



To: Finance and Corporate Services Scrutiny Board 1

Date: 21 September 2022

Subject: Workforce Diversity & Inclusion Update

1 Purpose of the Note

- 1.1 To provide Finance and Corporate Services Scrutiny Board 1 with an update on the Council's Workforce Diversity & Inclusion and Anti-Racism work.

2 Background/context

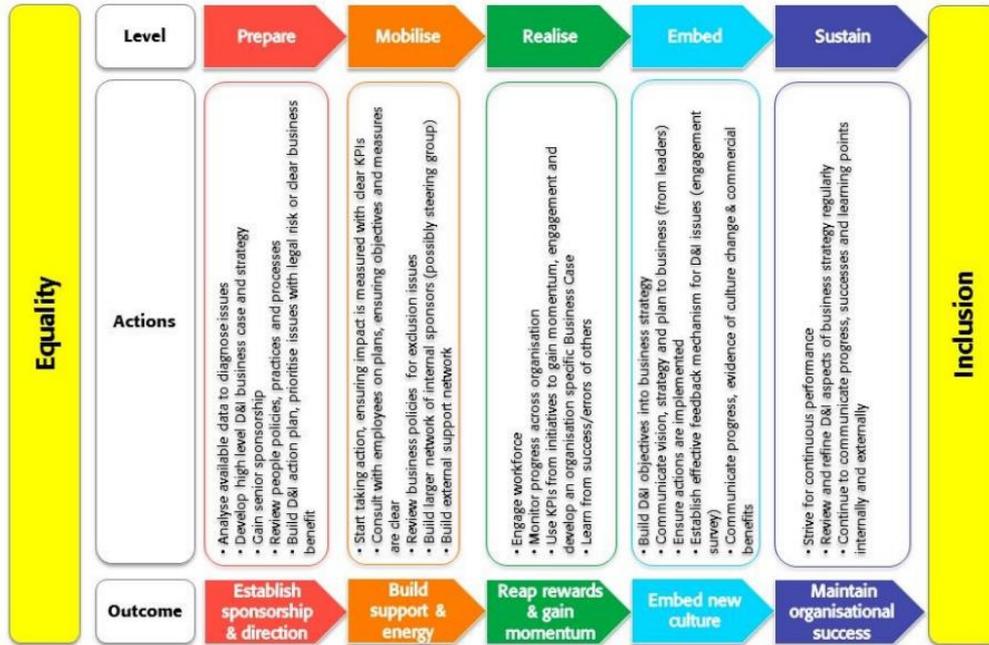
In 2021, we launched the Workforce Diversity & Inclusion Strategy which sets out the actions that the Council will take to ensure that we continue to be a safe and inclusive place to work for our employees. To demonstrate our commitment to Diversity & Inclusion and Anti-Racism through the One Coventry Values we need to ensure that all leaders across the organisation take full responsibility and are accountable for the implementation and monitoring of the Council's Workforce Diversity & Inclusion Strategy in order to avoid any 'implementation gaps'.

3 Workforce Diversity & Inclusion update

3.1 Workforce Diversity & Inclusion Strategy

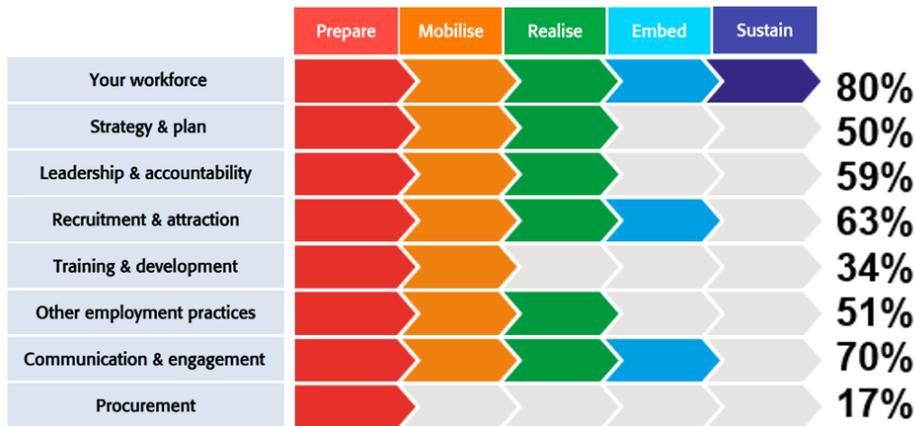
In 2019 the Council became members of the Employers Network for Equality & Inclusion (ENEI), and as part of that membership the Council were able to complete the Talent, Inclusion, Diversity & Evaluation (TIDE) assessment. The TIDE assessment is based on a RoadMap (see below) and along with other matrices forms the basis of the Council's Workforce Diversity & Inclusion Strategy and Action Plan.

Equality to Inclusion Roadmap



The D&I assessment score for Coventry City Council in 2020 can be seen below. We were given an overall score of 54% which put Coventry at the 'Realise' stage of the Road map.

TIDE score = 54% overall: 'Realise'



As an ENEI member there is a requirement to be re-assessed on an annual or bi-annual basis. Due to Covid restrictions, we resubmitted our completed TIDE re-assessment questionnaire in May 2022 and have been informed (although not yet in the public domain) that our score has progressed to **79% overall** which puts Coventry at the 'Embed' stage of the Road map. See below:

TIDE score = 79% overall: 'Embed'



Although we have made significant progress with the implementation of our Workforce D&I strategy there is no room for complacency. Despite our good work and steady progress our employee leaver feedback does show that we still have inconsistency of experience, across Service areas, in terms of our organisational ambitions of being a safe place to work. Unfortunately claims and accusations of discrimination being experienced first-hand still remain one of the more predominant reasons for employees leaving the employment of the Council.

3.2 D&I Performance Objectives for OCLT & ELT

One of the actions within the Workforce D&I Strategy is that all senior leaders across the organisation would have a D&I objective set for 2021/22. The D&I objective was made up of two parts:

- a) *'Increasing knowledge'* - attend one of the Council's (internal) Unconscious Bias Training sessions for senior leaders.
- b) *'Visible participation'* – play an active role or take part in a Council (internal) Diversity & Inclusion activity or event. (This does not include attending training).

All members of OCLT have all met objective a) by attending the Anti-Racism Training and some members of OCLT will have met objective b) because they are either a sponsor for one of our employee networks or will have been a sponsor for a participant on the Ignite programme or have supported a D&I event within their own service area.

3.3 Recruitment External Web pages project

One of the many ways to support our ambitions to have a workforce that better reflects the communities we service at all levels is through our imaging, branding, onboarding and recruitment processes. A project team has been put together led by Grace Haynes to review our external employer brand, onboarding, our social media presence and our employer webpages from a recruitment perspective.

In addition, we will be reviewing all resourcing documents to ensure that they are aligned with our commitment to D&I, are fit for purpose and understood by employees, managers and leaders and particularly recruiting managers. We are not making the best use of our assets, feedback from citizens, (not including social work) suggests that our external branding imagery as an employer does not always

match what's on the inside which is an organisation which values and respects difference.

3.4 Recruiting for Workforce Diversity Training

To ensure that all recruiting managers understand how our unconscious biases can impinge on our decisions when recruiting to new posts, we have been delivering 'Recruiting for workforce diversity training' to all recruiting managers. This training has proved popular and is now being attended by any manager who wants to know more about best practice recruitment which has diversity & inclusion principles at its heart. To date more than 305 recruiting managers have attended the training which is delivered as a half-day session once per month. Since the training started, employees have continued to book themselves onto the sessions without having to be asked and the sessions continue to be full. There are still a number of recruiting managers who have yet to attend, and we are making our way through the list at speed.

3.5 The Race Equality Code

Following the diagnostic feedback session with Dr Karl George in February 2022, the Council has been tasked with setting out our organisational position and commitment to becoming an Anti-Racist employer. We have produced a number of written statements which cover the following areas: Data gathering & publication; D&I leadership accountability; How success will be measured; How we will educate stakeholders and employees. These draft statements have been produced and are being discussed with Dr George, once agreed the statements will be shared. Please note the Coventry becoming an early adoption of the Race Equality Code is an action which sits within our Workforce D&I Strategy and will be monitored as part of the Strategy.

3.6 Anti-Racism Training

Plans for the roll out of anti-racism training across the organisation are well underway. OCLT received an initial session in March 2022 and a follow-up discussion in June 2022. A session was then delivered to approximately half of all ELT members in June 2022. A second session has been booked for September 2022, which will capture the remaining members of ELT.

Following discussion with John Gregg, the roll out of the training in Children's Services will begin with a session for the Children's leadership team in October 2022. This will be followed by a session for team managers in place of a quarterly manager's briefing.

Andy Williams' service area will receive the training in October 2022 in a single session that hopes to capture all colleagues within Andy's directorate. Following consultation with individual directors, all remaining service areas will receive the training as soon as is possible.

3.7 Feedback from meetings with Directors

Following the Anti-Racism session at OCLT in early June, meetings with individual Directors have taken place to progress agreement of diversity and inclusion objectives across both workforce and service related areas. In most cases,

Directors have requested their management teams to also be engaged with this process to ensure ownership for implementation and delivery of the objectives once agreed. Many subsequent follow-up meetings have therefore taken place with individual DMTs, covering areas like the public sector equality duty and equality impact assessments. In addition, a number of workforce D&I issues have been discussed such as access to service level workforce data, improving recruitment options by raising the Council's profile with local talent pools (schools/colleges/universities) and understanding barriers to retention via workplace culture surveys. There are now further discussions ongoing with a view to finalising the objectives – once wider engagement with staff across services has taken place.

3.8 Diversity & Inclusion Board

There are plans to relaunch the Council's Diversity & Inclusion Board so that this Board becomes the vehicle for monitoring both internal and external Diversity & Inclusion activity. It is being proposed that Cllr Brown and Cllr Khan share the role of joint Chairs and that this is done on a rotation basis. Martin Reeves will attend along with other key individuals which is yet to be agreed and could include external partners. The setting up of the Council's Diversity & Inclusion Board is one of the projects that has been put forward as one of the projects which will be offered to one of the Ignite participants as part of their on-going development.

3.9 Working in Partnership with our Trade Unions

The Council continues to work in partnership with all of our Trade Union colleagues on matters relating to Diversity & Inclusion, with a Trade Union D&I meeting taking place every six weeks. The focus of these meetings is to monitor the progress being made against the actions within our Workforce D&I Strategy but also provides the Trade Unions with the opportunity to raise any concerns that they may have with regards to Diversity & Inclusions issues within the organisation.

3.10 Inclusion Week

The Council will be taking part in National Inclusion Week (NIW) which commences on Monday 26 September 2022. There will opportunities for employees to attend sessions via Teams throughout the week. Events which will form part of Inclusion Week are set out below:

| Date | Time | Event | Facilitator |
|-------------|------------------|------------------------|-------------------------|
| 26/09/2022 | 2pm - 3pm | LGBT+ Inclusion | Warwickshire Pride |
| 27/09/2022 | 10am - 11am | Civility Saves Lives | NHS |
| 27/09/2022 | 1pm - 2pm | Hidden Disabilities | DEN/Occupational Health |
| 28/09/2022 | 12noon - 1pm | Fireside Chat | John Amaechi |
| 29/09/2022 | 10am - 11am | Neurodiversity 101 | ENNA |
| 29/09/2022 | 12.30pm - 1.30pm | Financial Wellbeing | The Money Charity |
| 29/09/2022 | 2pm - 3 pm | BSL Awareness | Adult Education |
| 30/09/2022 | 10am - 1pm | Bystander Intervention | Communities Inc |

3.11 Allyship

We have had a number of Heads of Service and employees who have asked how they can become an ally and become more involved in this work. During inclusion week in September 2022, there will be an article on the intranet relating to Allyship. This will help colleagues to understand what allyship is and invite them to complete a brief online form to register their interest in allyship activities. An allyship programme will be developed for interested employees. This programme will help colleagues to develop the tools and knowledge required to be allies to marginalised groups which they do not belong to.

3.12 Employee Networks

Network membership has continued to increase over the last twelve months. In collaboration with the Comms team, a series of short promotional videos have been created. The videos will be added to the onboarding pack and available on the Intranet and Staff App. Representatives from each network took part in the filming, with any unused footage able to be used for future promotion. Physical & digital marketing properties are being created to advertise each network and inform staff on how to get involved.

Research is being undertaken to support the network steering groups with high quality resources for maintaining successful networks with the aim of setting up more self-sufficiency and succession planning.

3.13 Inclusion Guide

The Inclusion Guide has been created to develop colleagues' D&I knowledge and to build confidence when discussing D&I at work. It includes introductions to concepts such as intersectionality and allyship as well as guidance on terminology and how to create a more inclusive environment through small everyday actions. It is primarily aimed at managers but will be available for all colleagues to access via the Intranet. The guide will launch as part of National Inclusion Week which takes place from 26th September.

3.14 EDI Data Monitoring

We are working with ICT and payroll to update D&I questions on MyEmployment, including asking about gender identity and adding ethnicity categories to bring us in line with the 2021 Census. The HR Digital Team have created new D&I dashboards to replace the previous workforce profile excel reports. As well as a more visual and dynamic layout, it includes separate dashboards to view new starters, leavers and recruitment data. The dashboards are refreshed at the start of every month. Access to this data is reviewed during the ongoing Director D&I objectives discussions.

A campaign to encourage more employees to provide their D&I information is planned for November 2022, following the MyEmployment category updates. The goal is to reduce the size of the 'unknown' sections, giving us a clearer picture of the make-up of the workforce. This is an issue of organisational trust, psychological

safety and discovering the underlying reasons why colleagues are reluctant to provide this information.

3.15 Resources

A clearly labelled and updatable D&I resource library will be launched on 3rd October, following National Inclusion Week. The library will be accessible via the Intranet and includes contributions from employee networks, trade unions and the workforce. The intranet overhaul will be useful in ensuring the library is easy to use and accessible.

A facilities guide is also being developed, with information on different council buildings and sites, including details on accessibility and where to find rooms for breastfeeding, wellbeing, prayer, as well as toilets and food facilities. The guide is intended mainly for new starters as well as visitors to unfamiliar sites. This is intended to begin with Friargate and extended to other sites.

3.16 Training & Development

We are currently working with the Housing & Homelessness Team to support their development of guidance around working with trans and non-binary service users. They have been signposted to a variety of different options for training. This has inspired the development of LGBT+ specific training relevant for a local authority context that can initially be self-taught and adapted for face-to-face delivery in the future if appropriate. Influence from existing training, and consultation with members of the Pride network, is being sought.

Grace Haynes
Head of People & Culture
September 2022