



HOUSE OF LORDS

Diversity and Inclusion
Action Plan
2017–2019



HOUSE OF LORDS

Forewords

“The House of Lords Administration is committed to creating an inclusive culture and valuing diversity. We believe that by making all of our staff feel welcome and included that they will, in turn, contribute more effectively and deliver the best possible service to the House. An organisation that is more representative of the society it serves will be more effective in its work. We will be held accountable for the actions set out in this plan – and will identify measurements to assess our progress.”

Ed Ollard, Clerk of the Parliaments

“Diversity and Inclusion is a subject which I have championed throughout my career. As Lord Speaker I am proud that the Administration supporting the work of The House of Lords shares this passion and commitment. This plan sets the foundations to creating a work environment where people from all backgrounds can come to work, be included and have the opportunity to thrive.”

Lord Fowler, Lord Speaker



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Our Business Case

Diversity and inclusion affects everyone who is employed by and everyone who interacts with the House of Lords.

Promoting and maintaining an inclusive working environment means that staff can come to work and be themselves. Studies show and experience tells us that when staff feel welcome at work, they perform more effectively.

Ensuring that our commitment to diversity and inclusion is effectively communicated externally to our visitors, members of the public and potential future employees will be vital. This communication will contribute to them having a positive interaction with the House. Developing an inclusive employer brand will help us attract talented people from a wider range of communities and backgrounds.

Investing in diversity and inclusion will support the Administration's priorities and aid the Administration in providing efficient, sustainable support for the House, as well as closely following two of the Administration's guiding values: 'Professional excellence' and 'fairness and respect for all staff'.

Introduction

This action plan is designed to run from April 2017 to April 2019. Statutory protection covers nine protected characteristics outlined within the Equality Act 2010. This plan extends beyond these to ensure all staff feel included and is designed to lay foundations from which the Administration will be well placed to react should future legislation be introduced.

Five key areas of focus have been identified as Leadership, Raising awareness, Development and retention of talent, Recruitment and Improving our processes. Actions and measurements have been outlined for each. We will learn as we go, and adapt and develop this plan in light of experience.

Consultation

The consultation process consisted of three focus groups involving members of staff representing all parts of the Administration and totalling more than 50 people.



House of Lords Diversity and Inclusion: One Page Strategy

Advancing our efforts, becoming more welcoming, inclusive and diverse

Leadership: This strategy will be driven from the top of our Administration, fuelling momentum and encouraging inclusive practices in all areas.

Raising awareness

Raising the Administration's profile externally in this area will help to attract talented people from a range of backgrounds, to work for and interact with the House of Lords. Raising the profile of D&I internally will encourage conversations and promote the development of a more inclusive culture, improving our overall performance.

Development and retention of talent

Developing colleagues will enable us to strengthen our talent pipeline and gain more diversity at the top of the organisation. Training colleagues will provide them with the tools and awareness they need to be more inclusive and will promote a culture of every day inclusion.

Recruitment

In order to increase diversity throughout all levels of our Administration, we need to establish an employer brand which is inclusive and one which attracts and reaches talented candidates from all communities.

Improving our processes/ Embedding D&I

The Administration has already taken steps to make sure our policies and procedures are inclusive. We have developed some good practice, however more can be done to ensure this good practice is consistently rolled out in all areas. We will ensure we have the infrastructure in place with which to provide accurate data and measure our progress.

We want staff to feel...

valued, included and that they can reach their potential no matter what their background.

We want 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...

when they interact with the House of Lords in whatever capacity, that they consistently receive a dedicated, inclusive and accessible service.



Leadership

	Actions	Measures
1	Personal Objectives: Each member of the Management Board is required to set and publicise personal objectives, which are measurable.	Management Board to review objectives at the end of the year and publish outcomes in Red Carpet.
2	Data monitoring campaign: Campaign to be launched encouraging staff to share their diversity data. This will mean that we have a clear picture of the demographic within the Administration. The Management Board to fill out their data and encourage direct reports to do the same. Management Board message on this to be included in an all staff communication.	Management Board data collected. Direct reports data collected.
3	Inclusive Leadership training: Senior Managers to attend inclusive leadership training and complete online unconscious bias training.	Learning & Development to track who has attended and report back.
4	Recognising and rewarding inclusion: Management Board to encourage nominations for D&I awards, from their direct reports and their teams recognising any successes.	Monitor number of D&I awards nominations received from Lords staff.
5	Hosting D&I events: Management board to host D&I events within Lords locations (2–3 per year).	2–3 events hosted per year.
6	Reporting progress: Senior leaders to comment on the progress of D&I strategy quarterly.	Both written and verbal communications to reach all staff.
7	D&I update: D&I to become an ongoing agenda item in Management Board meetings to ensure progress is being tracked at leadership level.	Actions recorded/discussions minuted.
8	Board-level WEN champions: Champions to establish two-way communication between the board and the WEN they champion.	Feedback from WEN Chairs and Board-level Champions.

Research: In order for the plan to be successful, the role of our leaders and senior managers should not be reduced to sponsors and allies. Leaders must be active, benefiting equally from the Administration’s investment in Diversity & Inclusion, as well as setting the tone from the top of the Administration.



Raising awareness internally

	Actions	Measures
1	Produce Lords content : Develop content on key D&I events such as International Women’s Day, Black History Month, etc. Utilising quotes from staff and telling stories from around the Administration. Link to WEN events and central D&I activities. Work with External Comms to promote the House as an inclusive employer.	Communications calendar to be produced and feedback on articles to be collected. It will be important to establish willing staff contributors to the articles.
2	Parliamentary Role Models Programme: Exhibition displayed in Lords venue (Millbank House) Lords-specific Role Models event to raise awareness featuring the Clerk of the Parliaments.	Monitor feedback from staff within the area the exhibition is displayed and monitor attendance and feedback from the event.
3	Intranet: Create intranet space for Lord’s D&I content – including easy to locate D&I related policies.	Intranet hit rates monitored.
4	Physical presence: To reach staff who use the intranet/email communications less frequently, two D&I specific notice boards should be set up where articles can be shared and events can be promoted. One located within the Palace and the other in Millbank House).	Feedback and participation in activity monitored for an increase in Lords participation.
5	Communications Champions: Assign one or two contacts within each department who will be responsible for disseminating posters/ leaflets and passing on information verbally in team meetings within their department (see Case Study 2).	Spot checks on notice boards – feedback from teams, continued monitoring of volunteer feedback.
6	Parliamentary induction: Produce D&I content for the new joint working Parliamentary induction ensure the deliver of this is consistent and works for both Houses.	Content created and feedback from participants measured.
7	Yammer: Launch D&I content on Yammer. This new communication system is an opportunity to reach staff in a more direct and immediate way –Yammer will enable conversations on D&I to occur in another way.	Monitored participation in D&I discussions on Yammer.

Focus group feedback: Messages about D&I are reaching staff, however they are not always the headline messages, they are often midway or low down on the agenda. Messages are not always followed up, or are Commons focused. For these reasons, it is important to report on progress and Lords activity and content.



Raising awareness externally

	Actions	Measures
1	Tell stories from staff: Work with External Comms to input and create D&I messages for external campaigns. External campaigns such as staff I-stories have already proven to be successful (see Case Study 1). These stories will be used internally also to raise awareness.	Feedback monitored – internally and externally. Review social media engagement with Head of External Communications.
2	Take part in Mencap’s Learning Disabilities Work Experience Week: Communicate externally that we have signed up to the initiative taking advantage of national press releases and communications.	Feedback on social media monitored.
3	Benchmarking: Look for Parliamentary submission opportunities such as Opportunity Now, Race for Opportunity and Disability confident etc.	Monitor Lords voice within Parliamentary external communications.
4	Engage with Outreach: LGBT Tour launched – this has been developed by the Outreach team and includes facts and information about both Houses. The tour will be available to the public and the House of Lords will need to publicise this as a Parliamentary activity.	HOL engagement in the tour – feedback from public, social media responses to tour publicity.
5	Continue to support the Dementia Friendly Parliament scheme: Ensuring a greater level of engagement and awareness from Lords staff.	Increase in Lords staff and members signing up to be Dementia Friends.
6	Community events: Attend events such as Pride/Notting Hill Carnival etc as a recruitment/outreach event. Materials such as the ‘Welcome to our House’ recruitment flyer could be expanded upon and more materials produced under the same theme.	Participation in events/Lords membership increase to ParliOUT/ParliREACH, increased internet hit rates.

Focus group feedback: One repeated message from our focus groups told us that Lords staff feel there is a lack of external branding in terms of Diversity and Inclusion and a that there is a lack of a clear employer brand. There is a real desire to establish an external presence in this area and to be recognised externally for D&I.



Development and retention of talent

	Actions	Measures
1	Stonewall Allies programme: Proposal to be considered that 18 spaces be allocated for Lords staff on the 'in house' Stonewall Ally workshop. Following the course, allies will be asked to communicate and embed their learning.	Workshop completed by 18 members of Lords staff learning shared and embedded amongst teams by all attendees.
2	Parliamentary D&I Awards: Increase Lords participation – judging panel refresh, nomination process refresh to ensure staff are recognised for inclusive behaviours.	Number of nominations submitted by Lords staff. Measure feedback from the campaign.
3	Review of Talent Management course: Assess if there are any D&I aspects to be added/amended. There is an opportunity to join up on the Commons programme. Plans and costs for Lords involvement will need to be negotiated (not included in budget).	Produce a review paper with input from colleagues who have completed the course.
4	Disability Awareness training: Compulsory Disability Awareness training to be launched, this training is currently out to tender.	Training launched.
5	Dyslexia assessment: Offer assessments to diagnose dyslexia, dyspraxia, dyscalculia in order to identify and support any reasonable adjustments which may be needed. These assessments will be requested on an individual basis when staff feel it is necessary.	How many staff take up the offer of assessment, review how well the process works, feedback from both staff and provider.
6	Unconscious bias for interviewers: Ensure all interviewers have taken part in unconscious bias e-Learning. This training will be made mandatory and must be completed before individuals can sit on panels.	Spot checks and record reviews. Embedding in responsibility of L&D to keep clear records of this mandatory training.
7	Learning and Development awareness: Articles to be published on Learning and Development courses via ACT and Civil Service Learning portal highlighting options available to staff that are free to take up, including reviews, recommendations and comments from staff about the training and how useful it was.	L&D to track Lords uptake via Civil Service Learning and ACT to diversity and inclusion related courses.
8	People Pledge: Develop guidance for inclusive behaviours which will outline expectations of how staff can expect to be treated and how they should treat others (including topics such as workplace 'banter', bullying and harassment). Work with CRS to trial this concept before wider roll out.	Review trial with the CRS.
9	Mentor programme: Launch a formal mentor match system by which mentors and mentees can be connected. Promote the benefits of mentee relationships to minority groups to encourage participation.	Monitor uptake of the programme.

Focus group feedback: More training on D&I is desirable, but also a recognition when the learning is put into practice. Could training be linked to appraisals?



Recruitment

	Actions	Measures
1	Recruitment reviews: Each department will have different needs/ challenges in this area. A bespoke recruitment review would be beneficial working with recruiting managers in each area of the business with an action plan and suggestions made. This has been trialled in Black Rod's department with some success (see Case Study 1 example).	Reviews taken up – processes improved and embedded.
2	Apprenticeship scheme: Scheme to be evaluated from a D&I perspective.	Experience of apprentices recorded before the end of their contracts – any trends/issues to be identified/lessons learnt to be recorded and improvements identified. Report on apprentices - where they go next, if they are moving to other employment or employment in Parliament.
3	Work experience scheme: Review scheme and make an action plan to increase diversity of participants, focusing on social mobility. Utilising ParliON to provide suggestions on improving engagement from candidates with low economic status.	Work experience applications reviewed – diversity monitored – lessons learnt to be recorded and improvements identified.
4	External events: Active participation in events which reach diverse communities e.g. London Pride and Notting Hill Carnival via the WENs. Supply the WENs with recruitment leaflets.	We have secured 20 places on ParliOUT's open top bus for the London Pride march for Lords staff. Take up to be monitored. Monitor the number of applications from LGBT community to HOL jobs identifying any growth in this area.
5	Use alternative channels: Ensure that HR are routinely thinking and challenging the business to utilise channels in order to widen our reach. Including the use of LinkedIn and social media to promote vacancies reaching wider audiences.	Monitor job applications which come via these channels and assess the impact they have made in increasing the diversity of our applicants.
6	Interview training: Additional D&I content added to interview training (e.g. case studies to be included on D&I scenarios on transgender, race/ ethnicity and religion).	Content to be incorporated into the training programme.

Focus group feedback: Our approach to recruitment should be to 'widen the gate not lower the bar', there is an understanding that diversity targets in this area might become necessary, however, currently diversity quotas are unpopular.



Improving our processes/Embedding diversity and inclusion

	Actions	Measures
1	Embedding Equality Analysis (EAs): Communicate the need for EAs and monitor the quality of EAs being produced. Provide support and feedback to staff writing EAs.	Spot checks on documents (business plans, new initiatives) to assess quality of EAs.
2	Procurement: Begin monitoring the D&I activity of our suppliers, with the aim of increasing their D&I activity and minimising the risk of working with contractors who aren't D&I trained. As this work moves forward the aim will be to limit the number of accounts held with companies who do not share our values. Programme already launched in February 2017. Two sessions to be held – one for account managers and the other for suppliers to explain how new process will work.	Monitoring conducted – assessed by spot checks throughout the year.
3	Diversity Monitoring: New diversity monitoring questionnaire to be launched for new recruits. A data collecting campaign to be run in collaboration with House of Commons encouraging current staff to share their diversity data.	Questionnaire embedded into HR systems. Campaign launched and is increasing the amount of data collected.
4	Diversity data reporting: Produce a D&I data report to share with Heads of Department and Management Board.	Data report produced.
5	Exit interviews: Use this data to report on who is leaving and why, in terms of D&I demographics. Monitor any patterns. (e.g. are women leaving for consistent reasons).	Produce an exit interview data report and implement any changes which might help. Record useful information (such as gender/ ethnicity/ grade etc).
6	Transitioning at work policy: The research process has already been completed. Agree policy with Lords and Commons HR and launch. This will be made available on the intranet alongside other policies such as Job share/Shared Parental Leave/People Pledge.	Launch policy and make available on the intranet where staff can access.
7	Pay and grading review: Following this review, an impact report should be produced to ensure that no unexpected D&I implications have occurred.	Data analysed.

Research– Embedding D&I into our processes is crucial to the success of the strategy as a whole, the responsibility lies with each individual within the administration. Policies and guidance are needed as well as evidence and data, but ultimately to achieve culture change we will need to alter thinking and look at initiatives and business decisions through a D&I Lens.



Looking Ahead 2018–2019

	Actions	Measures
1	Mapping talent pipelines: Linked to work which needs to be conducted within Lords HR on appraisals and job families. This will give the Administration a realistic view of how fast progress will be made on diversifying Senior Management grades.	Pipeline analysis completed
2	Improving data capture and reporting: More sophisticated data capture on promotion/progression/ joiners and leavers will be beneficial.	Data reports improved
3	Flexible working review: Flexible working is something which is dealt with locally by teams and departments – it will be beneficial to produce Administration-wide guidance on this issue to ensure greater consistency.	Review completed
4	Joint working: Is the Lords Administration now in a position to join up with the Commons formally as partners? Or, should it continue with establishing D&I brand and identity within the Lords Administration, until culture changes have been embedded and the Administration is on equal footing with the Commons.	Question to be answered
5	Benchmarking: Parliamentary submissions to benchmarking schemes such as Opportunity Now, Race for Opportunity and Stonewall. Review any benchmarking that has taken place and make plans on how to resource this in 2018.	Benchmark submissions
6	Review key priorities: Are these five key focus areas still the correct priorities to be focusing on?	Update the action plan with detailed 2018–19 actions
7	Disability ‘Passport’: This document will be introduced to staff who currently have reasonable adjustments (in relation to a disability) agreed and in place.	Passports to be launched
8	Equal Pay Audit: Complete audit and publish results as per UK Government requirements. Hold staff seminars to explain result.	Audit completed and seminars held
9	Condensed snap shot survey: Assess how progress is going in terms of D&I.	Survey conducted
10	Diversifying senior leadership: Develop a female leadership programme to help female managers navigate their career aspirations and identify possible paths to senior leadership.	Programme launched
11	Set organisational targets: Rather than setting quotas, targets will be set which outline where we want to get to as an organisation in terms of demographics. Because we are taking determined action to improve the diversity and inclusiveness of our organisation, we will see an improvement in application and employment rates from groups who are currently underrepresented benchmarked against comparable organisations and the wider population.	Targets identified and published.

This plan is designed to be agile, ensuring that if priorities change or initiatives are introduced areas (such as HR initiatives) timelines can be altered and new actions can be introduced.



Key messages from focus groups

During December 2016 and January 2017 three focus groups took place, each involving a randomly selected mix of staff members. These focus groups covered a wide range of teams, grades (excluding Management Board-level staff) and demographics in terms of the gender, tenure, age and ethnicity of the participants. Under each key area you will find a summarised version of the points which reoccurred most frequently and were agreeable to the majority of participants.

Leadership	Addressed by which action
KPIs: House of Lords managers need to be responsible and accountable for embedding D&I within their areas. Leaders have become well versed at mentioning the importance of diversity and inclusion, however, this doesn't correlate to their actions.	1
Lords leadership to take a more active role: Mr Speaker is deeply involved in Commons D&I, which encourages Commons staff get involved. The D&I agenda is currently driven by Mr Speaker in the Commons which makes the agenda Commons-focused. The Speaker's BAME Challenge, The Speaker's Parliamentary Placement Scheme, etc). Recommendation, that the Lords Administration develop a strategy backed by more than one leader so it becomes embedded into our culture.	1, 4, 7
Hierarchical attitudes: There is a perceived distance to senior leaders. Senior leaders aren't universally seen as approachable. People don't feel as though they can contribute meaningfully, because their opinions and ideas aren't worth as much as leaders' ideas. There is not a clear open line of communication. When decisions are made staff aren't consulted and reasons for decisions aren't always explained.	3
Raising awareness internally	
Address the use of the term Parliamentary: Often Parliamentary means Commons (examples given include The Speaker's Parliamentary Placement Scheme and Parliamentary Ambassadors scheme). Challenge when this term is used incorrectly and do more to include Lords staff in truly Parliamentary campaigns.	1
More visibility around the estate: Advertise what opportunities are available to Lords staff. There are a lot of Commons banners, posters, etc but nothing which is Lords-focused. Similar points were made about the intranet.	4
More needs to be done for non-desk based staff: Some of our most diverse teams are in non-desk based positions. They would benefit from a non-email based form of communication.	4, 5



Raising awareness externally	Addressed by which action
Highlight: tell stories of Lords staff and the diversity of Peers: Showcase what types of opportunities are available within the House – create an employer brand which belongs to the House of Lords. Also highlight the diversity of Members/Peers to alter public perception.	1, 6
Make sure there is a good news story to tell: Actively participate in a scheme and then publicise it. The external expectation, must live up to the internal reality.	2, 7, 9
When the public come onto the estate: Ensure there are diversity and inclusion messages for them, it is their Parliament and all are welcome. It should be as accessible as possible this should be made clear on websites when booking tours, etc.	6
Development and retention of talent	
Work shadowing/mentoring opportunities: There is currently no form of formal shadowing/mentoring opportunities – there is a desire to establish a formal and inclusive process for these things, which are accessible to all staff to access.	1
Be clear about opportunities for procedural experience: For non-clerks, are they accessible to staff, if so, how?	Action for HR/ Internal Communications
Recruitment	
Provide outreach opportunities: Opportunities for staff to go outside and promote the House at industry events, universities and schools. Also use communications channels which will attract attention from younger job seekers.	6, Raising awareness externally
Widen the gate, don't lower the bar: Make sure that our jobs are as accessible as possible without going down the route of positive discrimination. Look into other channels than the traditional, e.g. Civil Service and Guardian.	1, 5, 6
Current work experience programme: Lots of negative feedback regarding the lack of diversity of our previous work experience candidates, this is backed up by the data we have. Most candidates (roughly 80%) attended private schools and there was a lack of ethnic diversity.	3
Assess job descriptions: Sometimes JDs ask for unnecessary qualifications because of the large number of applications. This presents a risk in terms of social mobility and age. Experience doesn't always count as much as academic qualifications which can be exclusive.	1



Improving our processes/Embedding diversity and inclusion	
Better clarity around WENs: Currently there is a lack of awareness of the WENs – how to join – who can join. WENs aren't always seen as bicameral/inclusive (for everyone not just the characteristic they support). Most common response to the question 'what is stopping you getting involved in the WENs' is 'Commons Bias.' There is a need to challenge this perception.	1, Raising awareness internally
Flexible working: There is a need for a policy because flexible working depends upon the attitudes of the manager involved, there is no consistent rule even within teams, more needs to be done to establish trust around this issue.	2018–2019
Performance management/Succession planning: There are currently no formal career ladder/progression/secondment opportunities. There are no real consequences for not completing appraisals, you still get paid your bonus despite HR statements. There are consequences for poor performance, on the other hand, we are also bad at nurturing/challenging and rewarding talent.	Action for HR
Exit interviews: Track why good people leave and where they go. In some instances it appears that women leave to seek promotion externally, whereas men seek promotion internally.	7



Staff Survey Results

Overall Demographic differences

Looking at job satisfaction amongst key demographic groups shows the following:

- Overall there was little variation by gender.
- Staff who have been at the Administration for less than a year are most satisfied (83%). Staff who have been at the Administration for more than 20 years are less likely to be satisfied than they were in 2014.
- Generally, satisfaction with the present job increases with job grade.
- BME staff are less likely to be satisfied than non-BME staff.
- Part time staff are more likely to be satisfied than those who are full time.

Deeper dive staff survey results

- **37% of female staff** (who replied to the survey) told us that they disagree with the statement “There are opportunities for me to develop my career at the Administration”.
- **39% of staff who identified as BME and 38% of female staff** told us they disagree with the statement “I feel the Administration acts fairly with regard to career progression/promotion” (compared to 33% non BME and 28% male).
- **20% of staff who identified as BME** told us they disagree with the statement “My line manager communicates staff views upwards to more senior members of staff” (compare to 6% non BME).
- **40% of people in the 16–34** age bracket told us they were dissatisfied with how the Administration deals with flexible working.
- **51% of people who identify as BME** told us they were dissatisfied with how the Administration deals with disciplinary issues (compared to 39% non BME).
- **70% of people who identify as gay or lesbian** told us they were dissatisfied with how the Administration deals with complaints about discrimination and/or unfair treatment by line managers or work colleagues (compared to 30% of people who identify as heterosexual).
- **21% of people with a disability** told us they disagree with the statement “I feel trusted to do my job well” (compared with 7% of people without a disability).



Case Study 1: Doorkeeper engagement project

Aim: To increase awareness of the Doorkeeper role and current vacancy, raise general awareness of House of Lords vacancies, also to reach BME (Black and Minority Ethnic) communities to address current under-representation.

Following a recruitment review within Black Rod's department, three improvements were recommended:

- Rewriting the job description and job advertisement using accessible language.
- Exploring new advertising channels – advertisement placed in publications which target the BME community.
- Social media I-stories – Current Doorkeepers explained their roles and these stories were published on the House of Lords channels.

Key areas: External awareness and recruitment.

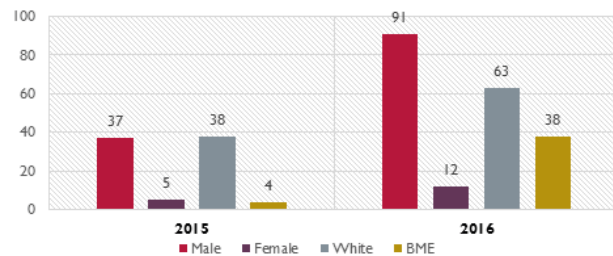
Conclusions

Engagement Data (from Facebook):

- Diane's story was seen by 7,785 people, with 230 reactions (Likes, loves, wows, etc), 30 comments, 21 shares.
- James's story was seen by 4,251 people with 114 reactions, 29 comments, 7 shares.
- Karen's story was seen by 3,099 people, with 66 reactions, 14 comments, 10 shares.

Impact: As of 7 February 2017, these posts remain some of the most successful on the House of Lords Facebook page in terms of engagement, with three of these measuring in the top ten all-time best posts when ranked by post clicks (number of times users clicked on each post). It's also worth noting that the only post we have had with higher clicks than Diane's story was a gallery of President Obama visiting the House of Lords.

Candidate pool for Doorkeeper Recruitment 2015 vs 2016



Comparing the 2015 Doorkeeper recruitment campaign to the 2016 Doorkeeper recruitment campaign we can see an increase in applications.

- Total number of applications in 2016: 103
- Total number of applications in 2015: 42
- 34 more applications from people identifying as BME
- Over 100% increase in applications from women



Case Study 2: Communications champion and internal communications

Aim: 1. Increase engagement in D&I activities and events across the Administration – testing existing communications channels. 2. Improve engagement within a specific area of the business (Committee Office project).

1. In January and February 2017, working collaboratively with the internal communications team to redesign and format the D&I content on existing communications channels, testing the effectiveness of this messaging and increasing the amount of D&I messages within these channels.
2. In February 2017 we began to trial the concept of a communication champion role. A volunteer from the Committee Office, Aaron Speer, has been actively tasked with receiving D&I messages and transmitting these within his team via email, team meetings and posters/campaign material distribution within communal areas.

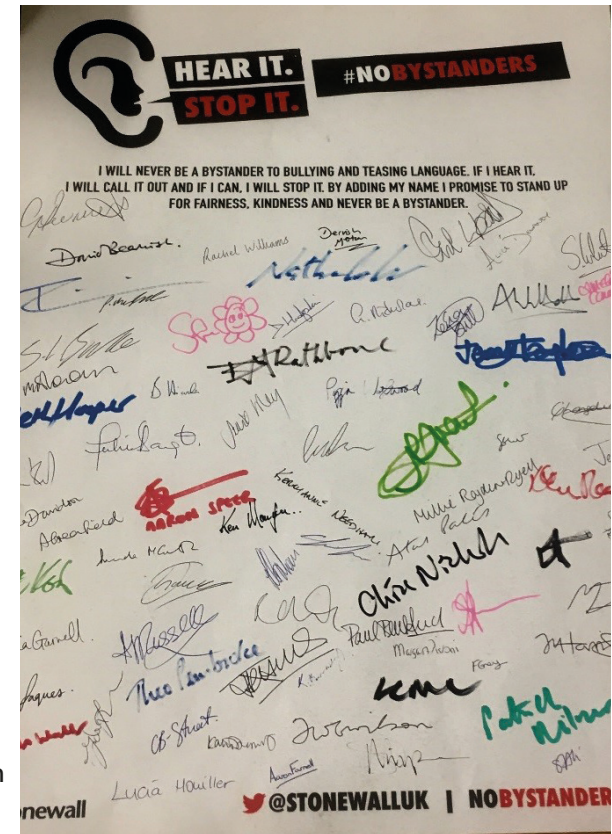
Key areas: Raising awareness internally.

Impact:

- **D&I stories** increased within issues of ‘House of Lords Weekly News’. Six stories (almost 1 per 6/7 issues) between January and February, compared to 1 story (1 out of 5) between November and December. This has seen a measurable impact in that the two events publicised within Weekly News have seen significant spikes in Lords attendance and engagement. Most notably, February’s Role Models Lunch and Learn, attracted 28 attendees from the House of Lords including the attendance of one Peer.
- **Communication champion role.** Since the champion has been in place we have reported a significant increase in engagement. One measureable area has been Stonewall’s ‘No Bystanders’ pledge, which, since being in the Committee Office has seen an increase of 25 new signatures. The pledge poster is now touring Lords offices and venues, giving colleagues an opportunity to sign up. The Committee Office also attended ParliOUT’s quiz night event as a team.

Conclusions

D&I messages are being received by Lords staff via existing channels and have a positive effect on engagement, however there are some areas of the business which are not reached or engaged by these channels - areas such as catering and retail services. In these areas communication champions will be vital in establishing a clear, accessible and inclusive two way communication channel.





Case Study 3: Staff survey analysis

Aim: Include staff in consultation, ultimately improve working conditions for staff, the key indication of this being improved staff survey results.

Within the Finance Team time was set aside for all staff to voluntarily attend a facilitated discussion focusing on their responses to the staff survey. The staff survey is an opportunity to obtain an understanding of how the team is feeling about their specific area and the Administration as a whole. Following this facilitated discussion, staff provided context and ideas of how scores could improve, especially for the question relating to discrimination and fairness.

Key areas: Improving our processes/Embedding diversity and inclusion.

Impact: During the facilitated discussion, notes were taken and staff created an action plan. This action plan was subsequently sent to the Director of the department. The four outcomes were:

- Management to respond to annual leave request – completed.
- Home working – with staff input, work has begun on developing a transparent policy.
- Communication and awareness – in order to promote better communication and awareness of when staff are on duty an action plan will be taken forward on this and results monitored within six months.
- Progression – By the end of March the Head of Finance will hold a discussion and invite views on job shadowing/rotation/sharing on a voluntary basis, within Finance and with other related teams.



WELCOME TO OUR HOUSE



For one of the oldest organisations in the UK, the variety of modern career opportunities at the House of Lords may surprise you.

The range of jobs in our remarkable setting allows people to contribute from day one and develop over the long term.

So if you'd like to play your part in the life and work of our House, we'd love you to join us.

Working on our employer brand

During February 2017 D&I and HR worked to produce this leaflet. 'Welcome to our House' is an invitation to be included and a clear message about the type of employer we want to be seen as.

This leaflet moves away from previous materials which have incorporated images of the Palace and the Portcullis symbol, into people based storytelling. By including a diverse set of real staff images, we aim to promote the idea that the House of Lords has a diverse mix of people. The text explains that there are a wide range of vacancies available.

This leaflet isn't perfect, creating a bank of staff photos to be used in campaigns such as these will improve the quality of materials we can produce. There are currently no images of colleagues working in Facilities, Catering and Retail, Finance or Hansard, for example.



Item	Expected cost	Work stream
Inclusive Leadership Training, proposal submitted to the Clerk of the Parliaments Office (external facilitation/development costs)	£3,500 plus VAT	Leadership
Create a photo bank of pictures of staff to be used in promotional materials/campaigns and people initiatives both internally and externally	£500 (based on 1 day photographer costs)	Raising the Profile
Design costs: Intranet pages, banner stands, notice boards, design of staff version of D&I strategy, People Pledge booklet design	Ad-hoc costs from internal design team £2,500 (based on £100 per 5 hours of design costs and print costs of £30 per 300 A5 leaflets and £130 for 300 A4 booklets) Costs of banner stand production and noticeboards roughly £500 plus VAT Costs of poster campaigns and booklets £3,000 Total: £6,000	Raising the Profile
In House: Stonewall allies programme	£2,625 plus VAT	Development and Retention of Talent
Recruitment costs: cost of job advertisements on various channels	HR operations budget: work with the team to understand what might be appropriate	Recruitment
D&I compulsory training/Disability confidence training	L&D budget	Development and Retention of Talent
Cost of external benchmarking to be worked out between HOC and HOL	TBC: Likely to be £1,500 per Parliamentary benchmark with higher cost for Lords-only submission. Stonewall is dependent on Commons' decision to work jointly on this or not and resources may be a factor if Lords submit separately. *Not included in final total	Raising the Profile
Dyslexia Assessments	£680 per assessment – HR budget	Development and Retention of Talent
Parliamentary Induction video: now that L&D are working jointly with the Commons, a D&I section of induction needs to be designed, because of the frequency of joint inductions a film would be the preferred media. Cost to be split with the Commons.	Estimated: £1500 – Lords share of the total cost	Improving our processes
External memberships e.g. Stonewall, Inclusive Employers: to keep up to date with best practice, increase external recognition	Estimated: Business Disability Forum Membership £3,500, plus a one-off joining fee of £750 plus VAT, Inclusive Employers Membership £1,350 plus VAT, Stonewall TBC. This cost will be incurred each year to renew memberships.	
Contribution to WENs budget	£8000 (£2000 per WEN 2016–2017, same amount distributed between 5 WENs) *Not included in final total comes from central budget already allocated	WENs (all work streams)
Estimated Total	£19,475 (plus VAT on some items)	

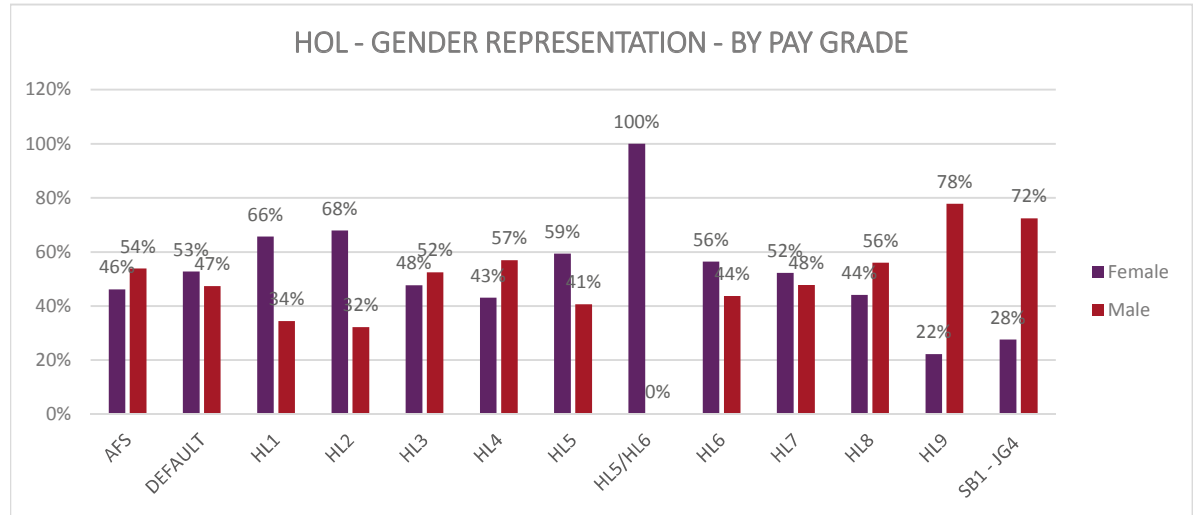
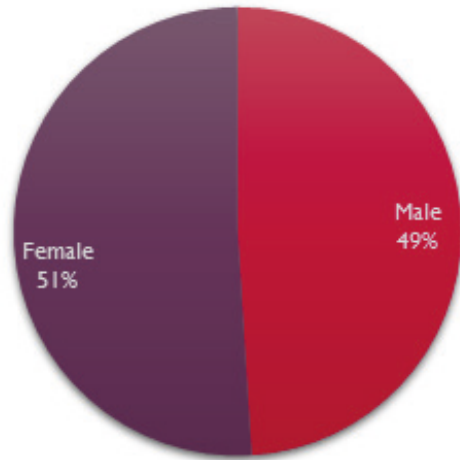
There will be department-specific interventions, such as courses on 'banter' and inclusive communications, which can be requested at the discretion of the Head of Department. In cases such as these where an external trainer would be needed the cost will be covered by the department.



Gender

In terms of gender the Administration is almost exactly gender balanced. However, women are under-represented at senior grades and over-represented at lower grades, ideally this percentage would be consistent and proportional across the grades.

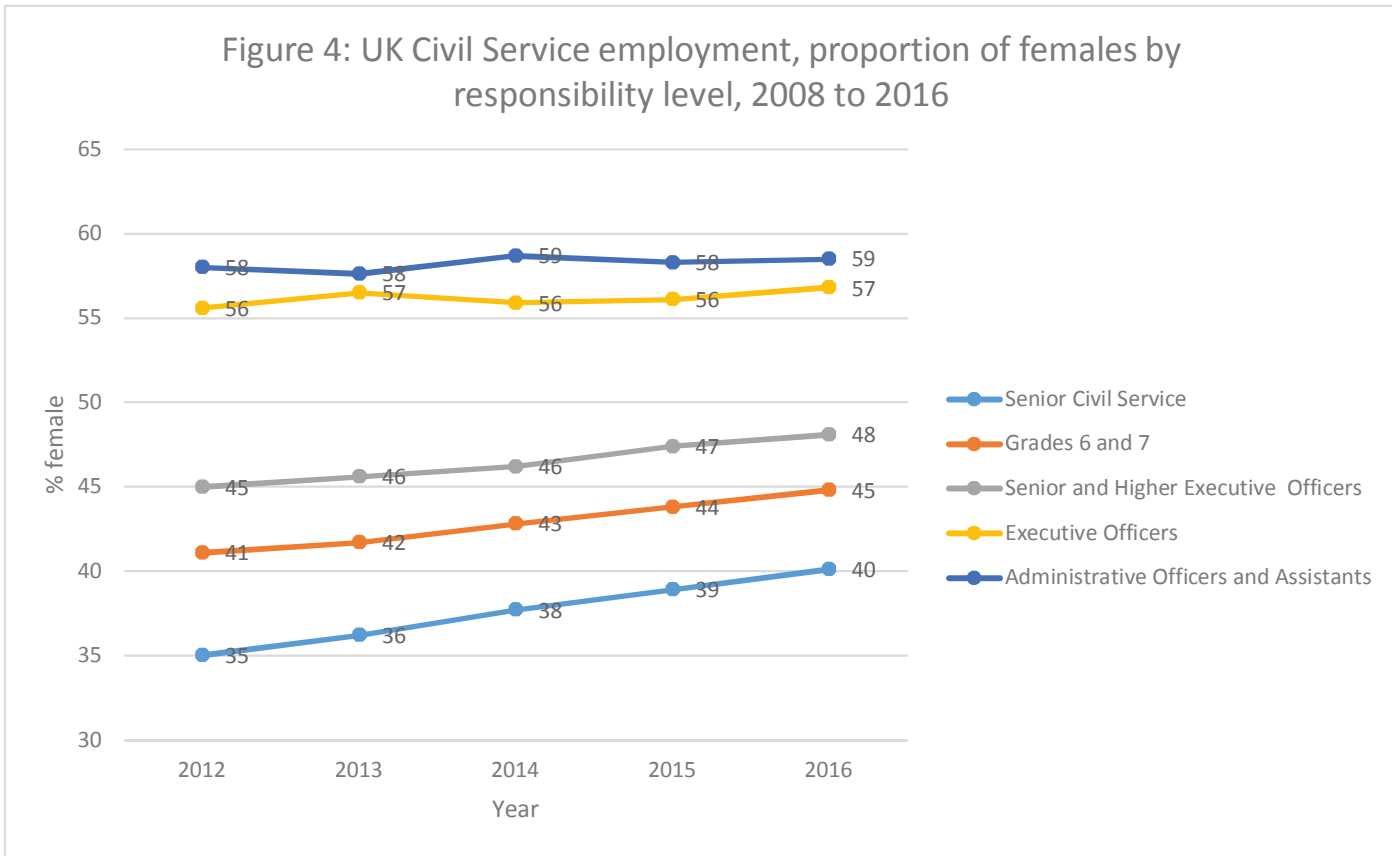
GENDER REPRESENTATION WITHIN THE ADMINISTRATION





Gender representation across the Civil Service

Figure 4: UK Civil Service employment, proportion of females by responsibility level, 2008 to 2016

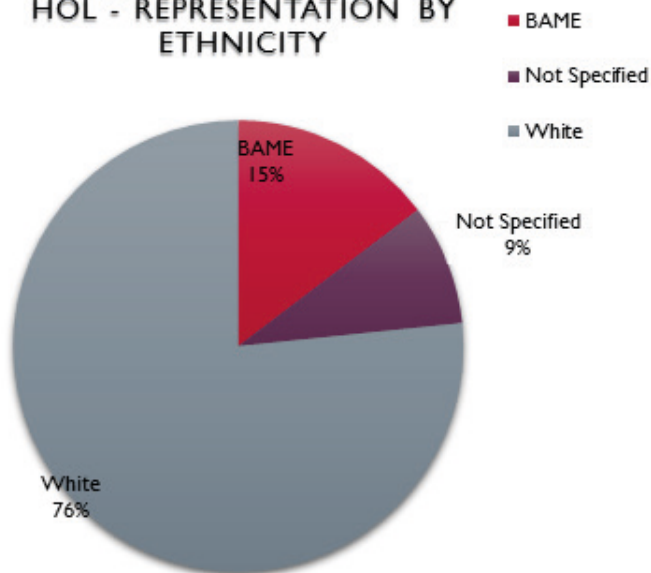




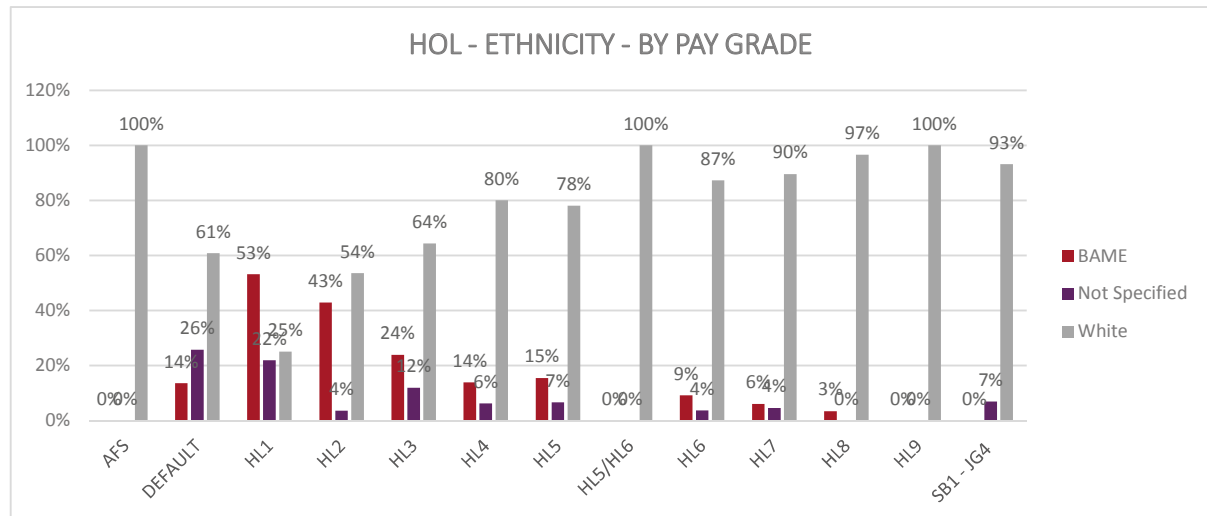
Ethnicity

It is concerning that 9% of the Administration has either chosen not to disclose their ethnicity or it has not been captured. In terms of representation we are under-represented in terms of BME staff. Our main recruitment pool is located within London which, according to the UK census 2011, is only 59.8% White and 40.2% BME. As with gender, most staff from a minority ethnic background are under-represented at higher grades and over-represented at the HLI and HL2 grades. Civil Service Comparison – of the Civil Service employees as of 31 March 2016 who declared their ethnicity, 11.2% were from an ethnic minority. At 31 March 2016, 12.8% of employees at Executive Officer responsibility level and 11.7% at Administrative responsibility level were from an ethnic minority. In comparison, 7.0% of those at the Senior Civil Service level were from an ethnic minority.

HOL - REPRESENTATION BY ETHNICITY

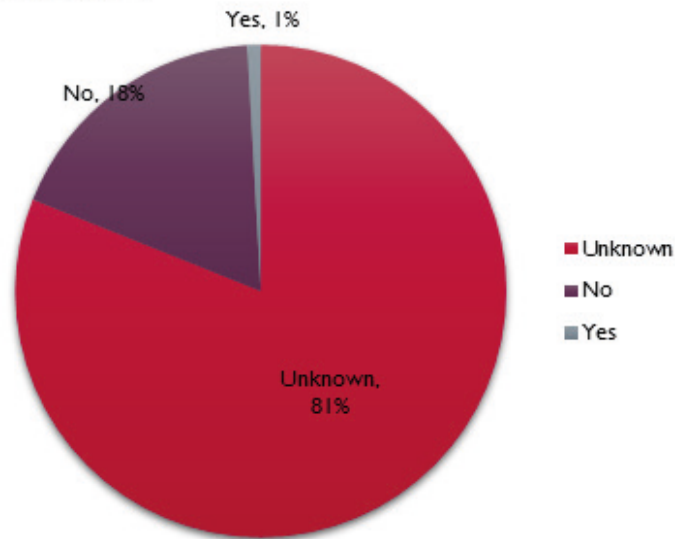


HOL - ETHNICITY - BY PAY GRADE

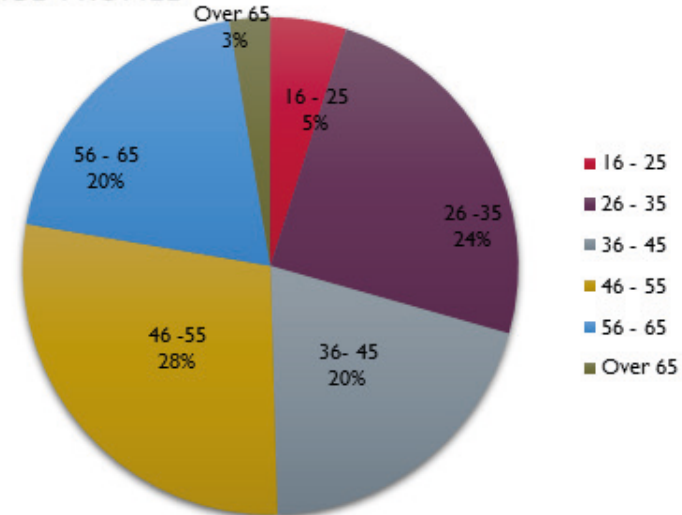




DISABILITY



AGE PROFILE



The Disabled community is under-represented within the Administration. Nationally, 19% of working age adults identify as having a disability (Disabled Living Foundation statistic). The most pressing issue is that we are currently unclear about the disability status of 81% of the Administration. Civil Service comparison: on 31 March 2016, showed 9.2% of civil servants who declared their disability status were disabled. The proportion of employees with a declared disability was greater in lower responsibility levels. At the Administrative responsibility level, 10.1% of employees who declared their disability status were disabled. This compares with 4.7% of employees at Senior Civil Service level.

In terms of age profile, 20% of the Administration is aged between 56-65, which could become an organisational risk should a large proportion of people retire within the next five to ten years.

*Note on improving our processes: we do not have complete or accurate records on sexual orientation or data around religious affiliations of our staff.



Workplace Equality Networks



Workplace Equality Networks:

WENs provide an opportunity for groups of people to discuss and consider issues relevant to their situation or of interest to them. In particular, WENs can be useful forums for groups protected by equality legislation.

Parliamentary Workplace Equality Networks will support this action plan in a number of areas:

- By utilising their vast membership bases, our equality analysis process will be more robust.
- WEN membership will provide consultation points when creating new initiatives and materials such as our People Pledge.
- WENs will support D&I in consulting externally for best practice around data reporting.
- WENs will continue to raise the profile of D&I, both internally and externally.