

Policy and Sustainability Committee

10:00am, Tuesday, 1 October 2019

Diversity and Inclusion Strategy

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 To approve the Diversity and Inclusion Strategy
- 1.2 To approve the Diversity and Inclusion Action Plan
- 1.3 To request an update on progress to this Committee on an annual cycle

Stephen S. Moir

Executive Director of Resources

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Report

Diversity and Inclusion Strategy

2. Executive Summary

- 2.1 It is our ambition to develop a workplace culture where all our people feel valued, included and able to be their best, authentic selves at work.
- 2.2 We recognise the benefits that a diverse workforce with different values, beliefs, experience, and backgrounds brings.
- 2.3 We want to attract and retain a diverse workforce that reflects, and can respond to, the diverse needs of the citizens of Edinburgh.
- 2.4 The Diversity and Inclusion Strategy sets out our cultural ambitions and commitment to developing an inclusive and diverse workplace.
- 2.5 The Diversity and Inclusion Action Plan outlines the key 'building blocks' identified as necessary to help us achieve our cultural ambitions and the associated workstreams on which we will focus our energies initially.

3. Background

- 3.1 The strategy and action plan, which has been developed, draws together various strands of work that contribute to making the Council a more diverse and inclusive organisation and reporting on these as a way of raising awareness.

4. Main report

- 4.1 The Diversity and Inclusion Strategy sets out our commitment as an organisation to work towards developing a truly inclusive culture and workplace which values and recognises the contribution that a diverse workforce makes.
- 4.2 It is aligned to the wider aims of the Change Strategy and has three strategic themes:
 - Developing Our Understanding
 - Building an Inclusive Culture
 - Attracting and Retaining a Diverse Workforce

- 4.3 The Action Plan reflects the strategic themes and identifies key workstreams that will act as building blocks to achieve the aims of the Strategy.
- 4.4 It is our intention to report progress with the action plan to this Committee on an annual basis. There will however be ongoing engagement with key stakeholders throughout this cycle to identify and respond to proprieties as they emerge.
- 4.5 Both the strategy and action plan have been developed in consultation with a range of key stakeholders to date including elected members, external partners, individual trade unions, Joint Consultative Committee, Scottish Government, CoSLA, Close the Gap and other local authorities.
- 4.6 Given the broad agreement among stakeholders to date on the approach we are taking, work has already begun on some of our priority workstreams.
- 4.7 The annual Diversity and Inclusion planner is already in place and key dates are being publicised through our communications channels including Newsbeat, Managers News and the Chief Executive blog.
- 4.8 We have reviewed our Recruitment and Selection Policy which is being considered at this Committee.
- 4.9 We are working with external partners including Amina Muslim Women Resource Centre and the Department of Work and Pensions to look at ways in which we can support the attraction and recruitment of underrepresented groups.
- 4.10 We have undertaken a Data Protection Impact Assessment to review options for use of personal emails addresses to reach colleagues with no access to MyHR.
- 4.11 We have worked with COSLA and CEC legal team to reach agreement around data categories.
- 4.12 Our newly formed LGBT+ Colleague Network is established and has had its first AGM and a Womens Network will be launched in August 2019.

5. Next Steps

- 5.1 If approved, a detailed project plan will be built out around each workstream for implementation.

6. Financial impact

- 6.1 Any associated costs will be contained within current budgets.

7. Stakeholder/Community Impact

- 7.1 If successfully implemented, the strategy and action plan will enable us to reflect and respond better to the diverse needs of the citizens of Edinburgh.

8. Background reading/external references

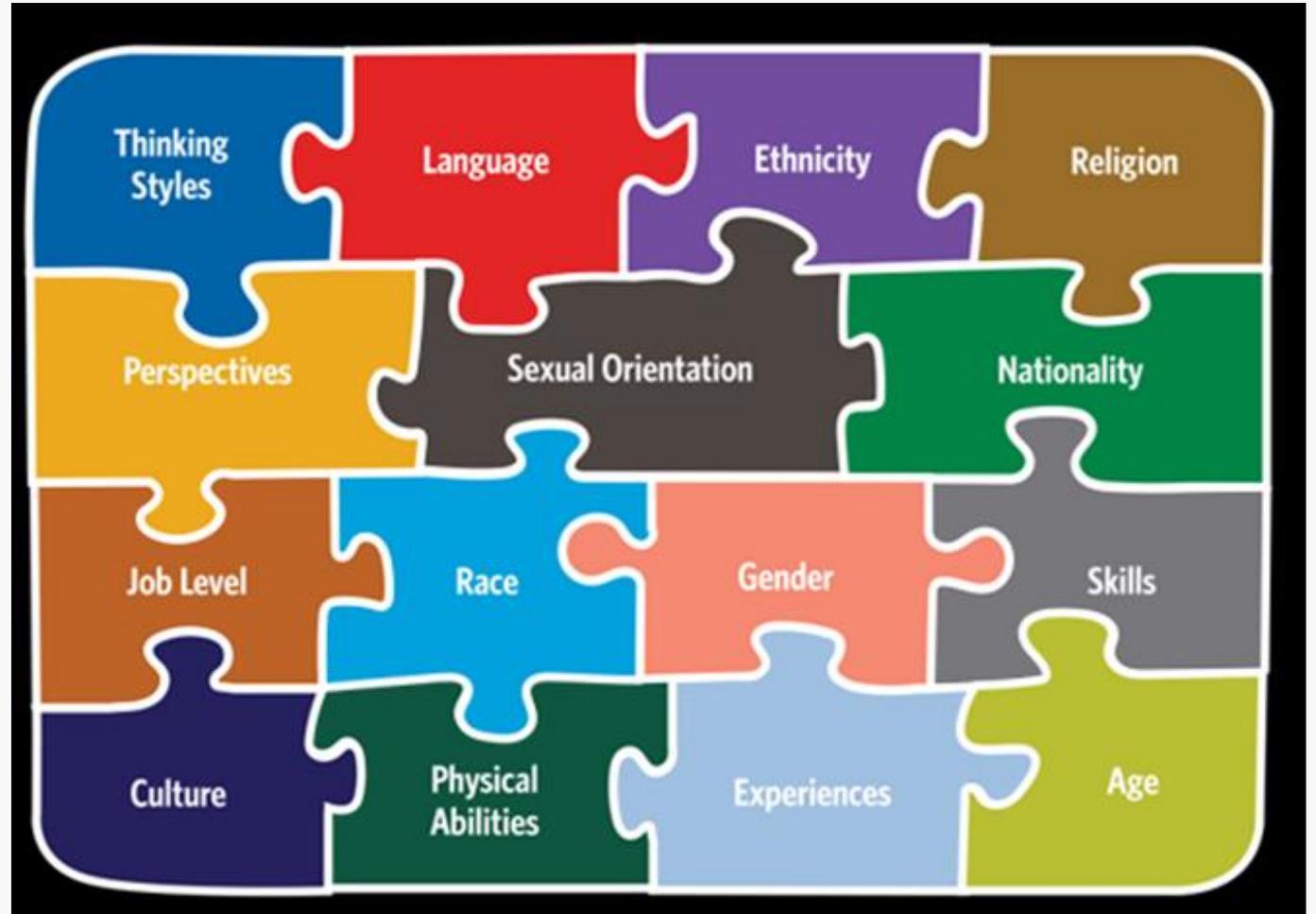
- 8.1 [Diversity and Inclusion Strategy and Plan – Progress Update – May 2019](#)

9. Appendices

- 9.1 Diversity and Inclusion Strategy (Appendix 1)
- 9.2 Draft Action Plan Diversity and Inclusion (Appendix 2)

Diversity and Inclusion (D&I) 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

Cultural Ambition

We are passionate about Edinburgh

We believe everyone matters

We build for the future

- 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
- Public Sector Bodies (website and mobile applications) Accessibility Regulations

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
- extend our inclusive approach beyond the scope of the legislation to support colleagues more broadly around eg: carer responsibilities, adoption, paternity, social mobility, wellbeing
- support colleagues to influence positive change through employee networks
- demonstrate high level sponsorship and commitment to cultural change
- offer learning opportunities to support cultural change
- raise awareness of the range of support available to employees

pregnancy &
maternity

Religion or
belief

age

marriage &
civil
partnership

sex

sexual
orientation

race

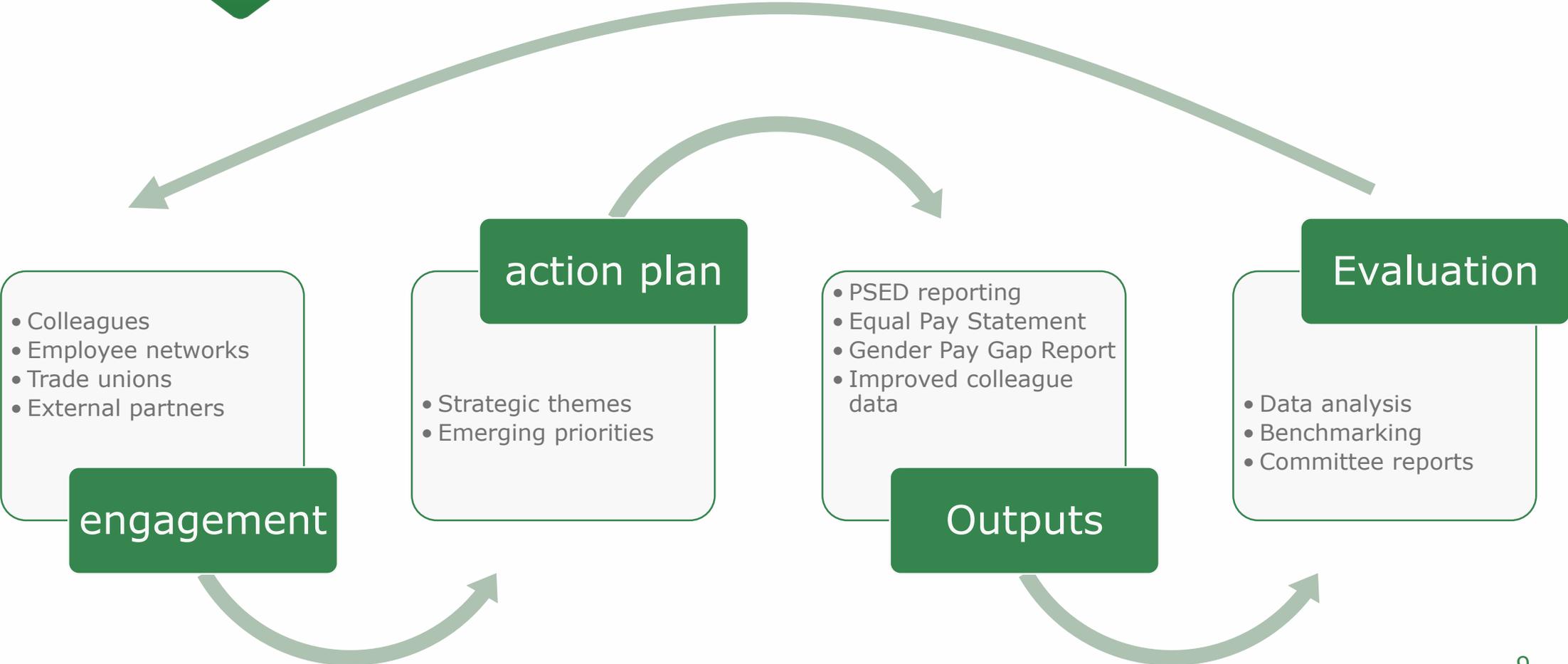
gender
reassignment

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 and, based on our data findings, explore other benchmarking tools with external partners such as Stonewall
- 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



Diversity and Inclusion Action Plan



Strategic Themes	Developing our understanding	Building an inclusive culture	Attracting and retaining a diverse workforce
Building Blocks	Undertake external D&I benchmarking exercise	Use annual planner to increase visibility and highlight key dates	Review our policies and guidance to ensure best practice
	Campaign to raise awareness and increase rates of equalities data collection	Support and promote new and existing colleague networks	Consider ways to advertise and recruit that will increase workforce diversity
Ensure we meet our Equal Pay commitments			

Building the Action Plan

External benchmarking

(Employers Network for
Equalities and Inclusion)

Your workforce

Strategy and Plan

Leadership and Accountability

Attraction and Recruitment

Training and Development

Other Employment Practices

Communications and Engagement

Procurement

Equalities Data

- Carry out a Privacy Impact Assessment to establish whether we can use personal email addresses to request or share data with colleagues who have no access to a workplace email address
- Undertake an extensive awareness raising campaign for colleagues to explain:
 - Why we want to collect the data
 - What we will use the data for
 - How us holding the data will help to increase diversity and create a more inclusive culture
 - Who will have access to the data / data security
 - How often and in what way we will request the data
- Update HR systems to reflect newly agreed equalities data categories
- Identify best methodology and begin collection of data
- Report regularly on progress
- Use data to inform future actions for the D&I Action Plan

Diversity and Inclusion Annual Planner

Publicise key dates and events by:

- Advertising colleague network group activity
- Drawing attention to supportive people policies
- Highlighting relevant cross-council activity (eg libraries / schools)
- Signposting related events across Edinburgh
- Publishing 'profile stories' covering colleague experiences
- Information events / stalls
- Visible symbols of support, including flag flying
- Setting up a webpage for D&I issues

ANNUAL PLANNER

January

- Holocaust Memorial Day (27)

February

- LGBT History Month

March

- International Women's Day (8)
- International Day for the Elimination of Racial Discrimination (21)
- International Transgender Day of Visibility (31)

April

- Pesach (19-27)

May

- International Day against Homophobia, Transphobia and Biphobia (17)
- Ramadan (5 May-4 June)

June

- Global Day of Parents (1)
- LGBT Pride Month
- Carers Week (10-16)
- World Humanist Day (21)

July

August

- International Youth Day (12)

September

- World Suicide Prevention Day (10)

October

- Black History Month
- International Day of Older People (1)
- World Mental Health Day (10)
- Intersex Awareness Day (26)

November

- Diwali (14)
- International Men's Day (19)
- International Day for the Elimination of Violence Against Women and Girls (25)

December

- Anniversary of Marriage and Civil Partnership (Scotland) Act (16)

International Day of Tolerance (16 November)

Colleague Networks

- Develop guidance to support 'start up' colleague networks
- Work closely with trade union colleagues to define the role and remit of colleague networks and how this relates to recognised negotiating partners and existing Council policy
- Encourage the set up of specific colleague networks
- Work with early stage networks to offer support, where required
- Engage with current networks where they exist



Reviewing our policies and guidance

- Revamp digital learning experience for managers to include a focus on inclusive recruitment practice
- Review options for rolling out unconscious bias training for managers
- Update Recruitment and Selection Policy
- Produce a template for job advertisements to make them more inclusive with wider appeal
- Update Domestic Abuse Policy to bring it in line with recent legislative changes
- Produce guidance for managers in relation to the menopause
- Produce guidance for managers in relation to gender re-assignment
- Carry out a review of current provision surrounding maternity, paternity and shared parental leave

Advertising and recruiting to increase workforce diversity

- Engage with external partners to support the employability skills of underrepresented groups
- Review our 'employer brand' to make it more visibly inclusive
- Target underrepresented groups using non-standard recruitment channels to attract a diverse range of applicants
- Engage with colleague network groups to gather insight around obstacles and barriers to inclusivity and attracting a diverse workforce

Pay

eliminating discrimination –
promoting diversity and equality

- monitor pay gaps relating to gender, disability and race, occupational segregation and the availability of part-time and flexible working arrangements
- monitor and undertake analysis on gender segregation
- publish information on recruitment, development and retention every two years as part of the council's Equality Mainstreaming Report
- work in partnership with trade unions to ensure pay is monitored regularly and colleagues have confidence in our processes to ensure there is no bias
- develop a pay and reward system which is transparent, based on objective criteria and free from bias

Diversity and Inclusion Action Plan 2019-2020

