Policy and Sustainability Committee

Tuesday 1 November 2022, 10am

Diversity and Inclusion Strategy Update

Executive/routine	Executive
Wards	
Council Commitments	

1.   Recommendations

1.1   Committee is recommended to note the progress being made in relation to the Diversity and Inclusion Strategy and Action Plan since it was approved on 1 October 2019.

1.2   Committee is recommended to approve the proposal to reconvene the Diversity and Inclusion Focus Group which has not met since prior to the recent election.

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Policy and Sustainability Committee

Diversity and Inclusion Strategy Update

2.   Executive Summary

2.1   The Council's Diversity and Inclusion Strategy, which was developed and agreed by a focus group was approved at Policy and Sustainability Committee on 1st October 2019, with subsequent updates provided on 6th October 2020 and 5th October 2021 .

2.2   Since then, the prioritisation of focus and deliverables has been driven by the agreed strategic pillars and aligned outcomes.

2.3   For the third year running the Council have taken part in an independent benchmarking exercise using Employers Network for Equalities and Inclusion (ENEI) tool 'TIDE' (Talent, Inclusion and Diversity Inclusion) which ensures we evaluate and track progress and (re) prioritise actions as appropriate.

2.4   The work undertaken to encourage new starters and existing colleagues to disclose their personal equalities data has been shared in a case study for the Scottish Government's strategy document 'Addressing the Ethnicity Pay Gap: an anti-racist strategy'.

2.5   To note that Committee approved a ring-fenced budget of £100k for Diversity & Inclusion work in 2021/22. There is no ongoing budget provision beyond this specifically for D&I activity.

3.   Background

3.1   The strategy and action plan approved by Policy and Sustainability Committee 1st October 2019, was developed by a focus group with membership of cross-party elected members, trade unions and representatives from our colleague networks .

3.2   Additionally, the strategy and action plan was reviewed by the Employers Network for Equalities and Inclusion (ENEI) and incorporate best practice advice and ideas from other external organisations including Close the Gap, Coalition for Racial Equality and Rights, COSLA, Scottish Councils Equalities Network and Edinburgh and Lothians Regional Equality Council.

3.3   Since then, the prioritisation of focus and deliverables has been driven by the three agreed strategic pillars and aligned outcomes:

- Developing our understanding
- Building an inclusive culture
- Attracting and retaining a diverse workforce.

3.3 We continue to evaluate delivery of the Strategy and Plan through participation in ENEI's independent benchmarking tool 'TIDE'.

4. Main report

4.1 The Council's Diversity and Inclusion Strategy sets out our commitment as an organisation to develop an inclusive culture and workplace; one which recognises and values the contribution that a diverse workforce makes. There are three strategic themes which inform the focus of our work.

STRATEGIC THEME	(1) Developing our understanding	(2) Building an inclusive culture	(3) Attracting & retaining a diverse workforce
Building blocks	Review & refresh our Learning & Development to strengthen our focus on D&I.	Engage & collaborate with key partners to help us identify areas for improvement.	Consolidate & analyse recruitment data. Report outputs & target action.
	Campaign to raise awareness & increase rates of equalities data collection.	Continue to promote & raise awareness of equalities issues.	Become an employer of choice for under-represented groups.
Ensure we meet our equal pay and pay gap reporting commitments			

4.2 Below are the key deliverables and progress which have been made in delivering our agreed strategy and outcomes:

Diversity & Inclusion Strategy & Plan – Key deliverables & progress

2021-2022
- ✓ Completed two further independent E, D&I benchmarking with ENEI with progress demonstrated across all dimensions
- ✓ Update provided to P&S Committee (5th October 2021)
- ✓ Disclosure rates of personal qualities data improved by up to 20.5% since the campaign began November 2020 (see 4.3)
- ✓ In addition to gender pay gap reporting, the Council's second year of Ethnicity & Disability reporting
- ✓ Revised Domestic Abuse Policy and training
- ✓ Launched prejudice-related incident reporting
- ✓ Ongoing delivery of our Annual Planner for communications e.g. LGBT history month, International Women's Day, Black history month, Carers Day etc
- ✓ Developed & launched 'Reverse Mentoring Scheme' for Chief Executive & Chief Officers
- ✓ Training delivered - unconscious bias, anti-racist practice, inclusive leadership, disability awareness / reasonable adjustments, neurodiversity, inclusive communications, inclusive recruitment
- ✓ Completed work to get collective definitions for equalities data sets across all local authorities and Talentlink
- ✓ Six colleague networks in total now established with Colleague Network Charter (see 4.4)

2019-2020
- ✓ Strategy & plan collaboratively developed with Focus Group (elected members, trade unions, colleague networks, HR & input from SME's). 3 strategic pillars : Developing Our Understanding; Building an Inclusive Culture; Attracting & Retaining a Diverse Workforce.
- ✓ Took the lead for the Equalities portfolio with SPDS (Society of Personnel & Development Scotland)
- ✓ Undertook first ENEI independent E, D&I benchmarking
- ✓ Commenced work to get collective definitions of personal equalities data across Scottish Local Authorities (so comparing like for like)
- ✓ Commenced internal campaign to increase completion of personal equalities data by new joiners & existing employees
- ✓ Colleague network groups established
- ✓ Engaged with external SME's to support e.g. Close the Gap, Employers Network for Equality & Inclusion
- ✓ Updates provided to P&S Committee (6th October 2020)
- ✓ Annual planner developed for Communications e.g. LGBT history month, International Women's Day, Black history month, Carers Day etc

4.3 A key priority has been focusing on building the understanding of the equalities profile of our workforce to better inform future action plans. We have campaigned extensively since November 2020 to encourage colleagues (permanent, fixed term, casual & supply) to update their equalities data and new starters to provide it (running at 100%):

Disclosure rate	Nov-20	Aug-22	Variance	Notes
Disability	77.4%	82.4%	+5%	*In Autumn 2020, we changed the equalities questions to mirror the revised Scottish Census. Most of our existing data mapped across easily with the exception of data around 'marital status' where there was no direct match for the category of 'single', therefore seeing a marked decline in the data we hold for marital status.
Marital status*	79.1%	52.4%	-26.7%	
Race	79.5%	84.9%	+5.4%	
Sex	100%	99.2%	-0.8%	
Gender reassignment	2.4%	23.4%	+21%	
Sexual orientation	11%	26.9%	15.9%	
Religion or belief	8.9%	25.5%	+16.6%	
Age	100%	100%	0%	** Relates to caring commitments.
Career status**	0%	20.5%	20.5%	

4.4 Six colleague networks have now been established demonstrating the valuable role such networks have in our organisation:

- SPARC – Long term health conditions and disabilities
- NEWS – Women
- PRIDE – LGBT+
- Black, Asian and Minority Ethnic Network
- Black and Minority Ethnic Equality Workers Forum
- Sustainability Network

4.5 We also now have a Colleague Network Charter which sets out the following guiding principles for operation for colleague networks:

- ✓ Empower colleagues to achieve their full potential by working to create an equal, inclusive and diverse workplace
- ✓ Celebrate the diversity of experience within the Council's workforce
- ✓ Contribute to positive changes inside and outside of the workplace
- ✓ Enable colleagues to connect where a shared interest exists
- ✓ Promote a greater understanding of the issues which impact colleagues from a diverse range of backgrounds and with different lived experience.

4.6 As of 1st April 2022, we have a full year view of the recruitment process, from an equalities perspective. We are analysing this data to help identify any trends or areas of potential bias (conscious or unconscious) to inform where resources may be most effectively targeted to increase the diversity of our workforce. We have looked at several potential technical solutions to help improve our inclusive language in recruitment materials and are engaging with social media technology which allows us to target potential candidates from under-represented groups e.g. minority ethnic (4% disclosed) and under the age of 21 years (0.6% of our workforce).

4.7 In May 2021, elected members agreed a budget of £100k to support the D&I work. We have focused on providing an enhanced and expanded range of learning and development opportunities for colleagues and managers to enable them to increase their awareness of diversity and inclusion related matters. Specifically, listed below is what the agreed budget has been spend on:

- Providing learning opportunities for colleagues in the following areas:
  - ✓ Unconscious bias
  - ✓ Anti-racist practice
  - ✓ Inclusive Leadership
  - ✓ Disability Awareness / Reasonable Adjustments
  - ✓ Neurodiversity
  - ✓ Inclusive Communications
  - ✓ Inclusive Recruitment
- Delivering sessions for 150 colleagues in partnership with the Human Library, designed to challenge unconscious bias by encouraging participants to examine their own preconceptions. At the sessions, 'readers' hear from living 'books' about their lived experience as an individual with a protected characteristic or other attribute which may make them subject to prejudice-based behaviour.
- A pilot of 'Active Bystander' training was rolled out in Place Directorate for colleagues from across the service including Parks and Greenspaces, Roads Services, Waste and Cleansing, Scientific Services. The sessions were delivered remotely as well as face-to-face for front-line colleagues with no access to IT. The sessions were very positively evaluated and will form part of our programme of awareness raising and encouragement to challenge unacceptable behaviour in line with our D&I Action Plan, our response to the Inquiry and Review and our Leadership Development Framework.
- Promotional video for use as part of recruitment activity in Planning and Building Standards, aimed at diversifying the candidate pool.
- Membership of Employers Network for Equalities and Inclusion who provide access to advice, consultancy and networking opportunities. Membership also includes access to a wide range of learning and development resources across all protected characteristics.
- Launched a reverse mentoring programme which will run for up to 18 months. The programme involves pairing up a mentee from the Council Leadership Team with a colleague from a minority ethnic background or a colleague with a disability or long-term health condition. The intention is to raise awareness among senior leaders of the direct lived experience of colleagues in the workplace. There are ongoing support groups in place for mentors to make the most of their observations and insight as we work through the process.

4.8 In partnership with Pinsent Mason we have designed a year-long programme of equalities, diversity and inclusion awareness raising. The programme has four key themes, one of which is aimed specifically at recruiting managers. All four themes are targeted first at the Wider Leadership Team then cascaded to the appropriate colleagues via My Learning Hub.

4.9 The ENEI benchmarking tool 'TIDE' (Talent, Inclusion and Diversity Evaluation) which we have now participated in for three years measures progress in eight areas:

i. your workforce
ii. strategy and plan
iii. leadership and accountability
iv. Attraction and recruitment
v. training and development
vi. other employment practices
vii. communications and engagement
viii. procurement.

See Appendix One for TIDE results 2020, 2021 and 2022.

4.10 We have made progress since 2020 in understanding the quantitative data, particularly in respect of our demographic profile, pay gap and recruitment and we continue to make steady progress against the TIDE measures. It is important now that we begin to better understand what it feels like to work in the City of Edinburgh Council for people from different backgrounds and to introduce qualitative measures that allow us to track our progress in the experience of our colleagues in areas of work such as securing promotions, development and accessing support as well as measuring the difference specific initiatives make to colleagues' working lives.

5. Next Steps

5.1 We will continue to use the three strategic themes of ***developing our understanding***, ***building an inclusive culture,*** and ***attracting and retaining a*** diverse workforce.

Diversity & Inclusion Strategy & Plan – Next 12 months priorities

November 2022 – November 2023*

✓ Undertake consideration of engagement on membership of Stonewall (P&S decision October 2022)
✓ Ongoing delivery of Inquiry & Review recommendations & actions aligned to D&I agenda) e.g. policy, Speak Up Champions etc
✓ Roll out of agreed Organisational Behaviours
✓ Further benchmarking with ENEI
✓ Continue to support & develop Colleague Networks and 'Reverse Mentoring Scheme' for Chief Executive and Chief Officers
✓ Launch of new 360 feedback tool (aligned to 'Organisational Behaviours')
✓ Training – Mylearning hub, Active Bystander and Conscious Inclusion Hub
✓ Working with Scottish local authorities to agree standard approach to pay gap calculation and reporting
✓ Further promotion of agreed annual inclusion calendar
✓ Continue to work in partnership with diversity and inclusion specialists to review our approach to recruitment, data analysis and professional development including; the Council of Ethnic Minority Voluntary Sector Organisations; Coalition for Racial Equality and Rights; Edinburgh and Lothian Regional Equality Council and Inclusion Scotland
✓ Review of documentation including end to end recruitment & onboarding process with Inclusion Scotland, Concept Northern and Employers Network for Equalities and Inclusion
✓ Working with social media technologists to further improve recruitment presence/channels by roles (e.g. Planning & Building Standards) & by protected characteristics
✓ Review our approach to reasonable adjustments & Access to Work
✓ Develop further mechanisms to measure and evaluate impact of actions and deliverables
✓ Statutory review of Equal Pay Statement to be shared at P&S Committee

*Subject to request for £100k budget

Year end 2023
✓ Commence evaluation of delivery against current Diversity & Inclusion Strategy and collaborative development of our next Strategy and Plan to inform D&I priorities

6. Financial impact

6.1 To note that a budget of £100k was agreed at Committee for 2021/22 in relation to Diversity and Inclusion spend. There is no further budget provision beyond this provision specifically for Diversity and Inclusion work.

7. Stakeholder/Community Impact

7.1 Extensive engagement continues with internal and external stakeholders including trade unions, elected members, colleagues, specialist external organisations, local and national government bodies and colleague networks.

8. Background reading/external references

8.1 Link to Diversity and Strategy and Plan – 1st October 2019
8.2 Link to Committee updates – 6th October 2020
8.3 Link to Committee updates - 5th October 2021

9. Appendices

9.1 Employers Network for Inclusion and Equality (ENEI) results from independent benchmarking using TIDE tool across: