**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**

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

**Background**

1. 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.
2. 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.
3. 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).
4. Some notable milestones this year include:

* publication of the [RoS Mainstreaming Equalities](https://www.ros.gov.uk/about/publications/policy-and-guidelines/2021/equalities-mainstreaming-report-2019-21) 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

1. 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.
2. 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

1. 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](https://rosnet.ros.gov.uk/Interact/Pages/Content/Document.aspx?id=17991) 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.
2. 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.
3. 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

1. 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.
2. 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

1. 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).
2. 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 1st October) | 27 unique views (312 views  since launch, 4th May 2021) |

Policy Reviews

1. 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.
2. 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.
3. 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.
4. 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

1. 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**

1. 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.
2. As we build momentum, we aim to 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.***

1. 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***

1. 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).
2. 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***

1. 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)

1. 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.
2. 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.
3. 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**

1. 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.
2. 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**

1. 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.
2. In addition, any particular suggestions from the Board for questions to explore as part of the proposed EDI deep-dive into CSPS data would be very welcome.

**EDI Steering Group**

**Date: 1/12/21**

Annex A – RoS EDI Governance

Shape, polygon

Description automatically generated

**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 |  |  |  |  |  |  |
| 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 |  | asxual | 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 |
| Black |  | Roman Catholic |  |  |  | mobility |
| Black or Caribbean other |  | Sikh |  |  |  | physical capacity |
| Caribbean |  |  |  |  |  | severe disfigurement |
| Mixed or multiple Ethnic group |  |  |  |  |  | speech disability |
| Other Ethic 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% |  |  |
| 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 |  |  |  |
| 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 |  |  |  |