arises from one or more of the following:

- Preparation for Equally Safe at Work accreditation
- Pay Gap analysis
- Response to council motion on Islamophobia
- Scottish Government Anti-Racism Survey
- Stonewall membership
- ENEI TIDE results
- Pursuit of Disability Confident Leader status
- Ongoing D&I action plan priorities

4.4 Looking forward to 2023-2024

4.4.1 The proposed high-level action plan for 2023-2024 can be found at Appendix 3. Some examples of key priorities for the coming year are provided below.

4.4.2 Ensuring that all colleagues are supported to be at their best when at work is fundamental to creating an inclusive workplace culture. We have undertaken a review of our reasonable adjustments process and practice to identify areas for improvement and make recommendations about supporting colleagues with reasonable adjustments going forward. This is a key priority for us in the coming year and implementation of the changes to documentation, guidance and support for managers and colleagues will form a significant piece of work for 2023-2024. As well as ensuring we meet our legal obligations to provide reasonable adjustments where necessary, we plan to go further and consider how we can take a more flexible and supportive approach to meet the needs of all colleagues.

4.4.3 To reflect our aim of becoming a visibly more inclusive employer, we will review our end-to-end recruitment process for potential barriers to participation and apply an equalities lens throughout to identify, reduce and

remove opportunity for bias within the process. This will include analysis of recruitment data, revision of recruiting manager guidance on preparation for assessment and selection, and implementation of the guaranteed interview scheme for care experienced candidates.

4.4.4 In response to the Council Motion on 1 June 2023 in which it was agreed to review our Equality and Diversity training, learning, and development practice, a proposed Programme of Learning for 2023 to 2025 is provided in Appendix 4. This includes planned learning based on existing Council commitments, budget and identified priorities. It includes commitment to develop further learning opportunities through developing new partnerships and working with existing ones to deliver training to meet our EDI learning outcomes.

4.4.5 Analysis of pay gap data (on gender, race and disability) and engagement with key stakeholders has informed two specific priorities around attraction, recruitment and progression of colleagues. The presumption of full time working as a default position when advertising posts appears to present unintended barriers to progression and career development for particular groups such as colleagues with caring responsibilities, single parents, colleagues with a long-term health condition or disability and colleagues from a variety of ethnic backgrounds. We will explore options to extend part-time or otherwise flexible working arrangements across a wide range of posts and present proposals for approval to CLT. We will also explore options and present proposals on how to diversify the workforce at senior levels (Grade 9 or equivalent and above).

5. Next Steps

5.1 As this is the final year of a four-year cycle, we will continue to align our activity to the strategic themes described above.

5.2 As work progresses, we will review and reprioritise future activity in line with the revised and refreshed People Plan.

5.3 A progress report will be brought back to Policy and Sustainability Committee in 12 months.

6. Financial impact

6.1 None

7. Equality and Poverty Impact

7.1 This report should be read in conjunction with our updated Policy Statement on Equal Pay and the Pay Gap Report 2023 which is also being reported to Policy and Sustainability Committee in October 2023.

7.2 Insight from the associated Pay Gap Report was used to establish an evidence base in developing elements of the attached draft action plan and priority actions.

8. Climate and Nature Emergency Implications

8.1 None

9. Risk, policy, compliance, governance and community impact

9.1 In developing this report we have engaged with and reviewed best practice of external organisations and groups, including other Scottish local authorities, UK Government, Society of Personnel Development Scotland (SPDS), Close the Gap, Coalition for Racial Equality and Rights (CRER), Employers Network for Equalities and Inclusion (ENEI), Stonewall and Equalities and Human Rights Commission (EHRC).

10. Background reading/external references

Equally Safe At Work – overview of accreditation process.

D&I Strategy Update November 2022

10.3 D&I Strategy Update October 2021

10.4 D&I Strategy Update 2020

10.5 Diversity and Inclusion Strategy October 2019

11. Appendices

11.1 Review of 2022-2023 Action Plan

11.2 TIDE benchmarking results 2020-2024

11.3 Draft Action Plan 2023-2024

11.4 Equality Diversity and Inclusion – programme of learning 2023 to 2025

Review of Diversity and Inclusion Action Plan 2022-2023

STRATEGIC THEME 1 – DEVELOPING OUR UNDERSTANDING				
	ACTION	AIM(S)	AGREED ACTIVITY	OUTCOMES ACHIEVED
1.1	Develop consistent approach to pay gap reporting	All local authorities adopt a consistent approach to pay gap reporting so that meaningful and robust comparisons can be made between data sets.	<ul style="list-style-type: none"> ensure alignment with Scottish Government (SG) plans engage key stakeholders via Society of Personnel & Development Scotland (SPDS) sub-group and COSLA finalise scope and approach actions reported under Fair Work Scotland action plan update Scottish Councils' Equality Network (SCEN) on progress final proposal returned to SPDS Executive 	<ul style="list-style-type: none"> SG consulted – no plans to make changes to current arrangements. Benchmarking exercise undertaken to establish current state – 50%+ LAs responded – clear divergence in approach Review of 'new regs' for adequacy Finalised scope and approach Consultation with Close the Gap to ensure alignment with their aims Engagement with Improvement Service to ensure alignment with requirements of LGBF. Final proposal to SPDS Executive for approval Implement for all councils with effect from April 2025
1.2	Detailed analysis of pay gap reporting statistics	We exceed our statutory duties, not only the reporting of the pay gaps for ethnicity and disability, but in providing robust analysis of pay gap data to inform where we direct our efforts in 2023-2024 action planning.	<ul style="list-style-type: none"> To take a more detailed look at the pay gap findings and possible drivers in relation to the ethnicity and disability pay gap. 	<ul style="list-style-type: none"> Analysis complete Data 'heatmap' developed to show where intersectionality is having greatest impact on the pay gap Data modelling and analysis undertaken to inform target

STRATEGIC THEME 1 – DEVELOPING OUR UNDERSTANDING				
	ACTION	AIM(S)	AGREED ACTIVITY	OUTCOMES ACHIEVED
			<ul style="list-style-type: none"> To examine the impact of intersectionality on the headline pay gap figures 	<ul style="list-style-type: none"> areas for improvement in 23-24 action plan Full report to P&S
1.3	External benchmarking using ENEI TIDE tool	We build on and develop areas previously identified for improvement and provide external validation that this work is consolidating. We identify ongoing areas for improvement as part of our annual action plan cycle.	<ul style="list-style-type: none"> analyse and report findings build into ongoing action plan build narrative around realistic proposals for procurement in future benchmarking rounds 	<ul style="list-style-type: none"> More collaborative approach to self-assessment adopted for 2023 Self-evaluation complete Priority areas for 23-24 action plan identified and added to draft Continuous improvement evidenced
1.4	Compare our profile with the wider population	We identify to what extent our workforce profile reflects the demographics of the city of Edinburgh and use this data to inform priority areas to work on going forward.	<ul style="list-style-type: none"> review outputs from the Scottish Census and contrast with our findings explore with SPDS the options for inter-authority reporting on equalities profiles across other local authorities 	NA – outputs from Scottish Census delayed until early 2024 Moved to 23-24 action plan
1.5	Report to committee on Stonewall membership	We respond effectively to committee motion requesting CEC engage with Stonewall Equality Champions Programme and submit to the Workplace Equalities Index	<ul style="list-style-type: none"> reflect alignment with people strategy note resource and budget implications consider current benchmarking plans 	<ul style="list-style-type: none"> Report submitted Membership agreed Budget/ resource identified Contract with Stonewall in place and regular meetings established Setting up Stonewall project team underway Workplace Equalities Index open to submissions 5 Sept
1.6	Campaign to increase Equalities data completion rates	We build on good progress to date and work on areas of significant under-representation to increase reporting rates	Continue to use Inclusion Calendar dates to promote collection of equalities data and specifically target the following groups:	<ul style="list-style-type: none"> Colleagues with no data now showing in reports with overall figures Specific actions to target school-based colleagues on

STRATEGIC THEME 1 – DEVELOPING OUR UNDERSTANDING				
	ACTION	AIM(S)	AGREED ACTIVITY	OUTCOMES ACHIEVED
			<ul style="list-style-type: none"> • groups with no work email address • groups with no data • under-represented groups 	in-service days to increase reporting <ul style="list-style-type: none"> • Reporting rates showing steady improvement for religion and belief, sexual orientation, transgender status.
1.7	Succession planning	We diversify the workforce profile at senior levels	<ul style="list-style-type: none"> • Develop appropriate routes and succession planning activity 	<ul style="list-style-type: none"> • Formed part of in-depth pay gap analysis and data modelling projections • Identified achievable positive impact on pay gap / s going forward • Intersectional impact also identified

STRATEGIC THEME 2 – CREATING AN INCLUSIVE CULTURE				
	ACTION	AIM(S)	AGREED ACTIVITY	OUTCOMES ACHIEVED
2.1	Reverse mentoring	We promote inclusive leadership by deepening senior leader's understanding of the lived experience of colleagues from minority ethnic backgrounds.	<ul style="list-style-type: none"> • create a safe environment where mentees can learn and examine things from different perspective and mentors can confidently share their experiences • encourage senior leaders to act upon their learning 	<ul style="list-style-type: none"> • arranged and facilitated mid- and end-point reviews of the reverse mentoring programme • Engaged Stacey Johnson, who designed the reverse mentoring framework The ReMEDI Project, to provide peer support to Mentors and reflective practice for Mentees.
2.2	Inclusive language review	We ensure the language we are using in key EDI related documentation is inclusive, accessible and easily understood.	<ul style="list-style-type: none"> • Work with the Employers Network for Equality & Inclusion (ENEI), Concept Northern, and Inclusion Scotland to review policies and procedures for inclusive language 	<ul style="list-style-type: none"> • ENEI and Inclusion Scotland reviewed Recruitment and Selection Policy and associated Recruiting Manager Guidance and provided feedback on its suitability based on the subject matter expertise.
2.3	Training needs analysis	We are clear about the learning and development needs of colleagues and people managers and can use this information to devise a EDI learning plan	<ul style="list-style-type: none"> • outputs from reverse mentoring scheme • engagement with colleague networks • colleague feedback • existing knowledge 	<ul style="list-style-type: none"> • Findings from the reverse mentoring scheme and suggestion generated via ongoing engagement with colleague network leads helped to inform a draft EDI learning programme for 2023-2025. • Draft programme reflects actions identified in a motion to full council and places emphasis on the value of face-to-face (IRL and virtual) learning opportunities. • Draft programme presented to committee for approval
2.4	Procurement exercise	We provide introductory awareness raising materials, developed by subject matter experts and based on lived experience, are available for all colleagues to access.	<ul style="list-style-type: none"> • Source introductory on-line packages designed and developed by subject matter experts (race, disability, LGBT+ (lesbian, gay, bisexual, and transgender) and neurodiversity) 	<ul style="list-style-type: none"> • Research into best practice undertaken • Engagement sessions with SMEs • 'Quick quote' procurement exercise • Providers identified and specs finalised • x24 anti-racist sessions planned by service area • Initial meetings with appointed suppliers

			<ul style="list-style-type: none"> Roll out face to face race equality sessions for front-line staff 	
2.5	Continue with roll-out of Active Bystander	<p>We offer training to colleagues and leaders so they understand active bystander and the role active bystanders can play in supporting a supportive and successful workplace culture. Discuss a range of tools that support active bystander-ship</p>	<ul style="list-style-type: none"> Complete roll out in Place Directorate engage with Education and Children's Services, Health and Social Care, and Corporate Services to develop programme next level managers to Wider Leadership Team (WLT) 	<ul style="list-style-type: none"> Pilot roll out in Place Directorate complete – positive evaluation 6 sessions delivered to Customer team 35 sessions planned across all directorates starting early August 23 to Mar 24 Senior leader and elected member training offered as part of this roll out
2.6	Conscious Inclusion Hub	<p>Through a combination of online learning and Team discussions provide learning to all colleagues and leaders on how to create and sustain an inclusive working culture</p>	<ul style="list-style-type: none"> finalise all four themes agree timeline for delivery book WLT slots – intro session get materials on myLearning Hub target agreed groups track uptake and engagement and report findings 	<ul style="list-style-type: none"> Inclusive leaders learning for senior leaders has been developed User testing to complete in September 3 remaining themes still in progress and due to complete by Nov 2023
2.7	Developing inclusive leadership	<p>People leaders are clear what the expectations are of them in relation to equalities, diversity and inclusion and feel confident in their approach.</p>	<ul style="list-style-type: none"> review current leadership framework to incorporate an inclusive leadership approach and strengthen focus on equalities, diversity, and inclusion throughout ensure the leadership and behavioural frameworks and associated documentation reflect our D&I aspirations 	<ul style="list-style-type: none"> our leadership framework which sets out the expectations of our people leaders was reviewed, updated and communicated including ensuring an enhanced focus creating an inclusive environment where colleagues feel safe to raise issues. our new behaviours framework was launched and includes specific behavioural expectations of our leaders around respect, integrity and flexibility. a new leadership development assessment (360 approach) has been developed based on our behaviours and all members of our Senior

			<ul style="list-style-type: none"> • role modelling inclusive leadership 	Leadership teams have been offered the opportunity to participate and this process is now underway.
2.8	Reflect D&I in our purpose and behaviours	All materials relating to 'Our Behaviours' reflect our aspirations to become a truly inclusive workplace and indicate what steps colleagues and managers can take to move this forward	<ul style="list-style-type: none"> • ensure all associated guidance etc. reflects our D&I aspirations as an organisation 	<ul style="list-style-type: none"> • Our purpose and behaviours, which reflect our D & I aspirations were launched in April 2023 and we are working to reflect them in all that we do. In addition to our expectation of people leader, they are also already reflected in our code of conduct, our onboarding/induction process, our performance framework and will next be incorporated in recruitment process (planned for early 2024)
2.9	Measure impact	We have quantitative ways to measure the impact of our EDI actions	<ul style="list-style-type: none"> • review outputs from Culture Capture • devise mechanism to gather feedback from colleagues that will measure to what extent they feel 'included, respected, and listened to' 	<ul style="list-style-type: none"> • Culture capture survey developed and ready to share in order to establish a baseline

STRATEGIC THEME 3 – ATTRACTING AND RETAINING A DIVERSE WORKFORCE

3.1	ACTION	AIM(S)	<ul style="list-style-type: none"> • AGREED ACTIVITY 	<ul style="list-style-type: none"> • OUTCOMES ACHIEVED
3.2	Measure impact	We use research and benchmarking to inform how we improve and simplify our processes, information and guidance for managers and colleagues regarding reasonable adjustments	<ul style="list-style-type: none"> • Robust support package for people managers • develop a person-centred approach to reasonable adjustments • consider flexibility for all colleagues • review existing managers’ toolkit and supporting documents, circulate for final comments (HR teams, SPARC (Supporting People’s Abilities Regardless of Circumstance) network, Trade Unions) and publish • create a dedicated page on the Orb • provide training for people managers around disability awareness • provide training for people managers in approaching reasonable adjustments - including how to make an occupational referral and how to read the Occupational Health (OH) report • review quality of outputs from OH 	<ul style="list-style-type: none"> • Engaged with colleagues in FM/ strategic asset management to develop an updated and streamlined process for ordering equipment/furniture, including the introduction of an asset management list to track assets. • Obtained feedback from key stakeholders across a variety of teams with experience in subject. Identified areas for improvement. <ul style="list-style-type: none"> • Research and benchmarking undertaken around processes, structures and guidance available in other local authorities.
3.3	Promote assistive technology	We have a clear understanding of what assistive technology is available, how to access it and people leaders can support colleagues through the process smoothly.	<ul style="list-style-type: none"> • review what's already available with no added costs • in partnership with Digital Services and CGI, develop a catalogue of assistive software available • in partnership with Procurement, develop a catalogue of specialist equipment available 	<ul style="list-style-type: none"> • Engagement with stakeholders in IT, FM and strategic asset management to identify areas of improvement within current processes. • Identified list of software most frequently requested as reasonable adjustments and undertook data protection assessments to get them added to approved packaged software list. • Agreed a process for security assessment of software in absence of procurement contract.

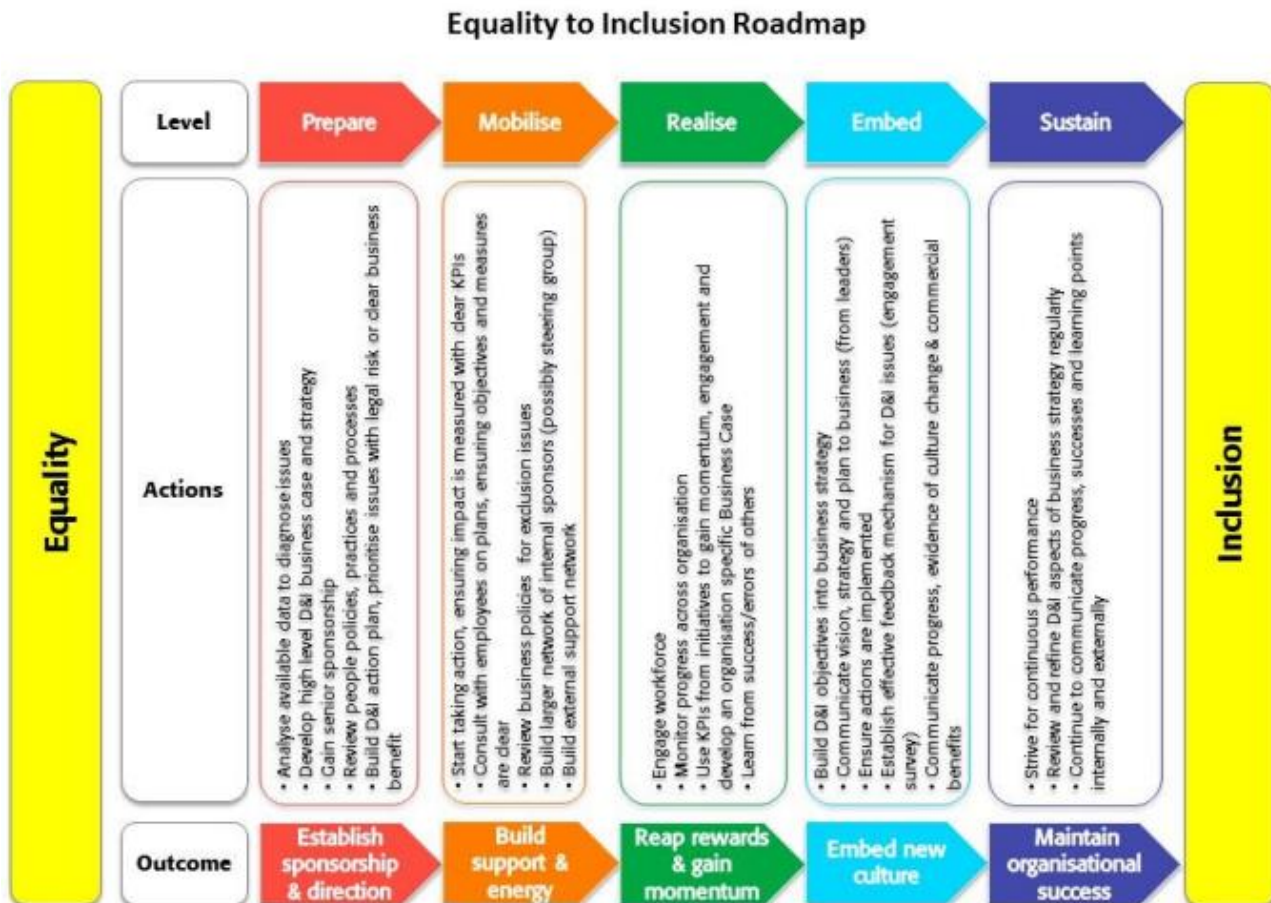
				<ul style="list-style-type: none"> • Worked with CGI to develop efficient approach to installation from simple change request. • Worked with colleagues in FM/strategic asset management to review and update process for ordering equipment/furniture.
3.4	Access to Work	Clear guidance is available to enable colleagues to access this support as required.	<ul style="list-style-type: none"> • actively promote scheme and support available through the Department for Work and Pensions (DWP) • develop guidance to support managers in applying for support from DWP • explore the potential for a central budget to support implementation of reasonable adjustments 	<ul style="list-style-type: none"> • Discussions held with colleagues in Finance on the viability of centralised budget.
3.5	Accessible and inclusive recruitment	Our approach to attraction and recruitment takes account of potential barriers and bias and actively addresses these throughout to ensure all potential candidates are able to be at their best.	<ul style="list-style-type: none"> • adopt and promote the social model of disability • take a strengths-based approach to supporting colleagues with a disability or long-term health condition • review our recruitment and selection policy and practices from the inclusiveness, accessibility, and equity angles 	<ul style="list-style-type: none"> • Analysed recruitment data to identify trends or areas of potential bias in selection process • Revamp our external 'Working for Us' webpage. • Developed recruitment videos to help attract a more diverse pool of candidates • Initial work on EVP complete • Further work to be progressed in 2023-2024 action plan • Adopting a strengths-based approach to supporting colleagues with a disability or LTHC at recruitment through review of reasonable adjustments arrangements
3.6	Positive Action	Recruiting managers are clear about what positive action measures are at their disposal and how to implement them.	<ul style="list-style-type: none"> • continue to promote positive action measures with colleagues in Education and Children's Services • use learning to promote positive action in other areas 	<ul style="list-style-type: none"> • Work to produce guidance on positive action suspended as guidance for local authorities in pipeline from Scottish Government

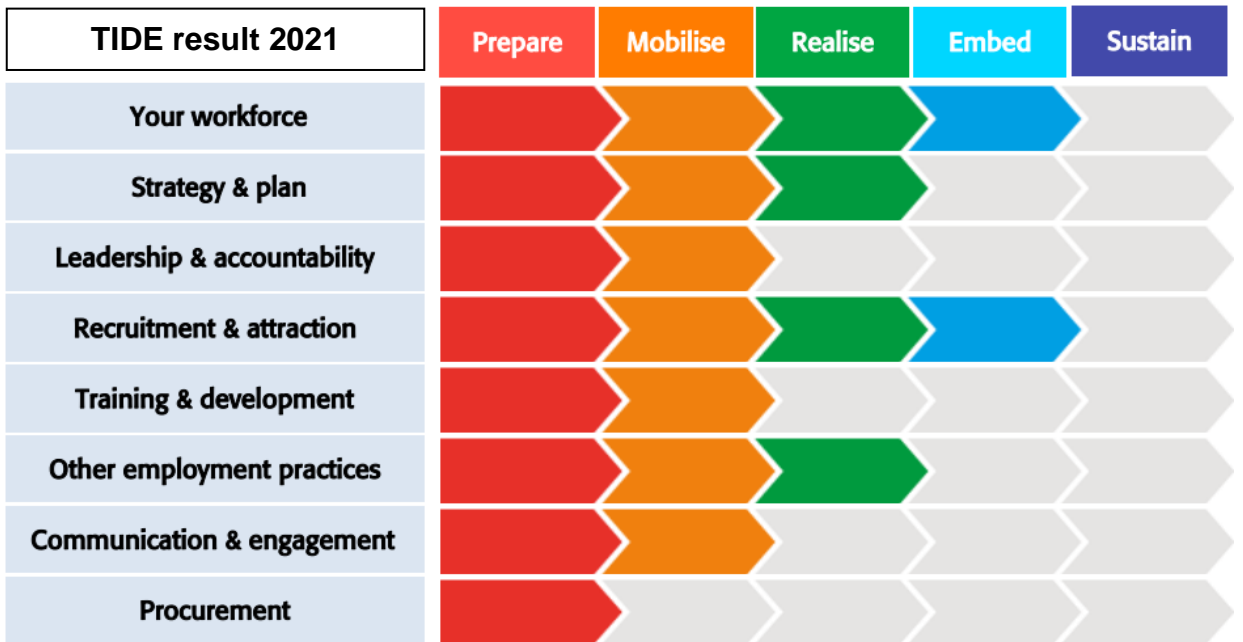
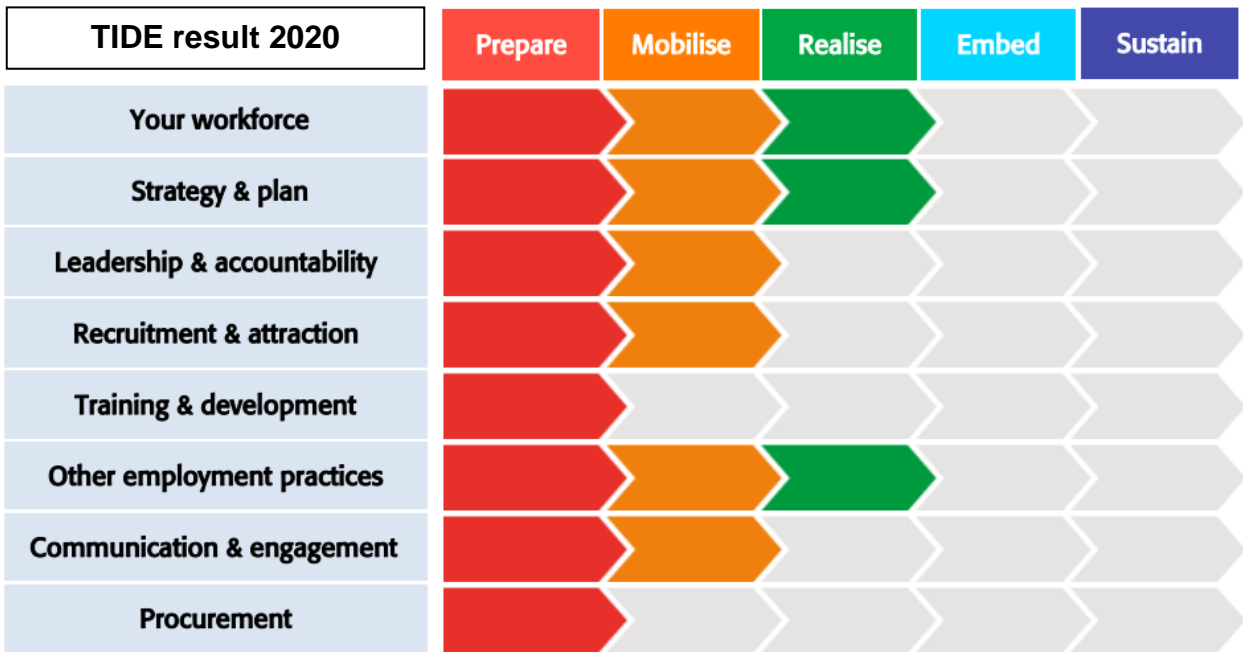
3.7	Consistent data collection and reporting	Work suspended due to move to new HR system	<ul style="list-style-type: none"> work with COSLA and Society of Personnel & Development Scotland (SPDS) to improve quality of data collection at point of application simplify and standardise recruitment 'stage' information to allow more accurate analysis work with recruiting managers to ensure a consistent approach to the use of Talentlink use improved data to target resource as appropriate 	<ul style="list-style-type: none"> Work suspended due to move to new HR system
3.8	Volunteer programme	Under-represented groups have an opportunity to experience the workplace in a volunteer capacity, supported by mentors who can provide support and encouragement to apply for posts as they are advertised.	<ul style="list-style-type: none"> evaluate success of volunteer programme in partnership with Edinburgh and Lothians Regional Equality Council (ELREC) and Education and Children's Services make recommendations on future targeted programmes to achieve similar outcomes 	<ul style="list-style-type: none"> Schools identified to participate Terms of engagement agreed, including mentoring arrangements On hold from ELREC side due to capacity Looking to restart when capacity available
3.9	Engaging under-represented communities	We have positive productive relationships with external subject-matter experts who can support us to improve our approach to attraction, recruitment and selection.	<ul style="list-style-type: none"> local radio, community hubs, and schools community leaders as influencers partnership working (ELREC, CEMVO (Council of Ethnic Minority Voluntary Organisations), Shakti and AMINA (Muslim Women's Resource Centre)) explore options with Moray House to develop a talent pipeline for areas of under-representation 	<ul style="list-style-type: none"> To be progressed in 2023-2024 plan
3.10	Data	We use data available to us to inform priority areas for improvement.	<ul style="list-style-type: none"> use recruitment data to inform which communities to target as a priority use exit interview data to identify any areas of potential concern and address as appropriate 	<ul style="list-style-type: none"> Recruitment data analysed Exit data to be reviewed – not currently providing the level of detail necessary Census data not yet available so will be progressed in 2023-2024 plan

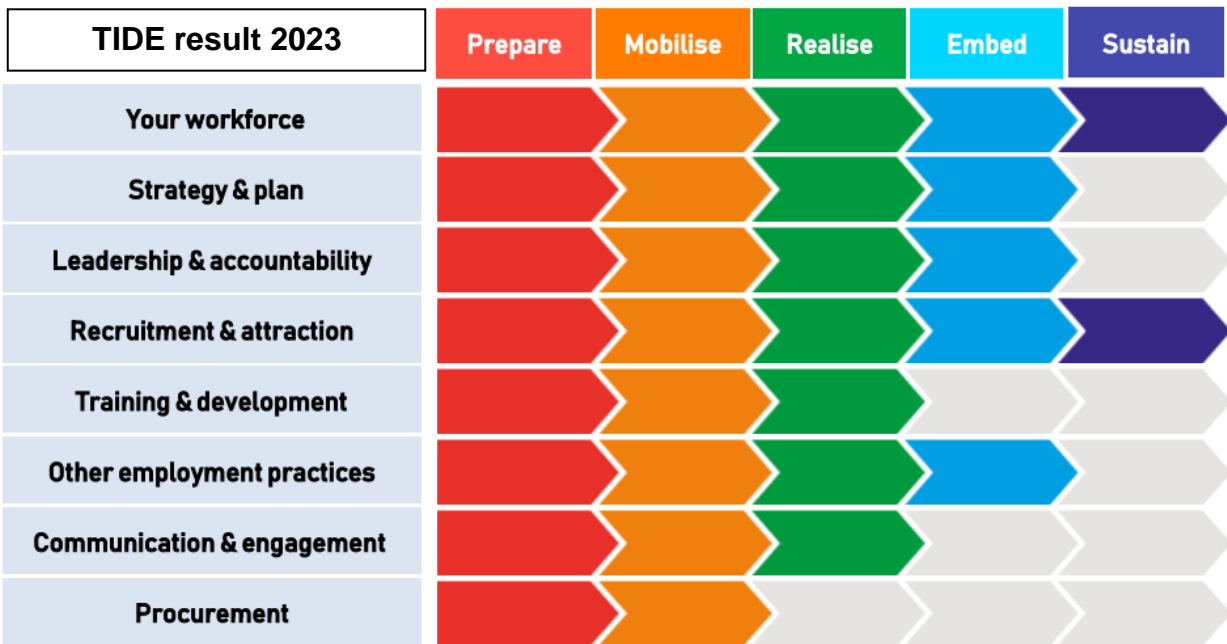
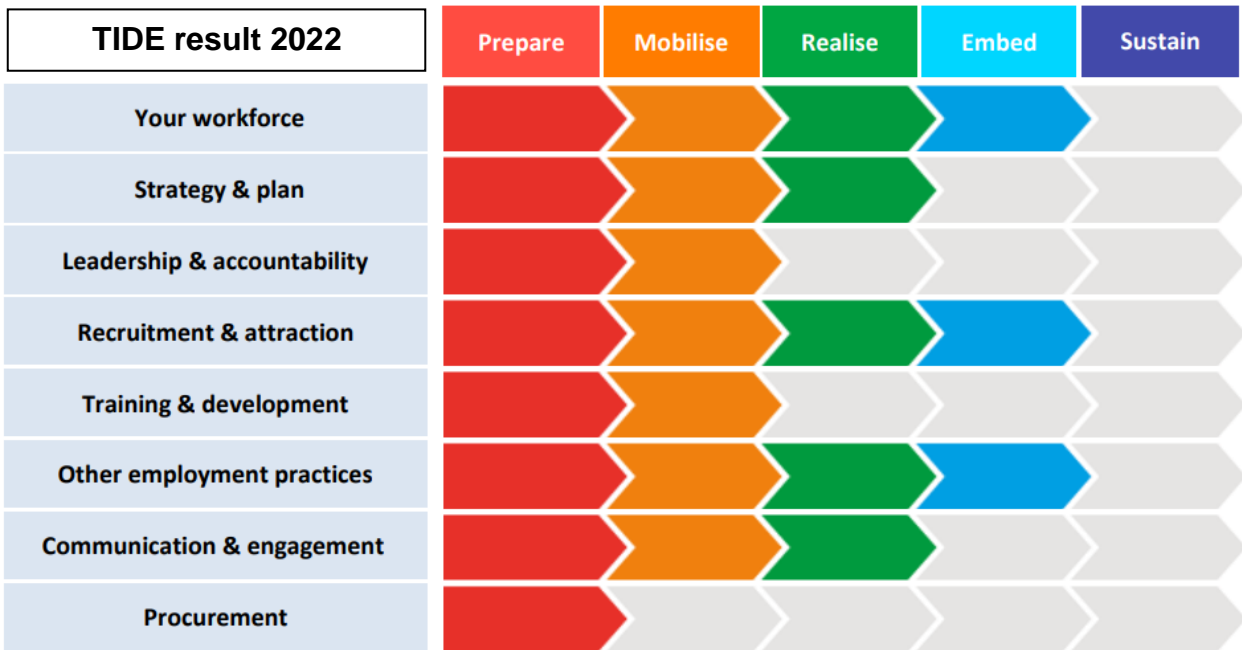
			<ul style="list-style-type: none">• use Census data to develop specific programme of work targeting recruitment of under-represented groups	
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TIDE Results 2020-2023

Each year we take part in TIDE, the Employers Network for Equality and Inclusion’s benchmarking tool for evaluating our performance in equality, diversity and inclusion. The report shows results across eight key areas, indicating at what stage in the roadmap we are currently located.









Inclusivedinburgh
respect and equality in the workplace

Equalities, Diversity and
Inclusion Action Plan
2023-2024





Strategic Themes and Intended Outcomes

DEVELOPING OUR UNDERSTANDING

- Robust data sets provide an evidence base from which to prioritise interventions and resource, identify gaps in performance and drive measurable improvements.
- Data about key stages in the employee lifecycle are collated and analysed to deepen our understanding of the potential barriers faced by colleagues in the workplace.
- Understanding the lived experience of colleagues is central to our learning and development approach

CREATING AN INCLUSIVE CULTURE

- All colleagues feel valued, welcome and respected.
- Colleagues understand potential barriers to inclusion and the role they can play in reducing and removing these barriers.
- Leaders are clear about their responsibilities and set expectations of all colleagues through effective people leadership and an enabling policy framework

ATTRACTING AND RETAINING A DIVERSE WORKFORCE

- City of Edinburgh Council is an employer of choice for under-represented groups. Our commitment to equalities, and to creating an inclusive workplace is clear in our employer 'brand'.
- Our recruitment process is flexible, transparent and designed to attract a diverse candidate pool.
- We have a structured approach to progression and succession in place which is clearly understood, and which takes account of the equalities profile of our workforce

Developing Our Understanding



Inclusivedinburgh
respect and equality in the workplace

Collecting the right data

Increase equalities data completion rates, particularly religion and belief, sexual orientation and transgender status.

Finalise colleague survey question set to ensure we are gathering robust baseline data from which to measure progress with EDI activity and begin roll out of data gathering

Create a system for the collection of information on flexible working requests

Identify a mechanism to record staff promotion outcomes disaggregated by equalities data profile

Explore ways to improve our understanding of intersectionality and its impact through the data we gather

Detailed Analysis

Lead SPDS Equalities Portfolio sub-group to implement a consistent approach to pay gap reporting across all Scottish local authorities

Analyse retention patterns for women in the workplace following maternity leave and the reasons for termination of employment to identify potential trends and constraints.

Analyse intersectional data on colleague experiences of VAW to help measure the effectiveness of the policy and practice being implemented as part of ESAW.

Review outputs from Scotland's Census, contrast with our equalities data and identify actions arising for 24-25 action plan

Measuring Success

Devise an EDI data dashboard to supplement annual reporting cycle to P&S Committee

Define clear outcomes and measurements for initiatives within the action plan (eg succession planning)

Evaluate and report on outputs from the reverse mentoring programme

Submit self-evaluation for Disability Confident Leader accreditation and implement recommendations as required

Ensure that we take account of the impact on care experienced individuals when undertaking the IIA for future action plans

Creating an inclusive culture



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Inclusive Leadership

Provide people leaders at all levels of the organisation with learning to include unconscious bias, inclusive recruitment and inclusive leadership

Develop and share proposals designed to increase the diversity of postholders at senior levels to reflect the demographic of the organisation.

Provide senior leaders with a programme of learning that enables them to develop an anti-discriminatory workplace culture.

Support CLT to develop an anti-racist culture action plan building on learning from the reverse mentoring programme

Learning and Development

Deepen understanding of equalities, diversity and inclusion in the workplace at all levels of the organisation through the delivery of the EDI learning plan 2023-2025

Provide e-learning pathways for all colleagues to deepen understanding (race, disability, LGBT+ and neurodiversity)

Develop and publish materials for MLH to raise awareness of Islamophobia and its links to racism

Promote understanding about colleagues' role in creating an anti-racist workplace and develop our approach to active allyship

Include ESAW e-learning module in induction materials for new line managers

Review current L&D opportunities for gender sensitivity in line with ESAW guidelines

Policy and Enablement

Participate in the UK Workplace Equality Index and work with Stonewall and STRIDE to build and implement an action plan informed by the Stonewall report

Review and refresh our D&I Strategy to reflect work undertaken to date, external drivers and updated People Strategy priorities

Review and update our Equality Policy and associated documents to reflect the requirements of ESAW accreditation

Explore options for VAW leave which extends beyond victim-survivors of domestic abuse to victim-survivors of all forms of VAW, including 'honour-based' violence.

Attracting and retaining a diverse workforce



Attraction and Engagement

Engage with under-represented groups to identify improvements in our approach to attraction, recruitment and progression

Review and improve candidate portal - provide more details on EDI – link to D&I homepage

Include the Working Families 'Happy to Talk Flexible' strapline in all job adverts

Produce detailed recruitment data which shows the stage at which candidates are screened out of the process

Undertake a minimum of one of the specified initiatives to address horizontal or vertical segregation as set out in ESAW guidelines

Inclusive Recruitment

Review end to end recruitment process for potential bias and seek feedback from candidates to identify remedial action

Produce guidance for recruiting managers on positive action measures

Implement changes to the reasonable adjustment process

Pilot software to support use of inclusive language in job adverts and person specs

Revisit Scottish Government's Minority Ethnic Recruitment Toolkit to identify any additional actions and link to EVP

Implement guaranteed interview scheme for care experienced candidates

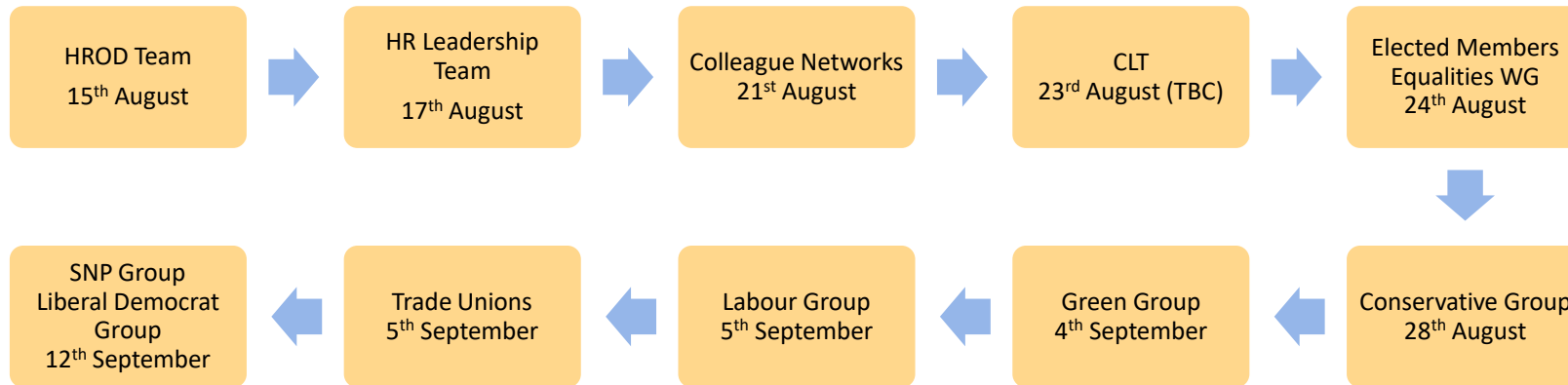
Progression, succession and retention

Develop a structured, EDI focused approach to succession planning to encourage diverse candidate pools and appointments

Devise a career progression approach that can be tailored to the needs of under-represented group and addresses potential barriers

Produce a comprehensive proposal for the promotion and support of part-time or flexible work options across all posts

Monitor and report on staff turnover by equalities data



Engagement sessions timeline



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Workforce Data

NB insufficient disclosure rates for reporting on religion and belief, transgender status and sexual orientation

Salary by age	>21	21-30	31-40	41-50	51-60	61-64	65>	Total
0-30K	92.8%	52.6%	47.0%	48.1%	54.6%	66.3%	68.7%	52.9%
30-40K	7.2%	24.4%	15.3%	14.0%	13.3%	11.0%	14.3%	15.3%
40-50K	0.0%	21.1%	30.0%	26.7%	22.9%	18.6%	14.3%	24.3%
50-60K	0.0%	1.6%	4.3%	5.2%	4.2%	2.9%	1.8%	3.8%
60-70K	0.0%	0.2%	2.8%	3.8%	2.7%	0.5%	0.8%	2.4%
70-80K	0.0%	0.0%	0.5%	1.4%	1.1%	0.2%	0.0%	0.7%
80-90K	0.0%	0.0%	0.1%	0.5%	0.7%	0.2%	0.1%	0.3%
90-100K	0.0%	0.0%	0.1%	0.2%	0.3%	0.1%	0.1%	0.1%
100K+	0.0%	0.0%	0.0%	0.1%	0.2%	0.1%	0.0%	0.1%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Workforce by age	%
>21	1.2%
21-30	14.8%
31-40	23.3%
41-50	24.2%
51-60	25.1%
61-64	7.2%
65>	4.1%
Total	100.00%

Salary by sex	Female	Male	Total
0-30K	53.5%	51.4%	52.9%
30-40K	13.9%	18.6%	15.3%
40-50K	25.2%	22.1%	24.3%
50-60K	3.8%	4.0%	3.8%
60-70K	2.4%	2.3%	2.4%
70-80K	0.7%	0.7%	0.7%
80-90K	0.3%	0.4%	0.3%
90-100K	0.1%	0.3%	0.1%
100K+	0.1%	0.2%	0.1%
Total	100.0%	100.0%	100.0%

Salary by...	BME	Disability	Part-time
0-30K	68.5%	56.1%	65.5%
30-40K	14.5%	14.6%	12.1%
40-50K	14.9%	23.9%	19.2%
50-60K	1.2%	3.5%	2.0%
60-70K	0.3%	1.9%	1.1%
70-80K	0.4%	0.0%	0.1%
80-90K	0.1%	0.0%	0.0%
90-100K	0.0%	0.0%	0.0%
100K+	0.1%	0.0%	0.0%
Total	100.00%	100.00%	100.00%



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Learning Framework



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City of Edinburgh Council

Equality Diversity and Inclusion –
programme of learning 2023 to 2025



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THE CITY OF EDINBURGH COUNCIL



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Background

This document sets out the desired learning outcomes of the ED&I programme of learning 2023 – 2025 covering essential and non-essential learning including:-

- Learning outcomes for all colleagues, people leaders and senior leaders
- Overview of our progress and activity to date
- Planned learning for 2023 to 2025 based on existing Council commitments and identified priorities
- Ongoing engagement of trade unions and colleague networks through the lifetime of the programme

Working with external organisations and partners including Stonewall and Close the Gap during 2023/24 will help inform additional learning in 2024/25 and beyond.

In addition, the intention is to develop new partnerships with third sector organisations and other partners to deliver additional training during 2024/25.

Learning content will be developed to promote a culture of inclusion where racism, sexism, islamophobia, anti-LGBTQ+ prejudice and ableism, including micro-aggressions, are understood and not tolerated.

Learning content will aspire to:-

- combine theory with skills-based learning
- relate to the vast variety of roles and services
- be adapted to different levels of EDI understanding and experience
- be person-centred, creative and include understanding of lived experience
- Include a mixture of in-person and elearning

Learning content for leaders will align with our programme of learning for People Leaders

Learning content will be developed specifically for Teachers and Head Teachers based on needs analysis.



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Learning Outcomes for all colleagues

- Gain an understanding of equality, diversity and inclusion and impact on colleagues and service users.
- Raise awareness of The Council Behaviours and explore how beliefs and attitudes influence behaviour.
- Gain knowledge of the nine protected characteristics covered by the Equality Act.
- Gain an awareness of employer and employee duties in relation to equality, diversity and inclusion
- Understand the different types of discrimination.
- Develop an understanding of the different lived experiences of colleagues with protected characteristics and how their own behaviours at work can help.
- Recognise the benefits of embracing difference.
- Gain an understanding of conscious and unconscious bias and how this affects each of us
- Recognise discriminatory behaviour and learn ways to positively address it
- Understand cultural competency and how to apply in day-to-day work, particularly for frontline colleagues



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Learning Outcomes for people leaders and senior leaders

People Leaders

- Gain confident understanding of their duties as a people leader in relation to equality, diversity and inclusion
- Build confidence to have conversations and understand the importance of language
- Understand The Council Behaviours and how their own beliefs, attitudes and behaviours influence the behaviours within their teams.
- Recognise non inclusive or discriminatory behaviours.
- Gain confidence to constructively challenge non-inclusive or discriminatory behaviours in ways that also promote tolerance and understanding of each other.

Senior Leaders

- Deepen understanding of the different lived experiences of colleagues with protected characteristics and how their own behaviours at work can help remove barriers and negative experiences
- Strengthen strategic understanding of how to create an anti-discriminatory workplace, take collective ownership, and create change – specifically action focused to create a workplace where racism, sexism, islamophobia, anti-LGBTQ+ prejudice and ableism is not tolerated.

Equalities, Diversity & Inclusion Colleagues

- ✓ **Equality and Diversity**
- ✓ **Achieving Equality and Diversity**
- ✓ Cultural Competence & Conscious Inclusion
- ✓ Active Bystander
- ✓ **Bullying and Harassment**
- ✓ Cultural Competence and Conscious Inclusion
- ✓ Direct and Indirect Discrimination
- ✓ The Human Library
- ✓ Preventing and responding to bullying and prejudice-based incidents
- ✓ Unconscious Bias
- ✓ What Equality and Diversity Is and Why It Matters
- ✓ Codeswitching

Leaders

- ✓ Inclusive Leadership
- ✓ Reverse Mentoring Programme

Racialised Minorities Colleagues

- ✓ Anti-Racist Practice & Unconscious Bias
- ✓ Leadership Seminar on Race Equality
- ✓ English as an Additional Language (EAL): An Introduction to Working with Bilingual and Minority Ethnic Learners
- ✓ EAL: Supporting New Arrivals in Primary and Secondary School
- ✓ Black History Resources – videos & articles
- ✓ The Windrush Generation: fighting to be British
- ✓ Racial Discrimination

v1.2

Our current EDI Learning 2022/23

Sexual Orientation & Gender Reassignment Colleagues

- ✓ Gender Identity
- ✓ Definitions of LGBTQ+
- ✓ LGBTQ+ Ally
- ✓ What are Pronouns and Why Does it Matter
- ✓ What is Pride

Senior Leaders

- ✓ Transgender Awareness

Disability

- ✓ Autism Awareness
- ✓ Neurodiversity
- ✓ Neurodiversity at Work



Planned EDI Learning for 2023 to 2025

Colleagues

- ✓ New EDI module for new starts & all colleagues every 2 years
- ✓ Conscious Inclusion Hub – combined e-resources and team discussions
 - D&I foundations
 - Inclusive behaviours
- ✓ Lived Experience eLearning
 - Race
 - Neurodiversity
 - LGBTQ+
 - Disability
- ✓ Bespoke learning for specific teams – Recruitment, Learning, Procurement
- ✓ Active bystander – in person

People Leaders

- ✓ Conscious Inclusion Hub – combined e-resources and senior team discussions
 - Improving inclusion (equipping leaders to use knowledge)
 - Inclusive leadership (applying knowledge to culture & leadership)
 - Inclusive recruitment & retention
- ✓ Active bystander for Leaders
- ✓ Guidance and Workshops on Reasonable Adjustments, Harassment etc in response to data insight

Senior Leaders

- ✓ Programme of facilitated learning to focus on how to create and sustain an anti-discriminatory workplace culture with specific focus on:-
 - gender equality
 - anti racist
 - anti-transphobic
 - anti-islamophobic
 - anti-homophobic
- ✓ Active bystander for Leaders



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Engagement of Trade Unions and Colleague Networks

- Trade Unions and Colleague Networks will have an opportunity to work with us to agree priorities
- Engagement with Trade Unions will include the TU Equalities Reps and will take place through the regular Trade Union Engagement Meetings
- Engagement with the Colleague Networks will take place through the Colleague Network Lead meetings.
- Colleague Networks are encouraged to participate in the procurement and development of learning content providing insight of their lived experience working in the Council