



HOUSE OF LORDS

Focus on Inclusion 2019–2021



Foreword

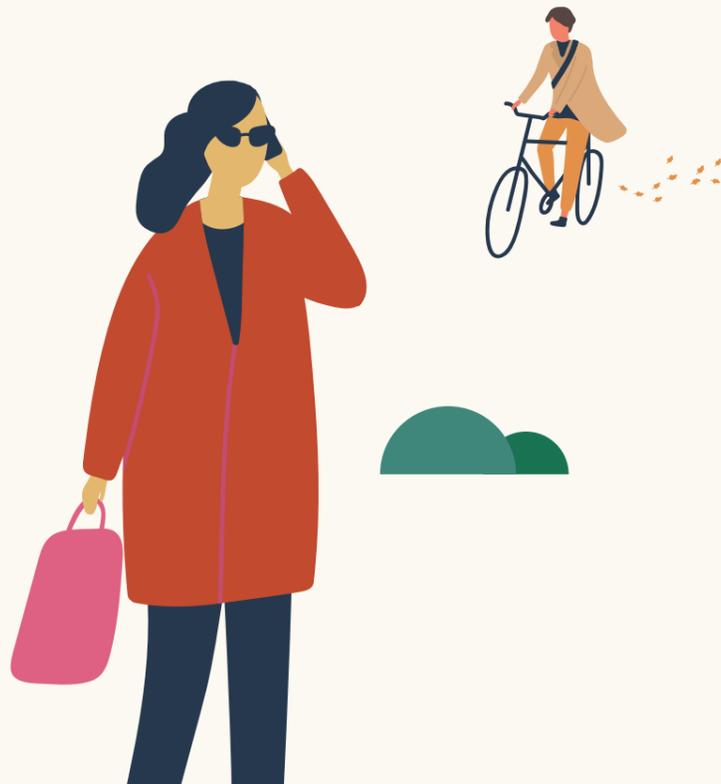
Lord Fowler, Lord Speaker

“Building on the encouraging success of the Administration’s initial focus on strengthening the workplace culture at the House of Lords, I am pleased to continue supporting the inclusion and diversity plan. I applaud the shift in emphasis this year to the more all-round approach, and trust that we can all work together to achieve ongoing improvements. I am sure this will help us maintain a working environment to take pride in.”

Ed Ollard, Clerk of the Parliaments

“Hello. I am pleased to introduce the second action plan for improving inclusion and diversity in the House of Lords Administration. As Clerk of the Parliaments, one of my objectives is to create an environment where everyone can feel included and be treated with respect, and our 2018 staff survey results have showed that embedding inclusion and diversity is a priority for us collectively. I see this action plan as an opportunity for us to create a more open, inclusive, and engaging organisation together. I hope that you will all find something here that inspires you and with which you can get involved.”

This strategy aims to drive culture change and make real the aims identified under the Administration’s key priority entitled ‘Embedding inclusion and diversity’



Embedding inclusion and diversity:

- Make inclusion and diversity central to everyone’s work
- Challenge old ways of thinking that get in the way
- Hold each other to account for meeting our diversity objectives

**Priority 1:
Able to Adapt
and Innovate**

**Priority 2:
Providing
Excellent Services**

**Priority 3:
A More Unified
Administration**

**Priority 4:
Embedding
Inclusion and
Diversity**



We want our colleagues to feel...

Valued, included and reassured that they can reach their full potential no matter what their background.



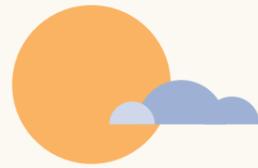
We want our members to feel...

Included in and supported by this programme. Leveraging support from Members where possible will enhance our external reputation and internal profile.



We want the public to feel...

Supported and engaged when they interact with the House of Lords in whatever capacity, consistently receiving a dedicated, inclusive and accessible welcome.



Background principles

Diversity

Describes our differences. Often this relates to the nine protected characteristics, (e.g. gender, age, race) but it also refers to the diversity of our experiences, working styles and backgrounds. These differences can be visible and non-visible.

Inclusion

Describes how we harness those differences and reap the benefits of our diversity. Working in environments where people feel respected, listened to and included makes it more likely that people will perform at their best. By including everyone in our House of Lords community, we are enabling people to be their 'whole self' at work.



Diversity is who we are Inclusion is what we do

Our ambition

The House of Lords Administration is focused on developing a culture where everyone feels valued and included. Why 'Focus on Inclusion'? We see our diversity as a great strength and by focusing first on inclusion we aim to create high performing teams which embrace, value and include difference - whether that be a difference of opinion, working style, or a difference resulting from a person's background or protected characteristic. If we succeed in creating an inclusive culture which anyone can join and in which all voices will be heard, the result will be a more fulfilling workplace, stimulating better performance and increased innovation.

Our progress

We delivered over 50 actions in our 2017–2019 Diversity and Inclusion Action Plan to set the foundations of our inclusive culture. As we move forward we will focus on four areas where we can ensure that the changes we make are sustainable and visible and make a difference to everyone's working life. Our strategy will be delivered locally within Offices and teams as we weave our Focus on Inclusion into all business as usual activities and decision-making practices within the Administration.

Inclusion maturity model

HoL 2016

HoL January 2019

Our ambition

Avoidance	Tick box	Inconsistent	Established	Integrated	Embedded
No recognition of the need for inclusion and diversity activity	Compliance with the law	Ad hoc programmes and initiatives, often strand specific* and unconnected	Business case established with support from leadership and champions within the organisation. Processes, systems and policies are in place, a programme of initiatives is designed which results in measurable progress but not all areas of the organisation are implementing established policies/ processes effectively	Inclusion and diversity is seen as a priority business matter. The culture shows clear signs of change. The lived experience for the majority of employees is positive and the actions of leaders and line managers match the corporate messages of commitment	Inclusion and diversity is seen as a major asset, truly embedded into all areas and considered in decision making. All employees see an inclusive culture as being beneficial and as their responsibility to maintain. Both employees and organisations reap the benefits

*Strand specific refers to the nine protected characteristics of the Equality Act 2010

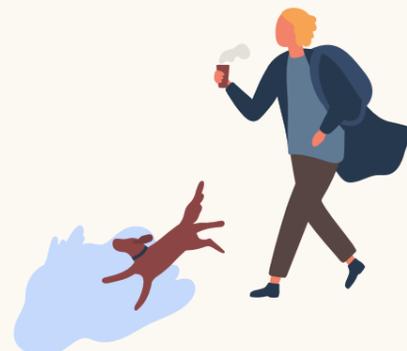
Our four work streams



Impact

By the end of this Focus on Inclusion Action Plan we should see a shift in our culture, driving the Administration forward on the inclusion maturity model. By 2021 inclusion should be fully integrated and embedded into the DNA of the organisation. One key measure of this will be reflected in the staff

survey results of 2021; other measures will include benchmarking results and an increase in external recognition. In terms of diversity, we believe there are enough initiatives and mechanisms in place to ensure that the Administration is in a better place in terms of representation throughout all grades and to drive us closer to reaching our targets.



People

Action	Measure
Develop and launch a replacement for the school-aged work experience scheme focused on social mobility by 2020	Scheme launched
Adopt a 'press pause' system into our recruitment process. This will be trialled with HL8+ posts which are advertised externally during 2019	System developed, progress monitored
Refresh diversity monitoring form with current best practice including the introduction of social mobility questions	Form reviewed and changes implemented
Continue to run and develop the Mencap Work Experience Scheme	Case studies
Map the inclusion experience at HoL against our employee life cycle to identify key opportunities to enhance our culture	Findings reported on actions agreed
Compare the data collected from the staff survey 2016 to the data collected in 2018 to identify trends and build specific actions for areas of concern	Trends identified, action plan in place
Review the 'keeping in touch' process from an inclusion perspective, including for people on outward secondments to identify any improvements can be made and create an action plan	Feedback improved
Create job shadowing opportunities (could be introduced as part of the career communities project)	Shadowing programme launched
Drive changes identified by the Gender Sensitive Parliament Audit	Action plan created and delivered
Spot check job description and recruitment process at random: identify opportunities to gain wider diversity within the candidate pool	Checks completed once every two months
Launch an inclusion calendar; a programme of lunch and learn style awareness raising events and campaigns run on an annual basis	Programme completed
'Working differently' scheme review – work with the Business Improvement & Change (BIC) team to understand what difference the project has made to our culture and how I&D can support	Findings reported on actions agreed
Work with the Business Disability Forum to audit and improve our policies and practices in terms of reasonable adjustments and accessibility	Audit completed, resulting in an action list being published
Review memberships and the effectiveness of the external advertising boards we use to determine where we get diverse pools and the best results	Review conducted, list updated



Place

Action	Measure
The Access and Inclusion Steering Group will advise the R&R project team and Board to make inclusive decisions	On-going support
Provide support and advice for Offices using new spaces particularly where teams have made the transition to open plan spaces	On-going support
Create clear signposting documents for teams to fill out and display allies/ champions/ wellbeing roles	Sign produced
Purple Spaces, working with the BIC team to ensure the purple rooms are accessible and are increasing levels of inclusivity	Findings reported on actions agreed
Pulse survey (BIC Team) on use of space and opinions of new spaces	Survey completed
Access review – limit the number of restricted areas as much as possible	Trends identified, action plan in place
Art and signage review – identifying areas where improvements could be made	Findings reported on actions agreed
Collaborate with ParliGender to improve breast feeding facilities	Facilities improved
Conduct an audit of Committee rooms and meeting rooms on the Lords estate to determine proposals for improvements	Audit undertaken



Profile

Action	Measure
Inclusion starts with 'I' communication campaign	Campaign launched and reviewed
Share stories from our Mencap Work Experience externally	Case studies produced
National Inclusion Week initiatives – promote our inclusive culture and raise awareness internally and externally	Measure the impact of social media campaigns, measure the level of staff engagement with NIW campaigns
Host a series of roundtable thought leadership events sharing and learning from other organisations	Attendance and feedback monitored
Develop presence as a centre of excellence in the I&D sector by speaking at events and sharing our story	Events attended, stories shared
Reach Level 2 and Level 3 of the Disability Confident scheme	Level 3 gained (by 2021)
Sign up to the Business in the Community - Race at Work Charter	Signed up / commitments in place



Performance

Action	Measure
Develop a suite of guidance for colleagues and line managers on various inclusion related topics including, courageous conversations, inclusion leads to innovation, inclusive appraisals guide, good feedback guide	Guidance launched
Work with L&D to inform the Leadership Development programme	Programme launched
Review the use of Inclusion Passports, to ensure they are being used by colleagues, create case studies	Case studies created, awareness raised, review completed
Develop our inclusion champions to ensure they are confident to deliver inclusion messages to their teams	Champion review completed
Inclusion and diversity celebrated within the House of Lords Priorities Awards	Launch awards, feedback reviewed
Gender and ethnicity pay gaps measured and actions undertaken to narrow the gaps	Published plan, actions on-going
Make the Equality Analysis (EA) process more visible, tell the story of changes they have advised, including case studies and evidence of how EAs have made us more inclusive	Greater number of EAs, case studies produced
Develop an inclusive sponsorship programme	Launch programme and monitor its results
Review the Talent Management Programme with the aim to improve or replace it	TMP successfully delivered
R&R - training and running spot checks for the supply chain	Spot checks acted on and recorded
Career communities “meet ups” weave in inclusion for excelling in your role	I&D session delivered, materials produced
I&D objective to be added into the appraisal process, options will be provided by HR	Objective included in new system

Benchmarks

Stonewall Index	Benchmark completed
National Inclusion Standard	Higher score achieved
Top 50 UK Inclusive Employers	Benchmark completed (2020)

What the data tells us...

Staff survey results comparison of 2016 to 2018 results for inclusion questions

2016

The Administration provides an inclusive environment where people with diverse backgrounds and experiences can excel



2018

I believe the Administration has made progress towards its commitment to being a more diverse and inclusive organisation



The Administration provides a work environment where I feel free to be myself



The Administration provides an environment where I feel free to be myself



Training statistics

Diversity, Inclusion and You Training stats provided by 456 participants



Building Disability Confidence training stats provided by 311 participants



Gender Pay Gap Data 2017*



13.7%
House of Lords



1.7%
House of Commons



-5.2%
Parliamentary Digital services



12.7%
Civil Service



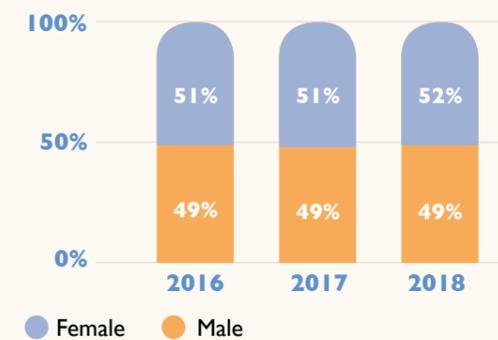
19.4%
Average Public sector



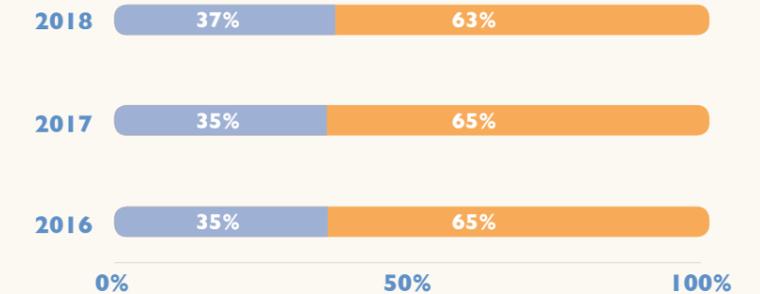
23.7%
Average Private sector

As well as the initiatives set out in this Focus on Inclusion Action Plan, there is an ongoing list of initiatives aiming to reduce the gender pay gap supported by I&D and designed to reduce the pay gap. HR and The Clerk of the Parliaments Offices are responsible for delivering these actions.

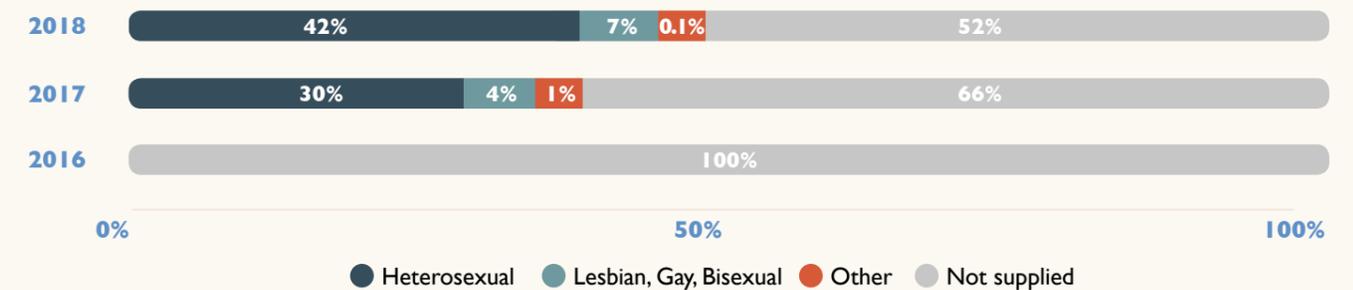
Administration Gender Data

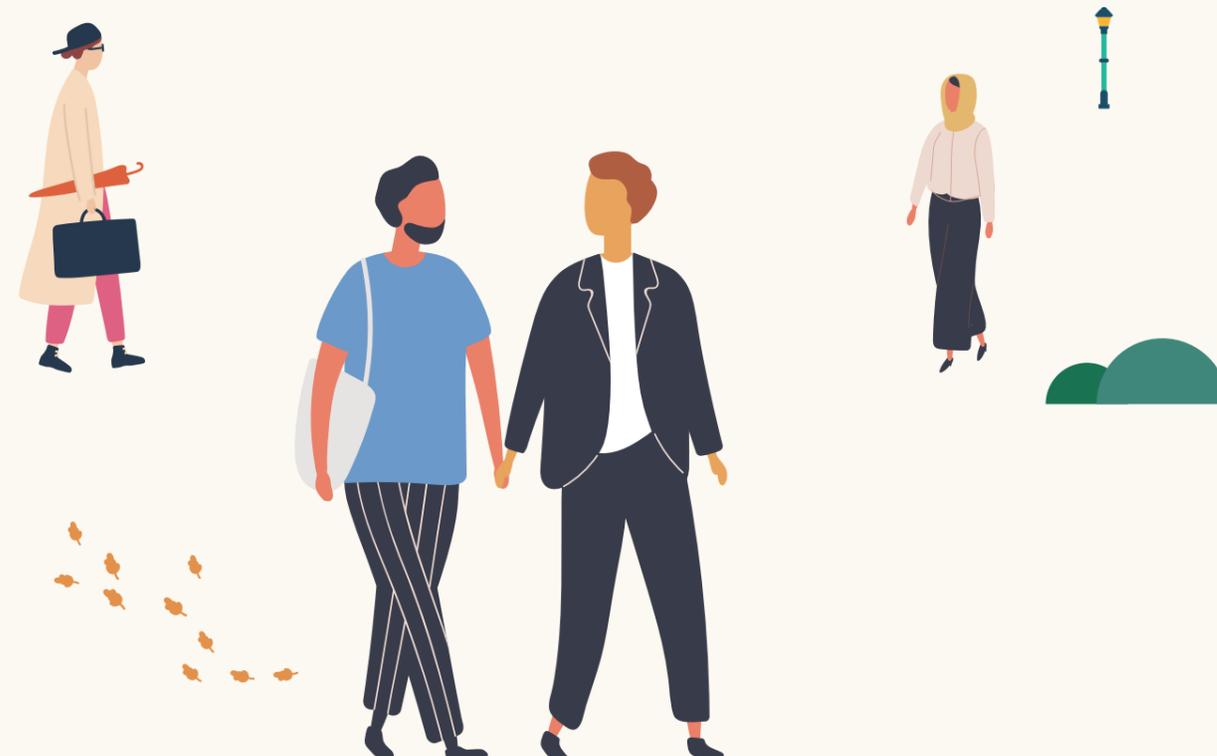
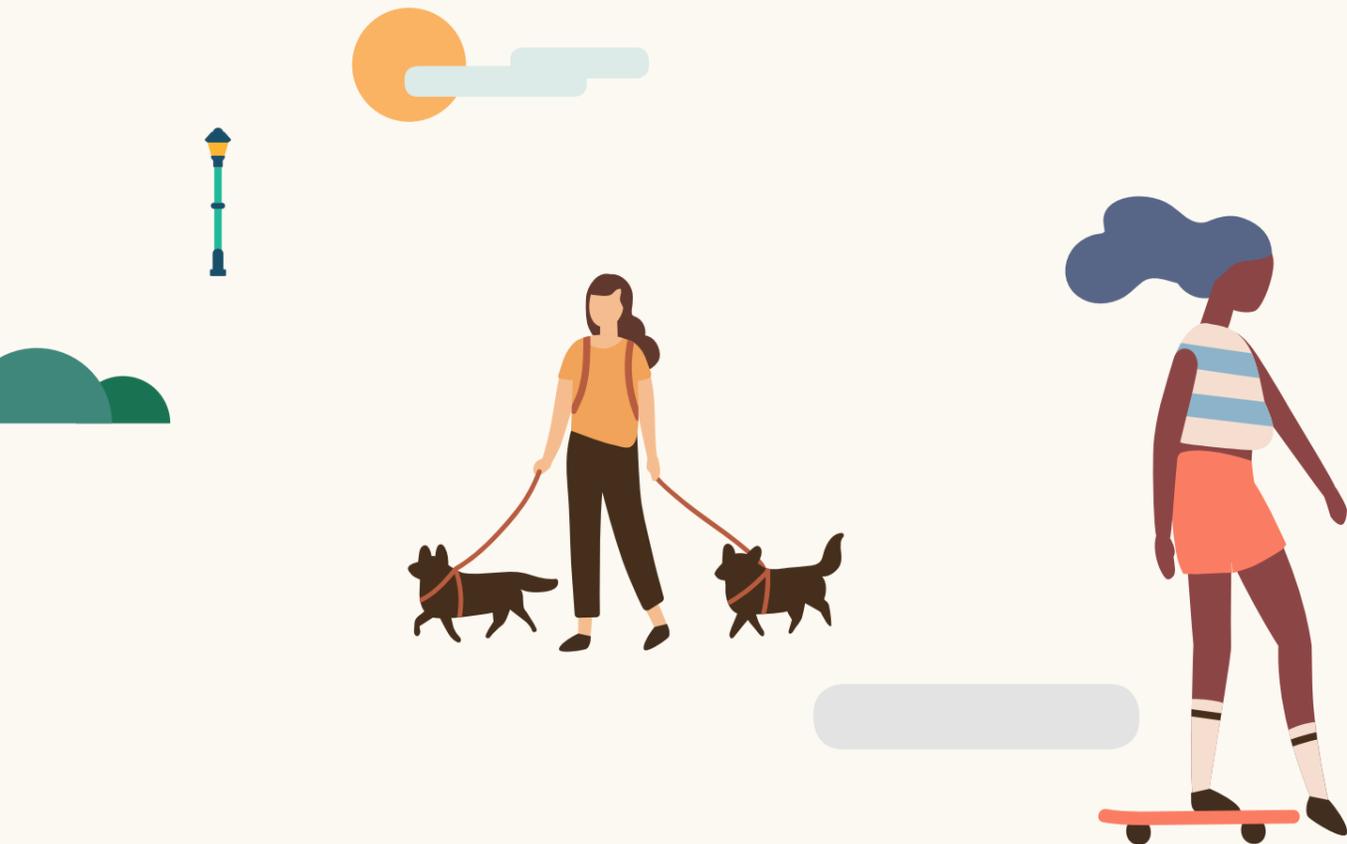


Gender Distribution at Senior Grades

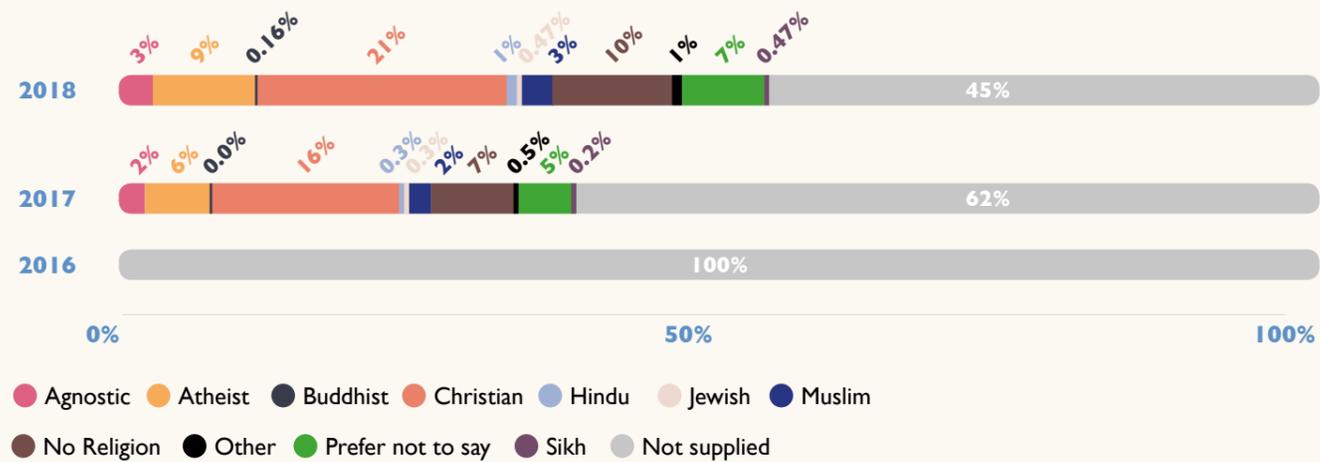


Administration Sexual Orientation Data

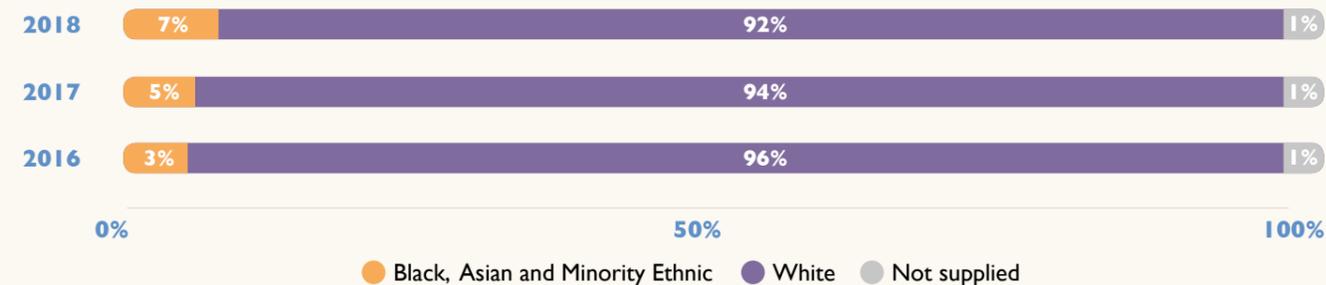




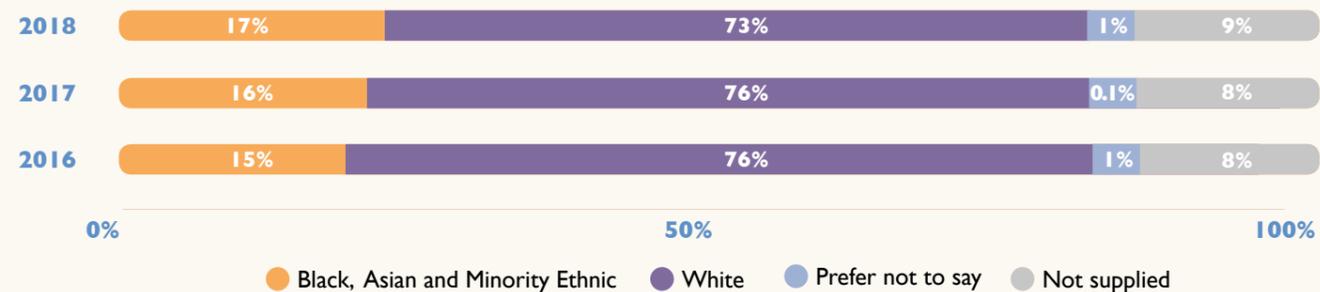
Administration Religion Data



Ethnicity Distribution at Senior Grades

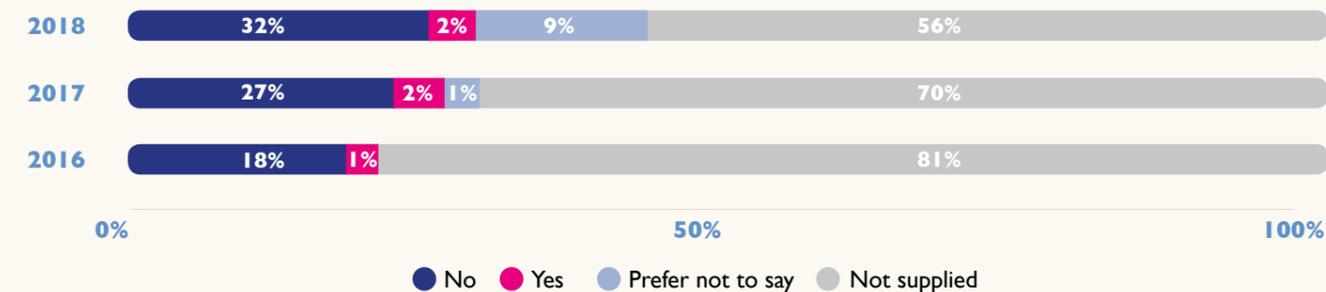


Administration Ethnicity Data



Administration Disability Data

Do you consider yourself to have a disability under the definition of the Equality Act 2010?



Data Summary

- In 2017 we started to collect data on sexual orientation and religion for the first time. Since then we have seen a steady increase in colleagues sharing their data. This has helped to build a clearer picture of the make up of the Administration.
- Since 2016 we have seen an increase in colleagues sharing their data about whether or not they have a disability and again this has helped us to build up a clearer picture of the make up of the Administration.
- In terms of gender figures for the Administration, overall we would like to see approximately a 50:50 ratio. However when looking at senior grades the numbers are not proportional and although we have seen an increase in female representation, the change is happening at a slow rate.
- The picture for ethnicity is similar to gender, although unlike gender we have a higher 'not supplied', or 'prefer not to say' response rate so the overall stats aren't as clear. When looking at the senior grades we can report an increase in representation for people who identify as Black, Asian or Minority Ethnic (BAME), but again representation at senior grades is not proportional to the London working population, although progress is being made.

Inclusion and diversity affects us all and it's everyone's responsibility to act inclusively and contribute towards making our culture more inclusive.



Roles

Inclusion and Diversity Team

The Inclusion and Diversity (I&D) Centre of Expertise provides knowledge, insight, best practice and practical ideas to enable everyone to contribute to achieving the actions set out in this strategy.

Key contacts: Rachel Williams, Head of Inclusion and Diversity: williamsr@parliament.uk or call ext 8993
Gemma Lomas, Inclusion and Diversity Manager: lomasg@parliament.uk or call ext 7030

Human Resources Office

The Inclusion and Diversity team will be supported by colleagues in the HR Office who will play a vital role in supporting various initiatives outlined in this plan, by delivering policies and procedures centred around inclusion and diversity.

Workplace Equality Networks (WENs)

WENs provide an opportunity for all passholders to discuss and consider issues relevant to their situation or that are of interest to them. In particular, WENs can be useful forums for groups protected by equality legislation but you don't need to identify as a protected characteristic to join. The I&D Team use the WENs as a sounding board and two-way consultation service, WENs contribute to the design of corporate initiatives, Equality Analysis exercises and provide a valuable perspective, as well as a safe space for colleagues.

Inclusion Champions

Our Inclusion Champions will play a vital role in delivering a number of the initiatives set out in this strategy, they are a vital communication link and provide insights and suggestions which would be hard to obtain via any other route. Each Office has at least one Inclusion Champion, we plan to double this number over the life span of this action plan.

BIC Team

The BIC Team offer a change management perspective, collaborating often to ensure the changes they are delivering are inclusive change programmes and initiatives.

Board-level WEN Champions

Board-level champions engage in WEN activities throughout the year, champion their cause and purpose at senior meetings, whilst also staying up-to-date with the progress of their respective WEN.





HOUSE OF LORDS