



Llywodraeth Cymru
Welsh Government

Board Meeting: 12 November 2021

AGENDA ITEM: [3]

Title of paper:	Update on Equality, Diversity and Inclusion
Purpose of paper:	To update the Board on progress with the 2021 Delivery Plan and seek views on the 2022 Plan
Action required by the Board:	<p>The Board is asked for views on:</p> <ul style="list-style-type: none">• The areas for consideration in the 2022 Delivery Plan and whether there are other areas we should focus on? (paragraph 2.2) <p>The Board is asked to agree:</p> <ul style="list-style-type: none">• To mentor members of the Shadow Board in a 'mutual mentoring' relationship (paragraph 2.3) <p>The Board is asked to note:</p> <ul style="list-style-type: none">• The analysis of the socio-economic background of Welsh Government staff (annex 2)• The latest diversity dashboard (annex 3)• Challenges resourcing work potentially arising from the Race Equality Action Plan (paragraph 2.4).
Official presenting the paper:	Andrew Jeffreys Jo Glenn
Paper prepared by / cleared by:	Jo Glenn, HR Strategy, OD & Engagement Natalie Pearson, HR Strategy, OD & Engagement

	Andrew Jeffreys, Board Equality, Diversity & Inclusion Champion
TUS engagement/ Viewpoint	TUS has been consulted on the Strategy and Delivery Plan and the three unions are members of the Diversity & Inclusion Steering Group.
Date submitted to Secretariat:	5 November 2021

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1. Background

- 1.1 An update on the progress of the 2021 Delivery Plan, prepared for the September Diversity & Inclusion Steering Group, is attached at annex 1. This shows a number of actions in the 2021 Equality, Diversity and Inclusion Delivery Plan have already been delivered or will be delivered by the end of the year.
- 1.2 Race Equality

As part of the work for Theme 2, Identifying and removing barriers, a *Let's Talk Race* conversation was launched with a dedicated area of the intranet to coincide with the UN Day for the Elimination of Racial Discrimination. A Let's Talk Race event involved conversations with Black, Asian and Minority Ethnic staff to understand their experiences and why it is important to talk about race in the workplace. Resources included publication of the *Running Against the Wind* report, a podcast about race and an article about terminology. To coincide with Black History Month in October we published a number of articles to raise awareness of the month including one listing a number of resources which staff can access to gain an understanding of race issues. The Diversity in Inclusion Team have continued their outreach work to encourage more ethnic minority staff to apply to Welsh Government.
- 1.3 Shadow Board

Following discussion with the Board, the Shadow Board application process was launched in September and received 36 applications including 4 which used video or audio as an alternative to a written application. A diverse panel selected 10 people and 2 co-chairs who were selected firstly on the strength of their application and secondly on their diversity to ensure a high calibre group of people. A training programme is in place and the Board is asked for its views on a mutual mentoring programme at paragraph 2.3. The first Shadow Board meeting will be on 15 December. One of the co-chairs will then attend the Board meeting on 17 December to feed in the views of the Shadow

Board. An evaluation of the Shadow Board is being put in place which will include questions to the Board as part of the annual Board review.

1.4 Socio-economic background

An analysis of the socio-economic background (SEB) of Welsh Government staff (see annex 2) from the last People Survey demonstrated that the profile of the Welsh Government workforce generally reflects that of the wider UK Civil Service, in that it has an over-representation of people from a high socio-economic background. The census provides a (caveated) proxy benchmark against which we can compare the SEB profile for the Welsh Government with the wider population of Wales. Early indications are that civil servants from disadvantaged backgrounds are under-represented in Welsh Government compared to the Welsh population, and this under-representation is more apparent when comparing against the SEB profiles of local authorities in Wales, particularly areas with higher levels of disadvantage.

1.5 A copy of the latest diversity dashboard is attached at annex 3.

1.6 The Diversity and Inclusion Steering Group's meeting on 11 November considered diversity data on the 2021 Fixed Term Appointments and the Deputy Director Appointments. The Board will note from the analysis of the Fixed Term Appointments (FTAs) (annex 4) that the overall pass level was higher for females than males but lower for Black, Asian and Minority Ethnic candidates compared to White candidates, minority sexual orientation candidates compared to heterosexual candidates and disabled candidates compared to non-disabled candidates. The data also shows that while disabled candidates had a slightly higher pass rate from application to assessment than non-disabled candidates, the pass rate from assessment to offer was lower for disabled candidates. FTAs are funded by programme budgets and designed to recruit staff as quickly as possible to meet business demand. This means there is less opportunity for outreach and it is possible that some groups of people (for example disabled people) may be less likely to apply for a FTA.

1.7 The Board will note that the overall pass rate for the Deputy Director recruitment (see annex 5) was higher for females than males, for ethnic minority candidates compared to White candidates and candidates who have a minority sexual orientation compared to heterosexual candidates. Looking at the recruitment of disabled people, they did better at application to assessment than non-disabled candidates but the overall pass rate from assessment to offer was lower for disabled candidates. It is interesting to look at the final slide through the lens of the targets in the Workforce Equality, Diversity & Inclusion Strategy. Our target for gender is that by 2026, more than 50% of appointments to the SCS are female. 63% of candidates who have started or have an agreed start date are female. However we aim for 20% of the people we appoint to be disabled and 20% ethnic minority by 2026. With 7% of

those who have started or have an agreed start date being Black, Asian or Minority Ethnic and 3% disabled, this is a long way from the target. Data on progress with the targets on all recruitment in 2021 will be available in February 2022.

2. Issues for consideration

- 2.1 Work is underway on the 2022 Delivery Plan which will include:
- Ongoing work for the Diversity in Recruitment team including
 - the roll out of recruitment adjustments to all recruitment programmes;
 - a job-share brokerage system;
 - a placements and pathways plan to encourage under-represented groups to undertake work experience.
 - Improved policy and process around exit interviews
 - Anti-racism training for senior leaders and the roll out of anti-racism training as part of the new equality and diversity training
 - Development of an anti-racism hub on the intranet so there is a wider range of resources and support for staff and line managers
- 2.2 The Board is asked if they are content with this and **whether there are other areas the next Delivery Plan should focus on?** For example does the Board think we should do more to increase the diversity of SEB of Welsh Government staff (given that our current targets focus on race and disability)?
- 2.3 Board members are also asked **if they would like to take part in a mutual mentoring programme with Shadow Board members.** A guidance document setting out what this would involve is attached at doc 6.
- 2.4 The Race Equality Action Plan (see paragraph 4.1 Risks) implies a potentially significant role for Welsh Government in co-ordinating action across the public sector in relation to the ‘leadership and representation’ theme. The Board is asked to **note that this is not currently something the Welsh Government is doing** and the HR team is not resourced to take forward this work.

3. Resource implications

- 3.1 There are resource implications in terms of delivering the work in the Workforce Equality, Diversity and Inclusion Strategy, Delivery Plan and the Race Equality Action Plan.

Financial Implications

- 3.2 There are financial implications in terms of the delivery of the Workforce Equality, Diversity & Inclusion Strategy including benchmarking exercises, learning and development and tailored development courses for people with protected characteristics. These

will be absorbed by HR Strategy, OD & Engagement division strategies. The Diversity in Recruitment team is additional and has had to be absorbed within existing WG DRC budgets. Finances for a planned apprenticeship recruitment have not yet been agreed and recruiting apprentices would enable us to focus on recruiting more diverse people to Welsh Government. Additional resources have also been sought to deliver the Race Equality Action Plan's work on leadership and representation.

Implications for staff

- 3.3 If we successfully deliver the Strategy, the outcomes and experiences for staff who are currently under represented in the organisation will be transformed. Staff in the 'majority' groups will have a greater understanding of inclusion which will benefit everyone. Trade Unions have members of the Diversity and Inclusion Steering Group and contribute to discussions on the implementation of the Strategy and development of the next Delivery Plan.

4. Risks

- 4.1 The main risk to highlight in this paper concerns the Race Equality Action Plan. The consultation draft sets out a number of actions for Welsh Government which are not deliverable with current resources. It also implies a potentially significant role for Welsh Government in co-ordinating action across the public sector in relation to the 'leadership and representation' theme.

5. Communication

- 5.1 There will be an intranet article in December to coincide with the first meeting of the Shadow Board.

6. General Compliance Issues

- 6.1 The Strategy and Delivery Plan will operationalise obligations in particular under the Equality Act 2010 but also in respect of our obligations to have due regard for equality of opportunity (Section 77 of the Government of Wales Act 2006).

Recommendation(s)

- 7.1 The Board is asked for views on:
- The areas for consideration in the 2022 Delivery Plan and whether there are other areas we should focus on? (paragraph 2.2)

The Board is asked to agree:

- To mentor members of the Shadow Board in a ‘mutual mentoring’ relationship (paragraph 2.3)

The Board is asked to note:

- The analysis of the socio-economic background of Welsh Government staff (annex 2)
- The latest diversity dashboard (annex 3)
- Challenges resourcing work potentially arising from the Race Equality Action Plan (paragraph 2.4).

Publication

This paper should be published together with annex 1 (Delivery Plan update) and annex 6 (mutual mentoring) but excluding annex 2 (socio-economic analysis, annex 3 (dashboard), annex 4 (FTA appointments) and annex 5 (deputy director appointments) as these contain information which is official sensitive.

Annex 1

Update of the Workforce Equality, Diversity & Inclusion Delivery Plan 2021

Theme 1 - Increasing diversity

Action	Owner	Activities	Summary of progress (RAG) see drop down menu
We will put in place a 'diversity in recruitment' team to <ul style="list-style-type: none">• Undertake targeted outreach	Sally-Ann Efstathiou	Team members recruited and in place.	Completed/On Target
The diversity in recruitment team will produce guidance for line managers, heads of profession, HR Business Partners and applicants where appropriate: <ul style="list-style-type: none">• Advice on outreach focusing on attracting disabled people and those from a Black, Asian and minority ethnic background• Setting up diverse interview panels• When to consider anonymous recruitment• The guaranteed interview scheme• The Veterans pilot• Recruiting job share teams• Recruitment adjustments	Sally-Ann Efstathiou	Updated outreach toolkit and advice being developed. Current Gateway recommendations to be taken forward include need for more diverse interview panels. The new 'Appoint' recruitment system will use anonymous recruitment. Veterans pilot undertaken. GIS interview scheme due to be extended to Black, Asian and Minority Ethnic staff. Job Share	Completed/On Target

		brokerage system in development.	
We will pilot a shadow Board with membership from under-represented groups with the intention of learning lessons on how to improve the diversity of our decision making fora.	Andrew Jeffreys	Shadow Board to be launched 2 September	Completed/On Target
We will enlist staff to be role models and advocates (varying protected characteristics, grades including SCS, working patterns etc.) from across the organisation who exemplify inclusive leadership and flexible working, by sharing their stories and experiences.	Yvonne Pawlin	This work has not progressed as yet. However, the intention is to initiate this from September and to begin to publicise leaders as part of Smartworking and Lets Talk Development.	Not Yet Underway/Just Started

We will establish a proactive publishing approach for diversity data for recruitment to • Monitor progress against our new flow targets	Sally-Ann Efstathiou	Diversity data will be published in the Employer's Equality Report. We will work with KAS in the next quarter to agree how we monitor progress against flow targetsProgress against our flow targets to be published annually.	Not Yet Underway/Just Started
We will establish a proactive publishing approach for diversity data for recruitment to • Monitor the diversity of applicants to recruitment programmes and individual job adverts in order to measure progress against our targets.	Sally-Ann Efstathiou	Progress against our targets to be published within our Annual Equality report.	Not Yet Underway/Just Started
We will establish a proactive publishing approach for diversity data for recruitment to • Monitor where job applicants heard about or saw the vacancy.	Sally-Ann Efstathiou	The new 'Appoint' recruitment system will enable the tracking and reporting on where candidates heard about the post but this will not be operational until 2022.	Difficult/Unlikely
We will investigate how we can recognise the value of lived experience of disadvantage in our recruitment, in line with the recommendations made by the Future Generations Commissioner and report to Exco.	Sally-Ann Efstathiou	The HR Diversity in Recruitment team to produce a literature review on where and how WG, and other organisations, have used	Not Yet Underway/Just Started

		'lived experience' in recruitment, and how this can potentially be extended	
We will develop a placements and pathways plan which will include targeted schemes to enable under-represented groups to undertake work experience and help us develop a pipeline of future employees	Sally-Ann Efstatou	Diversity in Recruitment team producing a long-term plan, and liaising with relevant teams, to take forward various schemes aimed at under-represented groups.	Not Yet Underway/Just Started
We will continue to publish our gender pay gap.	Elizabeth Richards	Our gender pay gap as at 31 March 2021 will be published in the pay policy statement in August.	Completed/On Target
We will work with colleagues in Knowledge and Analytical Services to improve and simplify our annual equal pay audit.	Elizabeth Richards	Initial discussions with KAS colleagues have taken place and we are working with them to look at the strengths and limitiations of the current system and how it can be simplified and improved.	Not Yet Underway/Just Started

<p>We will develop our disability and ethnicity pay gap calculation while we await guidance from the UK Government on the ethnicity pay gap.</p>	<p>Elizabeth Richards</p>	<p>No guidance has yet been produced by the UK Government. Initial discussions with KAS colleagues have taken place and best practice examples are being considered. We are working through how to match payroll and Snowdrop data to provide KAS with the information they will need to calculate both pay gaps.</p>	<p>Not Yet Underway/Just Started</p>
<p>We will use this data internally in 2021-22 with a commitment to publishing disability, ethnicity and gender pay gaps in 2022-23.</p>	<p>Elizabeth Richards</p>	<p>We anticipate that this work will take place over the next few months. KAS colleagues are aware of the commitment to publish the data in 2022-23 but use it internally this year and it seems achievable at this stage.</p>	<p>Not Yet Underway/Just Started</p>

Theme 2 – Identifying and removing barriers

Action	Owner	Activities	Outcomes
We will consolidate the use of the Social Model of Disability and its language to underpin all of our employment policies, practices and recruitment methods, removing the barriers which disable people with impairments , people who are neurodivergent or who have mental health conditions.	Jo Glenn	<p>1. Disability Special Leave Policy renamed and revised "Disabled Employee Special Leave" Policy. Asked HR Policy for update</p> <p>2. We are working with Resourcing Team colleagues so that recommendations from, the Gateway review are on the Recruitment Adjustments process are rolled out across all recruitment</p>	Not Yet Underway/Just Started

<p>We will hold events to identify the lived experiences of Black, Asian and minority ethnic people in the Welsh Government and ethnic minority communities in our stakeholder groups to identify the change we need to take to become an anti-racist organisation, promoting a strong culture of challenge on anti-racism so that colleagues at all levels of the organisation feel supported to 'call it out'.</p>	<p>Jo Glenn</p>	<p>We held a 'Let's Talk Race' led by the Permanent Secretary on 14 April and have published answers to questions together with a Let's Talk Race podcast and publicised Running Against the Wind. HR held a L&D session on race. Consultation event as part of REAP held 21 May. E in the W team is working with MESN to ensure links between the anti racist training they are working on and the anti discrimination training which will form part of the new EDI offer. A training course on 'Call it out' has been piloted and adopted as part of our core EDI L&D.</p>	<p>Completed/On Target</p>
<p>We will work with London Business School, carrying out research into the differential experiences of part time staff to provide an evidence base for how we can better support fair and equal part time working</p>	<p>Jo Glenn</p>	<p>All part-time staff invited to survey 22/03/21. Interviews started in April. Findings to be available later this year.</p>	<p>Completed/On Target</p>

<p>We will review, in partnership with people with lived experience, our learning and development offering for Equality, Diversity and Inclusion (including Coaching and Mentoring) and procure specific high quality learning and development opportunities to upskill and empower under represented groups</p>	<p>Nina Durant</p>	<p>Procurement of new WG L&D Framework underway and likely to award mid August. L&D and Equality in the Workplace Team will work with colleagues to develop requirements as soon as suppliers in place.</p>	<p>Completed/On Target</p>
<p>We will take all possible steps to eliminate or minimise delivery inflexibility or inaccessibility of training and development opportunities which inhibits some disabled and part time staff, and some staff with parenting or caring responsibilities, from being able to partake in them.</p>	<p>Nina Durant</p>	<p>Moving L&D programme to a hybrid model of virtual and f2f delivery, enabling more frequent and "bite size" sessions. Will work with staff groups to ensure lessons learnt (re: accessibility) underpin the new approach.</p>	<p>Completed/On Target</p>

We will ensure that during the procurement and implementation the replacement for Appoint (and any other HRIT systems) is impact assessed and will fully support accessibility requirements and data capture / functionality identified.

Mark Pruce

An Equality Impact Assessment has been undertaken for the replacement of Appoint. Accessibility requirements and data capture/functionality are included in the tender specification ie that the new system:

- meets the minimum compliance level AA WCAG/ISO 40500:2021 and, where possible AAA;
- i
- is accessible to users with visual or other disabilities and be compatible with industry-standard screen readers or other assistive technology;
- includes user acceptance testing for assistive technology such as Dragon Dictate, ReadWrite, Zoom Text, and Jaws;
- is able to record and alert to candidate specific

Completed/On Target

	<p>considerations and schemes such as Disability Confident Scheme.</p> <ul style="list-style-type: none">• captures Equality and Diversity data against a candidate;• allows access to obtain diversity data at every stage of the recruitment stage eg. number of women applying, at interview stage etc. <p>An EIA / similar approach will be adopted for other HR IT systems being upgraded</p>	
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We will assess the results of the Recruitment Adjustment pilot and implement lessons learnt	Sally-Ann Efstathiou	Recruitment adjustment pilot assessed as being successful, with the process to be extended, with recommendations identified.	Completed/On Target
We will extend new recruitment adjustment procedures to other promotion gateways and recruitment more generally.	Sally-Ann Efstathiou	Recruitment adjustment process being extended beyond promotion gateways, including lateral moves. Support has been provided to some external candidates, with this process to be formalised and extended by the Diversity in Recruitment team,	Completed/On Target
We will streamline and strengthen the process for provision of workplace adjustments for new starters – with the aim of ensuring that all reasonable workplace adjustments are put in place for new colleagues from day 1 of becoming a Welsh Government employee.	Sally-Ann Efstathiou/Gina Older/Stuart Higgins	Work on pre-placements being taken forward across relevant teams. This has commenced with refining and strengthening the process and outcomes of OH/WAT engagement. Next steps are working with ICT colleagues to accelerate provision of	Not Yet Underway/Just Started

		core IT equipment and IT related reasonable adjustments. (Jamie and Gina)	
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Theme 3 - Supporting staff from all backgrounds to reach their potential, creating equality of opportunity for all

Action	Owner	Activities	Outcomes
We will equip the SCS with the skills and confidence to champion Inclusive Leadership and enable them to role model behaviours that support equality, diversity and inclusion in both their leadership and policy/ operational delivery.	Nina Durant/ Yvonne Pawlin	This work is continuing through the provision of our all staff learning and development programme and targeted learning programmes.	Completed/On Target

<p>We will help them to improve the quality of their diversity objectives, aligning them to the commitments laid out in this plan and strategic equality objectives within their remits.</p>	<p>Nina Durant/ Yvonne Pawlin</p>	<p>This work will be progressed from September as we refocus our Lets Talk support package. ExCo have held a workshop on Performance & Development and agreed that more support will be available to individual and managers around setting objectives and defining priorities. We will take this forward as part of that work.</p>	<p>Not Yet Underway/Just Started</p>
<p>We will equip our staff with the skills they need to become inclusive leaders and team members, understand micro behaviours and what unacceptable behaviour looks like.</p>	<p>Nina Durant</p>	<p>These topics will form part of the new L&D programme across Y1 and Y2.</p>	<p>Not Yet Underway/Just Started</p>
<p>We will support staff throughout the pandemic by putting in place a range of advice, guidance, support and resources that help everyone work safely and stay connected, including individual risk assessments for those who need them.</p>	<p>Yvonne Pawlin/ Jo Glenn</p>	<p>Wealth of resources available on the intranet: Covid FAQs; Risk Assessments; Safe Home Working Guide; Working in Isolation, Guide to ICT & Furniture; Check In Guides for staff and line managers; List of</p>	<p>Completed/On Target</p>

		Resources/Contacts for those who are struggling.	
We will set clear expectations for inclusive leadership and ways of working with direct support for those managing during the pandemic.	Yvonne Pawlin/ Jo Glenn	A range of guidance and support advice was provided to individuals and managers throughout the pandemic to enable high quality conversations with individuals and increase awareness/understanding of the support available. This will continue through SmartWorking.	Completed/On Target
We will regularly engage staff to understand the impact of the pandemic on those with diverse backgrounds or needs and use this to inform our guidance and support.	Yvonne Pawlin/ Jo Glenn	We have continued to engage staff through Stay Connected (during the pandemic), Lets Talk Reset (as part of our transition planning) and through pulse surveys. A further survey is planned for August 2021 and regular engagement will	Completed/On Target

		take place as we move into the SmartWorking Learning Phase (Sept 21 to Apr 22)	
We will ensure that the relevant HR/corporate services staff have the skills to undertake equality impact assessments (EIAs) and that they carry out EIAs for substantial HR policies, practices, developments and initiatives affecting staff by engaging with staff affected by potential changes.	Jo Glenn	EiW team have supported HR colleagues to carry out EIAs. This has included the EIA for SmartWorking and the new Internal Resourcing Model	Completed/On Target
We will recruit Mental Health Allies	Laura Lont/ Gina Older	15 Mental Health Allies recruited. The network and support line went live on 30th July	Completed/On Target
We will train Mental Health Allies	Gina Older	All 15 Mental Health Allies received training from a range of internal and external providers. They have also been provided with an extensive resource pack to guide them through any interventions.	Completed/On Target

<p>We will launch a new round of the Reverse Mentoring programme for SCS staff – enabling SCS members to have an increased understanding of the barriers that underrepresented groups face. We will also explore other more informal ways of sharing lived experience.</p>	<p>Jo Glenn</p>	<p>5th cohort of Reverse Mentoring Programme launched. Drop in sessions arranged to support mentors.</p>	<p>Completed/On Target</p>
<p>We will consult and engage with staff by: Working closely with TUS and use unions' experience in supporting their members against discrimination.</p>	<p>Jo Glenn</p>	<p>Unions have been consulted with on new HR policies and the development of the internal resourcing model and the Workforce Strategy</p>	<p>Completed/On Target</p>

We will consult and engage with staff by: Supporting staff diversity networks, providing a forum for chairs to raise concerns, meeting regularly and having access to diversity champions. We will review time allocation and support for the networks' corporate roles.	Jo Glenn	EiW team has met new network chairs when appointed. Network Chairs meeting held 30/06/21 where we agreed future frequency, attendees & length of meetings. Network chairs asked for feedback on network resourcing options.	Completed/On Target
We will consult and engage with staff by: Supporting peer support groups and assisting them to publicise their work.	Jo Glenn	Existing peer to peer support networks are invited to Network Chairs meetings. People wishing to begin new peer to peer support networks have been supported to do so.	Completed/On Target
We will work with KAS and use the latest findings from behavioural science to deliver campaigns to Improve our reporting rates for all diversity data and across all grades, including the SCS.	Jo Glenn	Privacy notice & intranet article prepared which will include an anonymous survey on why people 'prefer not to say'	Completed/On Target
We will work with KAS and use the latest findings from behavioural science to deliver campaigns to Raise awareness and encourage use of the Workplace Passport	Jo Glenn	To be held later in the year, possibly linked to UN Day of Disabled People in December	Not Yet Underway/Just Started

We will work with KAS and use the latest findings from behavioural science to deliver campaigns to Raise awareness of the Carers' Policy and network and encourage use of the Carers' Passport	Jo Glenn	To be held on Carers Rights Day, 25 November	Not Yet Underway/Just Started
We will focus our Let's Talk Respect campaign on challenging unacceptable behaviour.	Gina Older/ Nina Durant	The helpline for those experiencing unacceptable behaviour is now listed on the Equality in the Workplace intranet page and included in the new induction pack. Appointment of new Permanent Secretary may mean current Let's Talk Respect campaign is revisited.	Completed/On Target
We will raise awareness of support for anyone experiencing bullying, harassment or a toxic work environment through Respect Mentors and the Case Advice Team.	Gina Older	Recruitment of a new cohort of Respect Mentors has taken place. The training was revised and updated and delivered to the group at end July. CAT continues to raise awareness of support via direct engagement with staff	Completed/On Target

		and HR surgeries. The new Mental Health Allies will also promote support in any interventions as appropriate.	
We will publish anonymous data on all cases.	Gina Older	Case data categorised by type of case, business area, grade and location is included in the new HR CAT dashboard which has been produced since earlier in 2021. Work is underway to build on this reporting through next stage of HR reporting.	Completed/On Target

