

Registers of Scotland

RoS BOARD

13 December 2021

RoS EDI Update [FOR NOTING]

Purpose

1. The purpose of this document is to provide an update on progress to date with developing the RoS EDI agenda, following on from the previous update in April. Work has been undertaken in particular around: improving our colleague diversity profile data; establishing the EDI Colleague Forum; and developing the EDI Action Plan.
2. The Annexes contain:
 - Annex A: RoS EDI governance framework
 - Annex B: Draft EDI dashboard

Recommendation

3. The Board is requested to note progress to date and provide any reflections and steer for priorities going forward.

Background

4. RoS has a number of drivers for developing a robust EDI agenda: statutory obligations, the SG expectations, and of course, the moral as well as business imperatives around productivity and effectiveness.
5. Considerable energy has been invested in 2021 to reinvigorate the RoS approach to EDI, and the Board was briefed in March on the updated strategy as well as the emerging internal infrastructure to support its implementation (see Annex A). EMT now take quarterly updates on progress and plans, with the most recent in November 2021.
6. An EDI Steering Group was formed in January to be responsible for leading the planning and delivery of the actions required to deliver our EDI strategy, with input from the colleagues and network groups. It is led by the Keeper, and includes representatives from HROD and Communications Teams as well as Customer Experience and PCS. It has been helpful to have additional support provided by non-executive directors (initially Deepa Mann-Kler and now to be covered on a rotating basis).
7. Some notable milestones this year include:
 - publication of the [RoS Mainstreaming Equalities](#) report in April
 - publication of the updated RoS EDI strategy in April [published on our intranet - RoSNet]
 - Establishment of a dedicated EDI RoSnet page for colleagues in April 2021, to provide a repository for information on each of the support networks, and a host of resources and information.
 - RoS participation in the Civil Service Inclusion Survey in May, followed by digestion of the results
 - establishment of the new Neurodiversity staff network in June
 - establishment of the new EDI Colleague Forum in June

- Steering Group work to develop an Action Plan, with a joint Steering Group / Colleague Forum session in November to consider it further
- development of a draft EDI data dashboard for tracking progress with outcomes

Activity To Date

Colleague Networks

8. As a result of colleague feedback, we have been supporting colleagues to establish a set of self-sustaining colleague networks. RoS already has LGBT+ and Carers' colleague networks and a new Neurodiversity network has now been established. Colleagues are also able to access support from the Scottish Government European Nationals network.

9. The Carers' network has been particularly active. RoS was recently awarded the Carers Positive Award of the Engaged Level Accreditation. This was marked by a digital event held on Wednesday 2 June with Carers Positive. The Network aims to provide a support mechanism and to share information related to supporting unpaid carers. One example of this was its hosting of a webinar from Dementia UK in July 2021 which was well attended by wider RoS colleagues. The Neurodiversity Network provided RoS representation at event on unlocking neurodiversity talent within the workplace, hosted by Scottish Digital Academy in association with Auticon in July 2021. The group has also been working with UX colleagues to assist with New Registers.

EDI Colleague Forum

10. The overarching Colleague Forum was established to provide an umbrella body for the colleague networks, with the core purpose of supporting the EDI Steering Group to bring the RoS EDI Strategy to life and achieve real momentum around delivering goals. It is intended that it will also work to support the completion of Equality Impact Assessments on RoS policies and procedures. It helps to facilitate colleague-led dialogue around all aspects of equality, diversity and inclusion (EDI) and how RoS might make improvements to support diverse colleagues, and ensure our customers are served to the best of our ability.

11. It held its second meeting in October and had a productive discussion covering a range of EDI issues. We have published a blog on RoSnet covering the topics we discussed. Clearly, the forum is still in its early stages. There are positive signs that it will be able to make valuable contributions, but it will need active support for a while to get it established and functioning well as a forum and consultative body. HROD will provide some OD input with a view to building capability here so it can become a self-sustaining colleague body. A forward plan is to be developed around tangible pieces of work that will focus and energise the group, and demonstrate how it can really add value for RoS.

12. The Forum is then to meet again on 6 December (prior to the next EDI steering group on 13 December), to discuss further how it can contribute, following the recent joint Forum/Steering Group session on the action plan (see below). It was agreed that it would be useful to share back-briefs between the two groups (and the colleague networks) to better coordinate work and dovetail contributions.

EDI Action Plan Development

13. The action plan to support the implementation of the strategy continues to be developed, though at a slower pace than originally envisaged due to HROD and PMO resourcing constraints (including some long-term sick leave). The plan is structured around the three themes in the strategy with proposed now / next / later actions. The development of

practical colleague-facing work has focused in particular on (a) raising awareness and interest in EDI issues in RoS, and (b) increasing colleague participation in EDI reporting. A number of the actions are now underway, such as the Be RoS anti-bullying and harassment campaign this autumn.

14. A joint Steering-Group / Forum session was held on Mon 22 November to undertake some joint review and development work around the draft Action Plan, and how the Forum can support its delivery. Attendees included the Keeper and also a Non-Executive Director, to underline the RoS leadership commitment to the EDI agenda. This was a useful exercise to hear perspectives and ideas from the diverse colleague representatives on the Forum, and hone the content and priorities for the Plan. HROD are to recruit new SME resource for EDI work, which once in place will then support the finalisation of the plan and sharing with the wider organisation for engagement and delivery. Once approved, the action plan will be shared with colleagues via RoSnet for comments and suggestions, as the strategy was. Non-Executive Directors will receive detailed sight via Steering Group attendance.

Comms / Colleague Engagement

15. A comprehensive internal communications plan has been developed for EDI and this has been rolled out effectively over the past six months to raise awareness with colleagues around RoS' EDI aspirations and develop interest and engagement. It will continue to evolve as we build momentum. Data on page views for EDI related articles gives valuable insight into what topics and style of communication colleagues are interested in (in particular, personal stories of lived-experience, such as the article contributed by Asim Muhammad).

16. Comms colleagues have provided data on engagement with RoSNet articles, giving some insight into wider EDI interest.

Article	Views
14 Oct - Black History Month	708 unique views, 819 views (returning users)
19 Oct - How sharing your diversity information supports EDI	273 unique views
9 Nov - EDI colleague forum	317 unique views
EDI homepage (since 1 st October)	27 unique views (312 views since launch, 4 th May 2021)

Policy Reviews

17. Work has been undertaken in relation to Equality Impact Assessments. Those recently completed include our approach to Squads structure for colleagues, Fees Review and Digital Submissions Consultation.

18. The HROD Team are also reviewing the recruitment strategy which will include information on how to increase the diversity of applicants for those roles that are advertised externally.

19. Work is continuing around mental health and well-being issues and inclusion. Training has been provided to both managers and colleagues on a range of issues including reasonable adjustments and wellness action plans. The HROD Team have also

commissioned new training for our Mental Health First Aiders and this has been rolled out during 2021.

20. We continue to respond to requests for information and input on SG EDI activities, and to share knowledge and best practice with the wider community of SG delivery bodies to identify effective mechanisms to address EDI issues.

Customer facing EDI activity

21. Customer Experience colleagues within customer services have been working to strengthen their skillsets, including training in communicating with vulnerable customers, customer empathy and mental health awareness. The team also have some bereavement subject matter experts (SMEs) who are equipped to deal with customers who contact our office with issues relating to a family bereavement and what that might mean for their property.

EDI Data

22. As our EDI data steadily improves, we will continue to assess what KPIs / health measures might be appropriate for external as well as internal reporting on progress. The updated Corporate Plan for 2022-26 will be reviewed with an EDI lens.

23. As we build momentum, we aim to provide a dashboard of various data indicators that will help show progress. Increased understanding of current metrics on EDI related topics and baselines will establish suitable benchmarking.

Cross Government Inclusion survey 2021.

24. The Cabinet Office offered every Civil Service organisation the opportunity to participate in a pulse survey in April, covering 17 questions from the Inclusion Diagnostic Tool that was developed with the Behavioural Insights Team. 478 RoS employees participated. This provided some useful data to complement the CSPS carried out each October, and some benchmarking with other public sector participants. Results are available on request. For 13 out of the 17 questions, RoS was above the mean CS score. Positives included 'my manager cares about inclusion' (0.86) and 'people I work with go out of their way to welcome new people' (0.78). Negatives included: 'I think that people like me have made it to the top of my organisation' (0.32); 'I do not feel like I have to fit in with the overall culture in my team' (0.61); and the differences that people bring to the workplace are valued in my team (0.7).

Colleague Diversity Data Completion

25. Robust organisational-wide demographic data is needed to provide the evidence base for tackling issues and delivering improvements. Data this summer indicated considerable gaps across RoS in colleague completion of the MyHR diversity profiles, and on-going effort has been invested to encourage engagement with these, including a RoSNet blog in October and messaging from the Keeper to the leadership community (including data on current completion rates by Directorate).

26. This effort has had some effect, with additional colleagues completing their profiles (whether actually identifying their attributes or ticking 'prefer not to say'), but there is still considerable progress to be made. Table 1 below shows completion levels (late November) for the various EDI information held in MyHR.

Table 1:RoS-level data on Colleague MyHR Completion

RoS overall	Religion	Nationality	Ethnicity	Gender identity	Sexual orientation	Disability	Caring responsibilities
% Profile completed	67%	85%	87%	35%	68%	73%	28%
Numbers- Profile completed	777	985	1008	406	789	847	325
Numbers - Profile blank	381	173	150	752	369	311	833
Total employees	1158	1158	1158	1158	1158	1158	1158

Dashboard development

27. An EDI dashboard is in development to support monitoring and evaluation at RoS level. A draft of this is contained in **Annex B**, with snapshot data as available in October.

It covers three dimensions:

- colleague engagement (e.g., MyHR completion, and intranet page views);
- organisational demographics (what the data in MyHR and HR systems can tell us);
- colleague sentiment (from CSPS and the Inclusion Surveys, around engagement and inclusiveness)

28. The aim of is to achieve better visibility of where we might have diversity issues (e.g., under-representation to tackle?), and where there might be inclusion issues. This will then allow a focusing-in of improvement effort.

29. The 2021 CSPS has now been completed and a deep-dive should be undertaken on the resulting data when available (to the degree possible via the interactive dashboard; this allows some slicing-and-dicing, but the raw data is not provided of course given disclosure risks). For example, it would be interesting to look at how engagement might vary across colleagues with particular protected characteristics (recognising inter-sectionality of course), and then engaging with the Colleague Forum and Networks for further insight into possible issues that might be identified and their resolution.

30. The first stage of such analysis is identifying clearly a set of questions to be answered. Any particular suggestions from the Board would be very welcome.

Next Steps

31. The next steps are to finalise the action plan of measurable and manageable deliverables and continue to increase awareness and understanding on the why and where and how RoS intends to improve EDI across the organisation.

32. Resourcing is a current issue, given the EDI SME vacancy in HROD from the end of November, as well as PMO sick leave. A temporary post is to be recruited to HROD as soon as possible. The creation of an HROD Management Information team has also been discussed and this would significantly help work around EDI data and monitoring to ensure a robust evidence base that is used effectively for evaluation and setting forward direction.

Conclusion

33. The Board is asked to note the progress made to date and recognise the on-going positive steps being made to ensure that RoS is working towards becoming a more diverse and inclusive organisation as well as being an employer of choice.

34. In addition, any particular suggestions from the Board for questions to explore as part of the proposed EDI deep-dive into CSPA data would be very welcome.

EDI Steering Group

Date: 1/12/21

Annex A – RoS EDI Governance



ANNEX B – DRAFT EDI DASHBOARD CONTENT

EDI ENGAGEMENT

MyHR Diversity profile completion by characteristic (RoS level):

nb not a protected characteristic but important for inclusion

Numbers	Religion	Ethnicity	Gender identity	sexual orientation	Disability	Caring responsibilities
profile completed						
profile blank						
total employees						

percentages	Religion	Ethnicity	Gender identity	sexual orientation	Disability	Caring responsibilities
profile completed						
profile blank						
total employees						

Membership of EDI groups

	Carers' Network	LGBT+	Neurodiversity	European Nationals (SG)
numbers (RoS Level)				

Readership of EDI intranet articles

TBC each update...

	article 1	article 2	article 3..	benchmark article?
number of unique-users viewing pages				

Paper Number

as a % of total potential readership (perms + temps)				
--	--	--	--	--

RoS DEMOGRAPHICS: REPRESENTATION BY CHARACTERISTIC (Scottish population representation?) - and capture trends over time
 May want to aggregate some response categories

GIVE NUMBERS AND PERCENTAGES. Ideally benchmark
 NB disclosure control requirements: withhold cell data if <10 observations

numbers of employees (with organisation total)

ethnic origin	gender identity	religious status	nationality status	sexual orientation	carer responsibilities	disability
% no data	% no data	% no data	% no data	% no data	% no data	% no data
% prefer not to say	% prefer not to say	% prefer not to say	% prefer not to say	% prefer not to say	% prefer not to say	% prefer not to say
white	female	another faith, belief or religion	[ADD country list]	heterosexual	No	no
non-white?	male	Buddhist		asexual	Yes- child	unsure
	non-binary	Church of Scotland		bisexual	yes- other	yes
African	transgender - Female	Hindu		Gay	yes - parent	
African other	transgender - Male	Jewish		Lesbian	yes - parent and child	physical co-ordination
Asian Bangladeshi		Muslim		other		hearing impairment
Asian Chinese		none		pansexual		learning difficulties
Asian Indian		other christian				long standing or progressive illness or condition
Asian Pakistani		Pagan				mental health condition

Paper Number

Black		Roman Catholic				mobility
Black or Caribbean other		Sikh				physical capacity
Caribbean						severe disfigurement
Mixed or multiple Ethnic group						speech disability
Other Ethnic Group Arab						visual impairment
Other Ethnic Group other						neuro-diversity spectrum (autism, dyslexia, dyspraxia, ADHD)
White - Gypsy of Traveller						
White Irish						
White Other						
White Other British						

EDI SENTIMENT INDICATORS [annual]

May want to benchmark (e.g., against SG / civil service figures)

Note: + = RoS are above benchmark. - = RoS are below benchmark

CSPS (October 2020)

	2020 - RoS	2019 survey	SG 2020 benchmark	Civil Service 2020 benchmark
% positive response				
CSPS Inclusion and Fair treatment score	85%	79%		
LQA4: my area, Directorate or Division is taking action to combat discrimination, bullying and harrassment	50%	44%	-6%	-10%

Paper Number

B26: I am treated with respect by the people I work with	92%	89%	5% (+)	3% (+)
B25: I am treated fairly at work	89%	85%	6% (+)	5% (+)
B28: I think my organisation respects individual differences (for example, cultures, working style, backgrounds, ideas etc)	84%	79%	5% (+)	4% (+)
B21. I am able to access the right learning and development opportunities when I need to	57%	47%	-4%	-9%
B23. There are opportunities for me to develop my career in my organisation	43%	43%	-16%	-9%
B27. I feel valued for the work I do	74%	63%	2% (+)	0
B34. I achieve a good balance between my work life and my private life	82%	78%	11% (+)	10% (+)
B46. I think it is safe to challenge the way things are done in my organisation	51%	40%	2% (+)	-3%
B45. I have the opportunity to contribute my views before decisions are made that affect me	42%	33%	1% (+)	-4%
LQA2. The process of filling vacancies within my organisation is fair	36%	21%	-13%	-12%
LQC2. I understand what support is available to me as I am affected by organisational change	61%	43%	11% (+)	7% (+)
% answered yes/prefer not to say				
CSPS experience of discrimination (% yes)	9%	16%		18%
CSPS experience of bullying and harassment	9%	15%		15%

Civil Service Inclusion Survey (April 2021)

		% of respondents 2020 (agree + strongly agree)	difference from mean civil service organisation % (% points)
B01	My manager cares about inclusion	86	5

Paper Number

B02	My manager takes responsibility for improving inclusion	71	2
B07	People sometimes dismiss or reject others for being different or holding different views in my team	67	1
B09	When I think about being an employee in this organisation, I feel that I belong	66	8
B10	I think that people like me have made it to the top of my organisation	32	-4
B11	The differences that people bring to the workplace are valued in my team	70	-1
B12	I feel comfortable being myself at work and don't feel I have to hide aspects of who I am	61	5
B13	I do not feel like I have to fit in with the overall culture in my team	61	8
B16	Inclusion is a clear part of my organisation's strategy	73	2