

Workforce Diversity



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Inclusive Leadership and Workforce Diversity

- The Challenge
- Our Approach
- What We Have Delivered
- Next Steps - What Is Needed Now

The Challenge

Workforce diversity

- Under-representation of black, ethnic minority and disabled staff at senior levels
- Under-representation of disabled staff at all levels
- Need to protect the current gender equality at senior levels

Staff satisfaction

- Much lower rates of satisfaction amongst disabled staff and (to a lesser extent) for black and ethnic minority staff

Hidden inequalities

- Class and social background is difficult to measure. But we are trying to address likely inequality by considering how we support inclusivity and progression.

(this is drawn from a full review of workforce profile and staff survey findings by all equality groups)

The Approach - linked to improving outcomes for our residents

Promoting an inclusive leadership culture - so that everyone thinks and leads more inclusively

- Based on building a network of Champions who lead conversations (training, videos, talks), help design solutions (e.g. diversifying contractor base, divisional workforce plans) and provide diverse perspectives (e.g. to recruitment processes) right across the organisation, ensuring front line workers feel included.

Promoting workforce diversity

- 2019 - Intensive period of learning, listening and co-producing solutions with hundreds of staff (300+ staff participated in focus groups led by directors)
- 2020 onwards - Now embedding solutions across the employee journey and into workforce / divisional plans
- Some areas putting more dedicated resource into their divisions (Children's - diversity lead)

Ultimately this is about:

- A leadership that reflects the diversity of the population, that brings lived experience and inclusive thinking brings a different mindset, a different way of framing and forming solutions
- This is a key enabler to achieving our proactive community facing work (it does not replace it)

Delivering an Inclusive Leadership Culture

- First cohort of inclusive champions recruited and trained in summer 2019, they then codesigned inclusive leadership workshops- now a 60 strong group
- Directors sign off champions participation and they then have options to become trainers, develop work in their divisions or work on cross organisational policy development.
- All Tier 1-3 senior managers participated in Inclusive Leadership workshops led by Inclusive Leadership Champions
- 150 managers attended the Inclusive Leadership and Cultural Humility Workshops
- Workshops have been rolled out by Champions in Services
- A course was developed for Leaders, blending the main aspects of Inclusive Leadership, Cultural Humility and anti-racism (delivered to around 350 managers)
- Sessions for Leaders on anti-racism, inclusive recruitment, supporting disabled staff and meet your Inclusion Champions reached around 300 managers

Embedding an inclusive leadership culture

Working Across All Directorates

- Developing more inclusive procurement pilots in Digital and Housing Regeneration, linked to sustainable procurement strategy and inclusive economy and linking to wider sectoral development
- Champions in all Directorates are involved in divisional workforce diversity plans
- Inclusive Champions are involved in top tier recruitment, as well as divisional recruitment

Policy Development

Forming a diverse pool of informed and engaged staff working, alongside Inclusive Champions, Network Groups and senior management to support a pioneering approach to policy review. This has added a depth and breadth to staff engagement.

Co-producing new policies around bullying, microaggressions, harassment and grievance resolution.

Allyship - Understanding Racism, Bias and Stereotyping

- Online Equality and Diversity in Public Service training has been refreshed, with additional modules such as 'Tackling Racism- A Job For Us All'
- Proactively embedding anti-racism into our policies to embed practice and enable the continuous assessment of support and staff wellbeing
- **'Bite Size Think Inclusive Conversations'** - recorded by inclusive champions and staff network leads- videos on intersectionality, microaggressions, witnessing microaggressions and allyship and power and privilege.
- **'Think Inclusive Conversation Club'** - 6 weekly informal discussions based around a theme or topic.
- **'Think Inclusive Google Currents Group'** - one of the largest google communities.

Employee Journey

[Inclusive management toolkit](#) that covers:

- a. Job design
- b. Recruitment
- c. Assessment and interview
- d. Organisational change
- e. Induction
- f. Developing staff
- g. Giving feedback on managers and experiences in teams

Embedding change:

Review of **bullying, microaggressions** and **harassment** and **grievance resolution** policies

Focus group discussions with staff networks and Inclusion Champions to ensure a wide range of diverse perspectives are taken into account in policy development and allyship in implementation

Partnership Working Across London

Hackney also contributes to discussions at the Chief Executive London Council's (CELC), tackling racial inequality working groups and Westminster's pan-London forum for ethnically diverse staff.

We are leading the development of a consistent approach to inclusive leadership for London through the CELC work.

We are also playing a key role in the Transforming Leadership Working Group and Co-chairing a group developing a shared anti-racism commitment statement for all London Councils.

The Commitment and Journey Continues - Next Steps

Allyship and Early interventions - Enabling staff to safely raise concerns

- Safe Space - A platform for raising concerns that sits outside the informal resolution and grievance process. Staff would like a safe, confidential way of discussing concerns without necessarily having to approach HR or embark on a formal grievance.
- Peer support sessions are being piloted as one way to support this
- We will also consider other options, such as, mediation, restorative and resolution focused approaches

Career progression:

- Designing a Career Development Programme to support career progression and succession planning for groups who are under-represented at senior level.
- Develop managers' to deliver effective succession planning, ensuring this is inclusive

Increasing the profile of disabled and ethnically and culturally diverse managers and staff:

- Promote successes and stories, building on past campaigns to promote LGBTQIA+ staff
- Streamlining the process for securing Reasonable Adjustments