



CCWATER DIVERSITY & EQUALITY INCLUSION SCHEME 2018

This policy sets out how we will fulfil CCWater's responsibilities under the Equality Act 2010 and meet our legal obligations under the Public Sector Equality Duty and most importantly how we will integrate action on diversity and equality into how Consumer Council for Water (CCWater) operates and does business.

It provides information on how we will integrate this in relation to our people and our work. It sets out how we will measure and report on our performance on an annual basis, and provides a high level action plan for how we will deliver this.

These are our priorities

1. Ensuring our policies, projects, programmes and processes show due regard for diversity and inclusion and consider the impact of decisions on under-represented groups
2. Training interview panels in tackling unconscious bias in HR decisions (with a focus on recruitment, progression and performance management)
3. Improving the methods, policies and processes supporting recruitment, selection and attraction to ensure they are effective in recruiting a diverse workforce
4. Promoting inclusive behaviours by leaders, managers and individuals
5. Avoiding discrimination, bullying and harassment
6. Improving declaration/self- disclosure rates and equality, diversity and inclusion data
7. Maintaining the process and delivery of reasonable adjustments in accordance with our recruitment and sick absence policies.

Why do we want this?

There are moral, legal and business reasons for ensuring CCWater is an equal, diverse and inclusive (EDI) organisation.

An EDI organisation is one where: people feel included and supported, innovation and creativity are enabled, organisational performance is high and customer service and organisational reputation are excellent.

People feel

- Valued and included at work for who they are
- Supported by colleagues, line managers, Executive team and Board
- Confident that behaviours and policies are fair and inclusive
- Respected and safe from prejudice, stereotyping, bullying, harassment and discrimination
- Reassured that all forms of non-inclusive behaviours contrary to CCWater's values are challenged

Innovation and creativity are being enabled by:

- Celebrating different perspectives which inform the development of new or enhanced services in CCWater
- An open culture which supports individuals to take on new opportunities and work creatively
- Embracing diverse ways of working - e.g. flexible working, job sharing

Individual and organisational performance is high because:

- Support is provided for all individuals to realise their full potential
- There is higher individual wellbeing, engagement and, in turn, higher productivity
- CCWater values and inclusive behaviours are shared
- The selection and development of people is effective in ensuring individuals with the right skills are in the right role at the right time
- An open culture enables the organisation to be more agile and respond to change

Service to customers*, and stakeholders is outstanding because:

- We are representative of those we serve
- We better understand and relate to their needs
- We communicate more effectively with them
- We are more inclusive of their diverse perspectives
- We have organisational standards they can identify with

*Where we refer to customers we mean water and sewerage consumers

Information on the gender, disability and ethnicity of CCWater's public appointees is published as part of the annual Public Bodies report on Gov.UK

*Unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness.

An excellent organisational reputation is being achieved by:

- Demonstrating inclusive practices both internally and externally
- Generating consistently positive employee feedback
- Working with communities on the basis of mutual respect to achieve outcomes of mutual benefit
- Supporting initiatives which take diverse perspectives into account

The outcome of this will be:

- Increased employee satisfaction and retention as employees will feel valued respected and included
- A creative, responsible, agile and innovative workforce
- A high performing organisation delivering an efficient service
- Customer needs and issues that are understood and engaged with, leading to better results
- Improved working relationships with customers and stakeholders, and a reputation that attracts talent and engages other people

Our strategy - four themes to create an EDI place to work

1. Respect: We respect others

We will have succeeded when

- All employees treat each other with respect
- Employees do not experience discrimination, bullying or harassment because of their individual differences
- We recognise and value everyone's individual contribution
- Employees feel confident in challenging disrespectful behaviours

We will do this by

- Setting clear standards of behaviour
- Raising awareness of discrimination, bullying, harassment and its impacts
- Encouraging employees to report these things. Treating allegations seriously and investigating them thoroughly. Taking action when proven
- Enhancing management confidence and capability in dealing with discrimination, bullying and harassment
- Promoting inclusive behaviour by managers and employees

We will measure this by

- Regularly reviewing data from annual employees survey, monitoring data, declaration rates and HR reports

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- Analysing any other relevant data, e.g. leavers interviews, employee feedback, and efficiency of implementing workplace adjustments
- Evaluating HR policies, inclusion work and workforce plans/projections

2. Include: We promote inclusive behaviours and use our data to drive any necessary workplace improvements

We will have succeeded when

- Everyone in CCWater demonstrates clearly defined behaviours promoting inclusion
- Everyone in CCWater feels included and happy to be at work
- CCWater is recognised internally and externally as a good place to work
- Our workforce reflects the UK's economically active population

We will do this by

- Raising awareness of inclusive behaviours and promoting inclusive leadership
- Identifying any barriers to creating an inclusive workplace
- Enabling employees to share their diversity data confidently and securely
- Creating a fully accessible workplace by ensuring workplace adjustments are in place quickly and effectively
- Advertising roles on a variety of sites and using different media

We will measure this by

- Regularly reviewing data from annual employees survey, monitoring data, declaration rates and HR reports
- Analysing any other relevant data, e.g. leavers interviews, employee feedback, and efficiency of implementing workplace adjustments
- Evaluating HR policies, inclusion work and workforce plans/projections
- Benchmarking against Office of National Statistics (ONS) data

3. Support: We ensure everyone is supported in the workplace to achieve their full potential

We will have succeeded when

- When making public appointments Defra and Welsh Government, where possible, they reflect the general population
- Our Board, Executive Team, managers and employees are diverse and reflective of the communities we represent
- Our employment and development opportunities are accessible to everyone
- Our employees feel supported in their career development
- All policies & practices show due regard for EDI and risks relating to unconscious bias and barriers are mitigated

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- Maintaining a fair, transparent selection process that brings out the best in people and attracts new talent
- Exploring the use of apprenticeships to attract and support talented people and provide opportunities for our existing employees to develop
- Recognising and developing the potential of all
- Ensuring all who participate in selection phases of recruitment or in managing performance, complete unconscious bias training
- Considering mentoring opportunities and offering the chance to both learn from and develop their employees
- Creating a fully accessible workplace by ensuring workplace adjustments are in place quickly and effectively

We will measure this by

- Regularly reviewing data from annual employees survey, recruitment data, and uptake of learning & development opportunities
- Analysing qualitative indicators such as feedback from employees, take-up of, and feedback from any career support or mentoring
- Evaluating HR policies and impact on under-represented groups

4 Engage: We engage with others

We will have succeeded when

- Our employees understand and embrace the EDI principles, consistently applying the four themes in all they do
- Our employees see our Exec team, Board and all employees actively demonstrating key EDI messages
- CCWater is positive in its recognition of under-represented groups
- We attract and retain people from the widest range of under-represented groups
- We represent and treat all consumers who come to us in a fair, equal and transparent way irrespective of race, disability, gender, sexual orientation, gender reassignment, religion or belief, age, pregnancy & maternity and marriage & civil partnerships.
- We respond politely and efficiently to all consumer contact and treat consumers in the manner that is appropriate to them
- Customers feel that their individual needs are valued and met

We will do this by

- Encouraging employees to use volunteering to build stronger links with the communities we represent
- Holding open and constructive conversations with employees at employees events and via the Employees Council
- Using all available forms of media, including social media (e.g. Twitter, Linked in) to communicate to the widest audience

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- Enabling accessible, open channels of communication with customers (customer groups)
- Communicating with customers in their preferred language , using translation services where appropriate or necessary in accordance with statements on our website

We will measure this by

- Regularly reviewing quantitative data from annual employees survey and communications data (e.g. online activity)
- Analysing qualitative indicators such as feedback from employees **and** customers
- Analysing engagement with publicity campaigns (and feedback fed in to HR)
- Evaluating HR policies and analysis of any impact on under-represented groups

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