

Corporate Equalities Update
April 2019
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1	<p>Background</p> <p>Promoting a diverse workforce has been an explicit Council priority since 2018, and this is reflected in the Single Equality Scheme which was adopted in November 2018.</p> <p>An action plan has been developed to address the key equality issues identified at 4.2 which are based on taking a dual focus, promoting demographic diversity and also an inclusive leadership culture in order to promote “acquired diversity.”</p> <p>The workstream comprises of five strands, outlined below in section 4, which collectively deliver the agreed approach.</p>
2	<p>Key equality issues and indicators</p> <p>The key equality issues that have been identified are:</p> <p><i>Workforce diversity</i></p> <ul style="list-style-type: none">● The under-representation of BME and disabled staff at senior levels● The under-representation of disabled staff at all levels● The under-representation of the Charedi community at all levels● The variations in workforce diversity between different directorates● The need to protect the current gender equality which exists at senior levels of the organisation, given the structural inequalities which exist for women in the labour market more broadly <p><i>Staff satisfaction</i></p> <ul style="list-style-type: none">● Much lower rates of satisfaction amongst disabled staff and (to a lesser extent) for BME staff over the last three surveys¹● BME Staff and disabled staff are much more likely to disagree that the Council is committed to equality and diversity in practice that white staff and non disabled staff <p><i>Hidden inequalities</i></p> <ul style="list-style-type: none">● A characteristic that is difficult to measure is class and social background. Whilst it is difficult to quantify the inequalities, we should try to address this likely inequality by considering how we make the workforce more inclusive and support progression from lower grades. <p>Whilst we are concerned about the underrepresentation of the Charedi community, the barriers are not necessarily ones created by the Council. There is a wider piece of work which is looking at how we promote direct engagement with the Charedi community, and we may, through this work, be able to identify ways to create new</p>

¹ This is the case for other comparable local authorities in London

	<p>routes to employment for the Charedi community.</p> <p>The key indicators of success for this workstream are:</p> <ul style="list-style-type: none"> • The gap is closed between the 82% (81% in 2016) of staff who feel Council is committed to Equality <i>in policy</i> and 69% (71% in 2016) who feel the Council is committed <i>in practice</i> (this went up from 61% to 70% in 2011 and peaked at 73% before falling to 71% in 2016 and now 69%) • There are a higher proportion of disabled staff working at the Council • Senior management is more reflective of Hackney's diversity (BME and disabled staff) • Managers feel more confident and competent in promoting equality and addressing workforce diversity (need baseline) • Disabled staff are more satisfied with the Council as an employer and higher proportion feel Council is committed to Equality in practice
3	<p>Responding to these issues</p> <p><i>The case for diversity</i></p> <p>Research has shown that having a demographically diverse workforce can help businesses to be successful, drive innovation and capture new markets. In the public sector² having a diverse workforce is seen as a way of bringing in a diversity of experiences and perspectives to better meet the needs of residents and improve service. It is also seen as a way of tapping into and harnessing talent from across the whole community.</p> <p>Research reported in the Harvard Business Review also makes the case that a workforce which reflects a diversity of perspectives also supports innovation.³ This research talks about acquired diversity versus demographic diversity and considers the benefits of promoting a culture which values and welcomes a diversity of perspectives. Through the Improving Outcomes for Young Black Men programme, partners have reached the conclusion that promoting a more inclusive leadership culture needs to be part of the way we tackle underlying and systemic issues that might drive inequalities. By questioning traditional behaviour patterns and decision making structures we will be better able to identify the institutional change which is needed to tackle key inequalities.</p> <p><i>Taking a dual approach</i></p> <p>Actions which promote a demographically diverse workforce and those which promote "acquired diversity" can also reinforce each other. By promoting a more inclusive leadership culture, the workforce may become more welcoming to people from different backgrounds as well as ensuring that, where a workforce is not</p>

² <https://www.local.gov.uk/our-support/workforce-and-hr-support/local-government-workforce/equalities-and-inclusion> and https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/658488/Strategy_v10_FINAL_WEB6_TEST_021117.pdf

³ <https://hbr.org/2013/12/how-diversity-can-drive-innovation>

demographically diverse, there is a culture which values and draws on a diversity of perspectives. By promoting a demographically diverse workforce, you are more likely to promote an inclusive leadership culture that draws on the perspectives of people from different backgrounds.

Alongside this, more **practical action is needed to address poor levels of staff satisfaction among disabled staff** with regards to management and leadership. Failure to tackle this specific equality issue could undermine wider efforts to promote workforce diversity outlined above.

4 Workstream overview

The workstream plan includes a number of “business as usual” and “stretch” strands of activity:

Business as usual:

Organisation Development

Key Outcome: Coherent well utilised organisational development programme promoting equality and diversity for staff and managers, utilising apprenticeship levy to upskill managers if appropriate.

Communication

Key Outcome: All staff are aware of organisation commitment to equality and diversity and can recognise ways that the policies are put into practice

Stretch:

Improving the employee journey for disabled staff from recruitment through to progression

Key outcomes:

Barriers for disabled staff are removed across the employee journey from recruitment through to progression and promotion
 Managers see the benefits of employing disabled staff and can do so competently and confidently.
 Supported employment opportunities created within the Council

Promoting an inclusive leadership culture

Key outcomes:

Senior managers understand, value and promote an inclusive leadership culture systematically as part of addressing workforce diversity

Tackling the lack of diversity at senior levels, with regards to BME and disabled staff

Key outcomes:

We have a better understanding of the specific reasons for the lack of BME and disabled staff representation at senior levels.
 We have identified positive actions needed to address issues and barriers.
 We have identified opportunities to make processes more open and transparent.

All the workstreams have been informed by focus groups. An update on these focus groups is therefore provided first. Agreed recommendations are also summarised in these sections for each workstream are summarised under sections 6-10..

<p>5</p>	<p>Focus groups - progress update</p> <p>Focus groups were held in September and October 2018 in order to inform the Corporate Equalities workstreams, providing us with a temperature test about staff views of leadership, management and culture. We wanted to find a way to explore more subtle issues about their workplace that might not be surfaced through a survey.</p> <p>To provide a consistent framework for the surveys, we looked at the types of behaviours that might constitute an inclusive culture and leadership within an organisation like the Council. This work was also undertaken to support the development of the Inclusive Leadership strand of work. We reviewed a range of relevant research studies, tools and frameworks (see mapping) and came up with a list of 12 statements in five themed areas - decision-making, working styles, self-awareness, relationships, workplace culture and community.</p> <p>Seven workshops were held in total for 64 staff. There were two workshops open to all staff, one held at the Town Hall Campus, the other at the North East Neighbourhood Housing Office, plus separate workshops for women, disabled staff and staff from black and minority ethnic groups. The workshops for women and black and minority ethnic staff were oversubscribed, so these were run twice. Whilst we acknowledge that these results will be skewed more negatively because these are self selecting staff who have something to say, there are consistent points made in different groups. Participants were asked to rate the Council from one to ten against each of the 12 statements. Participants then discussed which statements they scored higher, and which lower and explored practical measures to address areas of weakness.</p> <p>The workshops were facilitated by one member of the the Corporate Policy and Partnership team with support from colleagues from the Equality Action Group (Adult Social Care, Museums and Heritage, HR and Organisational Development). As we had consistency from the Policy and Partnerships team, we were able to ensure consistency of facilitation, write up and analysis.</p>
<p>6</p>	<p>Strand 1. Organisation Development promoting equality and diversity</p> <p><i>Key Outcome: Coherent well utilised organisational development programme promoting equality and diversity for staff and managers, utilising apprenticeship levy to upskill managers if appropriate.</i></p> <p>We have worked with HR/OD to review resources, take up and impact of HR OD Equality and Diversity support and policy advice and guidance. To support the review and understand impact, we invited managers to respond to a survey. Over 70 managers responded to a detailed survey and we have analysed these findings, alongside the staff focus groups.</p> <p>Recommendations agreed:</p> <p>We will be refreshing the nature and mode of training and advice relating to equality and diversity: Looking at information provided at induction Making changes to the advice which is provided by the Policy team in relation to community facing issues</p>

	<p>Developing and implementing mandatory Equality training in relation to workforce and community which comprises of three elements to be completed over the next year:</p> <ul style="list-style-type: none"> ○ A challenging online training session which ensures service managers and above have a full understanding of the Equality Duty and workforce issues ○ A cultural competency face to face session for all service heads and directors which ensures all senior managers understand the diversity and complexity of Hackney and are equipped to take full consideration of this complexity in service delivery, design and decision making ○ Inclusive Leadership face to face training in leadership and behaviours to be delivered by Inclusive Leadership Champions recruited and trained from across the organisation
7	<p>Strand 2. Communications</p> <p><i>Key Outcome: All staff are aware of organisation commitment to equality and diversity and can recognise ways that the policies are put into practice</i></p> <p>Progress update These are priorities for staff facing communications in 2019 and 2020, and are informed by the Council’s Single Equality Scheme which was adopted in November 2019. A Think Inclusive Google Communities has also been set up as a key internal communications channel.</p> <p>LGBT * Profiles of LGBT staff - particularly under represented groups like bisexual people, Trans people, BME LGBT staff. * Messages on key days like IDAHOT Day, Pride, Bi-Visibility day etc.. * Agreed to enter the Stonewall 100 every few years rather than annually.</p> <p>Disclosure * Agreed to run a campaign to encourage staff to disclose their equality characteristics with a particular view to increasing disclosure rates around disability and sexual orientation/identity.</p> <p>Disability * Launch of Think Inclusion video on other tools from Timewise/Business Disability Forum; * Promotion of supported employment opportunities within the Council * Profiles of disabled trainees and staff * Promotion Staff Equality Network event on supported employment</p> <p>Inclusive Leadership * Promotion of Managers Equality Survey * Promotion of staff workshops * Profiling BME role models * Promotion of Inclusion Champions programme</p> <p>Parents * Awareness raising around different types of families e.g. LGBT, blended, co-parenting etc</p>

	<p>* Promotion of dependency leave (Sonia to speak to Dan about offering enhanced payments)</p> <p>Inclusive Communications</p> <p>* Launch of the Inclusive Communications Guide</p>
8	<p>Strand 3 Improving the Employee Journey for Disabled Staff</p> <p><i>Key outcomes:</i></p> <p><i>Barriers for disabled staff are removed across the employee journey from recruitment through to progression and promotion</i></p> <p><i>Managers see the benefits of employing disabled staff and can do so competently and confidently.</i></p> <p><i>Supported employment opportunities created within the Council</i></p> <p>Progress update</p> <p>A working group brought staff with lived experience together with those responsible for different aspects of the employee journey. The group have identified improvements across the employee journey which are now incorporated into the recommendations set out below. In the survey for managers referenced above, we asked specific questions about employing disabled staff. This has also informed the recommendations.</p> <p>This builds on work which was already ongoing to improve guidance, in conjunction with the Business Disability Forum and Timewise. We are also drawing on the learning of the Supported Employment team which is supported disabled people into employment and running supported internships.</p> <p>Some quick wins that have been put in place are:</p> <ul style="list-style-type: none"> ● A statement has been added to our internal and external adverts to stress our particular interest in receiving applications from disabled people, as this group is currently under represented in our workforce. ● A Google Communities for managers on support and guidance on employing disabled staff has been set up. ● Our new Hackney Recruitment website includes a page on how we support disabled staff and has been tested by disabled people ● Updated guidance on reasonable adjustments and support <u>for staff with long-term health conditions</u> has been produced and is out for consultation. <p>Recommendations agreed</p> <p>Making recruitment more inclusive:</p> <ul style="list-style-type: none"> ● Recruitment: establish ongoing global analysis of who is applying for jobs versus who is successful by equality groups (also relevant for BME diversity strand) ● Ensure disabled people are a key audience in Hackney’s new recruitment campaigns <p>Improving the way disabled staff are managed</p> <ul style="list-style-type: none"> ● Make it easier for staff, moving internally, to share already information with their managers about reasonable adjustments that have already been agreed ● Improve our online guidance and develop new training about employing disabled staff. . Ensure this gives consideration to long term conditions.

	<p>Working environment</p> <ul style="list-style-type: none"> ● Improve our understanding of staff experience of access and mobility in our Council buildings, and of improvements needed <p>Progression</p> <ul style="list-style-type: none"> ● Review the take up of Career Development Qualifications periodically to identify the impact on workforce diversity
<p>9</p>	<p>Strand 4 Inclusive leadership</p> <p><i>Key outcomes:</i> <i>Senior managers understand, value and promote an inclusive leadership culture systematically as part of addressing workforce diversity</i></p> <p>Strand 4 Inclusive leadership</p> <p><i>Key outcomes:</i> <i>Senior managers understand, value and promote an inclusive leadership culture systematically as part of addressing workforce diversity</i></p> <p>Progress update:</p> <ul style="list-style-type: none"> ● We have finalised a set of descriptors of inclusive leadership. These are provided in Appendix 2. ● For the first time our staff survey asked the question “Hackney Council is committed to inclusivity at senior level” . This provides us with a baseline and differential data that allows us to understand how different groups of staff feel. ● Focus groups in September tested where we are against these behaviours - we held focus groups that were open and targeted to ensure we reached and considered issues for BME staff, frontline (non office based staff), disabled staff and women. Participants were asked to rank the culture based on the above set of features and then to explore this further in discussion. This reached 64 staff. ● We have now designed an Inclusive Leadership programme to be launched in spring which will: <ul style="list-style-type: none"> ● Establish and developing a group of inclusive leadership champions who will be trained to train senior managers to understand the features of inclusive leadership ● Support champions to run sessions ● Put in place a wider set of sessions related to inclusive leadership, open to all staff

- Embed the features of inclusive leadership into our behaviours and the ways that we check in about these behaviours

10 Strand 5 Tackling the lack of diversity at senior levels, with regards to BME staff and disabled staff

Key outcomes:

We have a better understanding of the specific reasons for the lack of BME staff representation at senior levels.

We have identified positive actions needed to address issues and barriers.

We have identified opportunities to make processes more open and transparent.

Recommendations and discussion points to develop further as part of the workforce plan

Our focus on disabled staff is on getting more disabled staffing into the organisation (see strand above). Our initial priority focus for this strand therefore is on BME staff. We have considered staff survey data and focus group insight alongside wider research (in particular research conducted by CIPD and the Virtual Staff College), to develop a composite picture of what we understand to be driving the lack of representation of BME staff at senior levels. It is important to focus on creating and inclusive and equitable workplace overall, keeping a multi-dimensional and intersectional approach. We could be looking at how someone is perceived and stereotyped, or disadvantages or looking at cultural factors (or both). We also need to think about how race intersect with other identities that create barriers or lead to disadvantage and discrimination e.g. race and gender, race and class. The issues might be more acute for some groups so we also need to be as specific as possible when looking at data and understanding barriers. It also means considering how issues identified by BME staff may be relevant for all groups.

We are now identifying actions under the following headings. This workstream is also heavily dependent on the Inclusive Leadership workstream.

Recommendations

1) Understand your workforce profile in a detailed way

We will set up a short life task group, involving BME staff, to review improvements and make further suggestions for what data could be presented and what is practical to retrieve and analyse.

2) Develop a deeper understanding of workplace culture and dynamics

This needs to take a division by division approach and at different tiers of the organisation, building on the Inclusive Leadership focus group and the recent staff survey, with a particular focus on the perceptions and experiences of BME staff. To begin with, Directors will run sessions for BME staff which will seek to further understand and address:

- The different ways that leadership and workplace culture impact might impact on progression
- What is driving BME staff views of fairness and inclusion

3) Encourage employee voice and visibility of workforce diversity

We will run open sessions for all staff to share our approach. We will also invite BME staff to join working groups to develop these recommendations as well as putting updates on the online google community e.g. about workforce profile, recruitment.

We will invite BME leaders and managers to talk about their career pathway and about the structural barriers which they have overcome.

4) We will deliver the mandatory training for managers outlined above as part of ensuring that racism, bias, discrimination and stereotyping is eliminated from management and from workplaces

5) Identify opportunities to make different stages of the employee journey more likely to attract and retain diverse staff, especially at a senior level

Establish a task based working group to identify opportunities to make practices more inclusive at every stage. This should fully consider the issues identified above regarding organisation change, job design, recruitment, assessment and progression as well as looking at what is working well in the Council and elsewhere. This will build on the work we have undertaken with a working group to improve the working life of disabled people, which considered opportunities for improvement at different stages of the employee journey.

6) Support leadership development for BME staff

We will develop a mentoring programme that enables BME staff to critically examine their own experiences, views and perceptions and supports them to build their leadership skills, whilst being prepared for the challenges they may encounter.

We will develop divisional actions to identify the specific barriers to progression in that division that might be technical and professional.

7) Share learning and plans with other local authorities that are developing plans to address workforce diversity; we have previously been in touch with Haringey, Lambeth and Camden.

Appendix 1 Workforce diversity - key statistics

1. Workforce diversity by equality characteristics⁴

Size of the workforce

The directly employed Council workforce has grown slightly over the past seven years. According to Hackney Council's workforce profiles, in March 2011 the Council

⁴ From Workforce Profiles published here: <https://hackney.gov.uk/knowning-our-workforce>

had a total of 2,936 directly employed full time equivalent posts, compared to 4.366 in 2017. This increase in the number of directly employed posts is due to the in sourcing of services such as waste collection and the incorporation of Hackney Homes and Hackney Learning Trust into the main Council structure.

Workforce Diversity – overall

Representation:

- Hackney’s workforce broadly reflects the population for age and gender. Hackney Council’s workforce is more gender balanced than local government generally. Nationally 76% of the local government workforce is female⁵.
- The workforce is broadly reflective of the ethnic make-up of the borough. **Black and Black British groups are over representative and White and Chinese and other are under-represented. The proportion of the workforce who are Black or Black British has reduced by 5% points since 2011, although the proportion is still higher than the local population.**
- It is difficult to firmly conclude how representative our workforce is by sexual orientation and gender identity because of the lack of data for Hackney and because of the high % of non-stated responses.
- The workforce profile for **disabled employees falls below the borough profile.**
- The faith profile in general meets the borough profile, **with the most notable exception of the Charedi population**, who face barriers to working in a mainstream workplace.
- For some protected characteristics, the non-stated response rate is high. The non- response rate for disability has increased from 16% in 2014 to 24% in 2017. The response rate for sexual orientation and religion is around 30%.

Trends since 2011:

- Table 1 below, shows that the proportion of staff from black and minority ethnic groups has declined slightly over recent years from 52% in 2011 to 48% in 2017. The proportion of Black and Black British staff has declined from 37% in 2011 to 32% in 2017. (7% of the workforce currently prefer not to disclose their ethnic status, up from 4% in 2011). However the proportion of black and minority ethnic staff working for the Council is still well above the proportions for the borough resident population.

Leavers and joiners:

- A higher proportion of people over 40 left the organisation than joined (56.4% leavers compared with 40% joining). A higher proportion of women were recruited compared with those that left (62% compared with 55%). A higher proportion of White staff and black left the organisation than joined in 2017. Overall, a higher proportion of BME staff were recruited than left the organisation.

	Communi ty	Workforce
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⁵ LGIU, Does Local Government Work for Women, 2017

			31.3.17		30.4.16*		31.3.15		30.3.14		31.12.11	
Asia & Asian British	11%	45%	10%	48%	10%	48%	9%	48%	9%	50%	10%	52%
Black & Black British	23%		32%		32%		33%		36%		37%	
Chinese and other	5%		1%		1%		1%		1%		1%	
Mixed	6%		5%		5%		5%		4%		4%	
White	55%	55%	45%	45%	45%	45%	45%	45%	44%	44%	44%	44%
Not stated			7%	7%	7%	7%	7%	7%	6%	6%	4%	4%
	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
*Post April to capture the return of Hackney Homes												
Female	50%		53%		52%		58%		58%		55%	
Male	50%		47%		48%		42%		42%		45%	
	100%		100%		100%		100%		100%		100%	

Table 1: Workforce profile by ethnicity and gender from 2011 and 2017

Workforce diversity – by directorate

- Although the workforce is broadly reflective, when you look at the whole organisation, there are some **marked variations by directorate**. Looking at **age**, Chief Executives and Children's, Adults and Community Health have a younger workforce (43% of staff are under 40) and Neighbourhoods and Housing have an older workforce (35% of staff are under 40). In terms of **gender** In Neighbourhoods and Housing is 68% male, 32% female. The split

in Children, Adults and Community Health is 25% male and 75% female. **BME representation** broadly reflective of the make-up of the borough in each directorate. However there will be greater variations by division and service which will be averaged out at directorate level.

Workforce Diversity by Grade

Women are slightly underrepresented in Chief Officer posts and slightly overrepresented at SO1-PO5. Men are very significantly overrepresented at craft grades (95% of this grade).

Generally, the **representation of BME employees reduces at higher grades**. This is reflective of the borough overall, with BME residents less represented in higher skilled occupations. The representation of BME employees reduces at higher grades and this has been the case for the last ten years. However, the picture has worsened over the last decade, although representation at service head level has increased between 2011 and 2017 and there has been some fluctuation at chief officer level. Before austerity, in 2008/9, nearly 45% of middle managers, 30% of service heads and 20% of Chief Officers. In 2011, over 30% of middle managers, just over 20% of service heads, nearly 30% of chief officers were BME. In 2017, 30% of middle managers, 27% of senior managers and 11% of chief officers were BME so there have been some visible changes, particularly at senior officer level.

The following two tables show the split by grade for gender and ethnicity. Grades are broken down as follows:

Senior Managers: PO10-SM1, Middle Manager: PO5-PO9, Frontline manager: PO1-PO4, Support officer: SO1-SO2

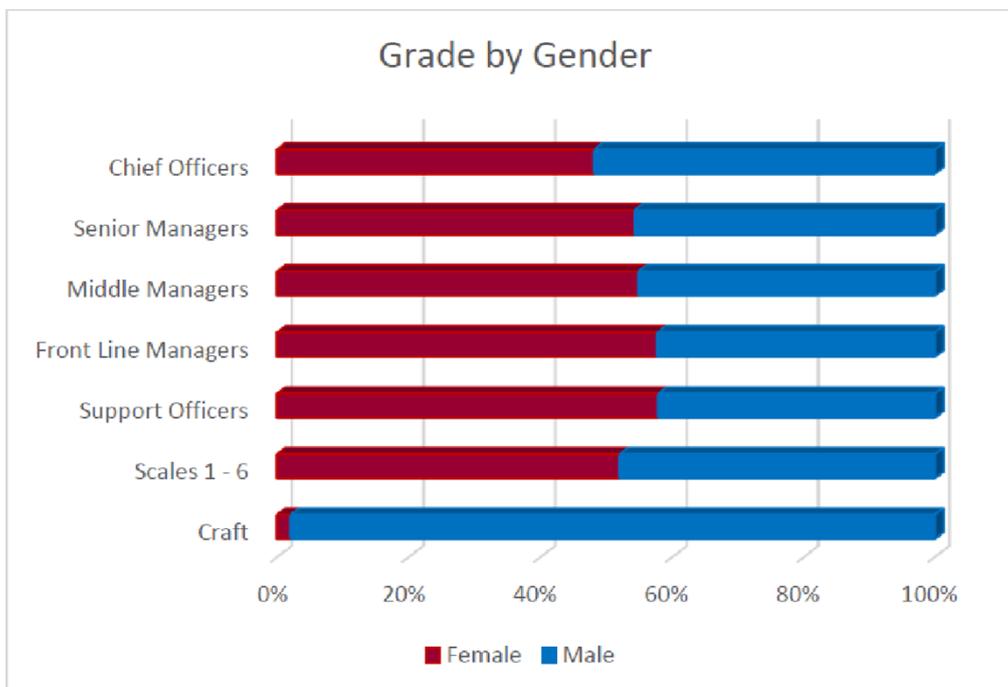


Table 2: Grade by Gender, Workforce Profile 2017

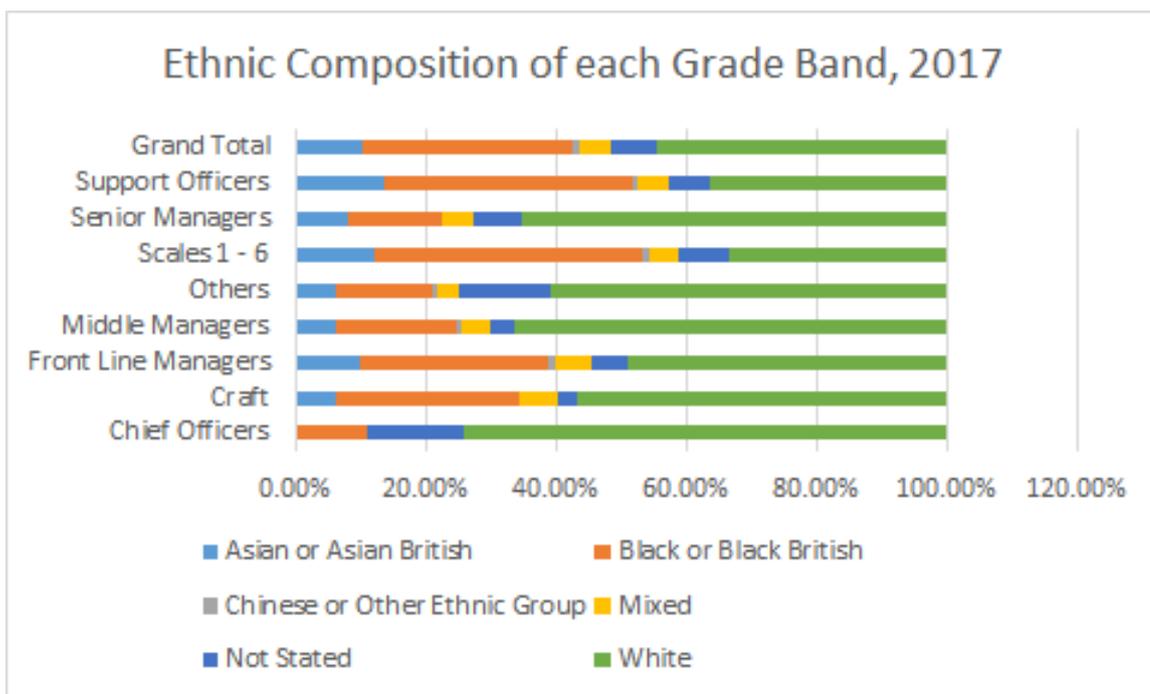


Table 3: Ethnic composition of each grade band, Workforce Profile 2017

Gender pay gap

Hackney recently published its gender pay gap report:

<https://www.hackney.gov.uk/gender-pay-gap-reporting>

The data shows that at Hackney Council, women are paid more than men overall. Using the mean, they are paid 2.8% more and using the median as the measure, they are paid 8% more. This is because there are significantly more men than women in the lower quartile, in posts such as in posts such as operative / cleaner, grounds maintenance staff and environmental operative. There are more women than men in the two middle quartiles. Hackney is one of 10 London authorities where women are paid more than men overall (see appendix 1).

2. Staff views on diversity⁶

Views from staff survey

- The gap is closed between the 82% (81% in 2016) of staff who feel Council is committed to Equality *in policy* and 69% (71% in 2016) who feel the Council is committed *in practice* (this went up from 61% to 70% in 2011 and peaked at 73% before falling to 71% in 2016 and now 69%)
- However only 43% of disabled staff agree with this last statement. BME employees are also more than twice as likely to disagree that Hackney Council demonstrates a commitment to equality in practice and in principle than White employees (in practice: 13% compared with five per cent, and in principle: six per cent compared with two per cent).

⁶ Data is taken from the Staff Survey in 2016 which is published [here](#) as we are currently analysing the detailed findings from the 2018 Staff Survey. However data on the first bullet point incorporates the latest 2018 data.

- The views of disabled staff tended to be significantly more negative across a range of questions about leadership and management in the staff survey.
- Black staff are less likely to say that their manager treats them fairly than all staff (46% compared with 57% overall). There is no marked difference for other BME groups.
- In the 2016 Staff Survey, 69% of staff said that the Council was free from bullying and or harassment and 64% of staff said that their environment was free from bullying and harassment (the long term trend is improving). 15% of staff who said they felt discriminated “a great deal” or “a fair amount” and there is an over representation of BME, disabled people and women in this group.

Appendix 2 Features of Inclusive Leadership

INCLUSIVE is one of our recently adopted values– both as an employer and a service provider, celebrating diversity, and treating colleagues and residents with respect and care

These values were developed with staff through focus groups and co-production.

We have also mapped a range of frameworks and tools which help organisations define and measure how inclusive their leadership culture is. Through this process, we have come out with some features of Inclusive Leadership:

Decision making

Makes sound and rounded judgements based on full consideration of issues

Working styles

The culture here encourages you to question set ways of working and behaving, if it is not having the impact needed.

Managers and leaders actively seek out different perspectives, making it safe for everyone to share their views and be themselves.

Managers and leaders welcome challenge and feedback.

Managers and leaders value diversity in their teams and see it as a source of innovation and creativity.

Self-Awareness

Managers and leaders check their own biases, prejudices and assumptions and encourage their teams to do so as well.

Relationships

Managers and leaders trust their staff.

There are opportunities for all employees to realise their potential, make unique contributions and progress within the organisation.

Managers and leaders care about how their staff feel and about their wellbeing as well as how well they perform.

Managers and leaders invest time in getting to know everyone in meaningful way - showing an interest in them

Managers and leaders build diverse networks and open up networks beyond the team to their staff

Workplace culture

Managers and leaders focus on building cohesive and collaborative cultures, addressing fault lines and tensions in the team and between teams.

There is recognition that there is diversity in the way people think and act, what they value and how they understand themselves and the world around them.

Community

The Council accepts and respects difference in the community, adapting to diverse needs.

Managers and leaders expect staff to recognise the power imbalances in diverse communities, and in the relationship between the Council and communities, and to take this into account in the way they work with residents.