



EQUALITY, DIVERSITY AND
INCLUSION STRATEGY
2021-25

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You can find more information about equality and diversity within the Care Inspectorate on www.careinspectorate.com or you can email equalities@careinspectorate.gov.scot. This report is available in alternative formats on request.

FOREWORD

I am delighted to introduce our Equality, Diversity and Inclusion Strategy 2021-2025. It expresses our vision, commitment, and priorities for the next four years and outlines what we want to achieve together.

We have consulted widely on this ambitious and bold strategy, involving our equality groups, leadership teams and members of our Board. We continue to promote the importance of rights, equality and diversity throughout our work, and acknowledge that there is more still to do. By achieving the outcomes of this strategy over the next four years we will build a diverse and inclusive organisation – one that is reflective of the people of Scotland.



Peter Macleod
Chief Executive

"Everyone is a person first and an employee second. We must be careful not to see the function or role instead of the person. It is so important to recognise individuality as we have many diverse layers which makes us who we are."

For people to do their best work, they need to be seen as individuals, listened to, to feel safe and know that they matter. During 2020, we learned more about each other as individuals, about our home life, our families, our childcare requirements, caring responsibilities, our health and our values and how all of these interconnect with our working lives. It's been great to share these parts of ourselves with our colleagues and to feel safe to ask for support and help as we've been working in different ways. We will now build on this as we move forward."

Edith Macintosh
Executive Director of Strategy and Improvement and Deputy Chief Executive

"At the Care Inspectorate, we value, celebrate and embrace, equality, diversity and inclusion. For us it goes beyond our legislative requirements - it's at the heart of who we are and everything we do. A supportive and inclusive culture is everything - and we believe equality, diversity and inclusion is everyone's responsibility. Our strategy will help everyone to recognise it is part of every role across directorates, and everyone has a part to play. There is no place for indifference if we are to reduce inequality."

Kevin Mitchell
Executive Director of Scrutiny and Assurance



INTRODUCTION

We have aligned this strategy with our current [Corporate Plan 2019-2022](#), which contributes to realising our vision for world-class care for everyone in Scotland. Every person, in every community, should experience high quality care and support that tailors to their rights, needs and wishes. As a scrutiny body with a duty to further improvement, we will continue to use the Health and Social Care Standards to support conversations that put people at the centre.

These conversations will increase awareness and understanding of equality, diversity and inclusion and result in improvements in the care that people experience. To do this, we will work with people from diverse backgrounds to make decisions that are representative of different perspectives and their lived experiences within Scotland.

Our belief is that by creating an organisational culture where everyone feels included, respected and valued, we will achieve the best possible outcomes for people who experience care. It is important that we have a solid foundation of promoting equality, diversity and inclusion within our organisation. It is equally important that we do so with the care services and providers that we regulate and support.

BACKGROUND AND CONTEXT

Equality, diversity and inclusion matters to:



Promoting equality, diversity and inclusion is necessary because of its positive impact on the organisation and our society.

What we mean by equality, diversity and inclusion

It is important that we all understand the language around equality, diversity and inclusion. Here are some common terms that we use:

 <p>EQUALITY</p>	 <p>EQUITY</p>	 <p>DIVERSITY</p>	 <p>INCLUSION</p>	 <p>BELONGING</p>	 <p>INTER SECTIONALITY</p>
<p>Equal treatment/ creating the same opportunities for everyone</p>	<p>Focusing on fair treatment, equal opportunity and equal access to resources.</p> <p>Ensuring everyone has the same positive outcomes</p>	<p>Welcoming difference not just protected characteristics.</p> <p>Everyone is unique; we want everyone to be their whole and best self</p>	<p>Everyone can thrive, grow and learn to fulfil their potential so that they can contribute and participate</p>	<p>Eradicating that 'onlyness' feeling</p>	<p>Some people experience deeper discrimination or disadvantage than their peers because their identities reflect multiple forms of diversity</p>
<p>Does everyone have the same level of opportunity to access the room?</p>	<p>Who is trying to get in the room but can't?</p>	<p>Who is in the room?</p>	<p>Has everyone's ideas been heard?</p>	<p>Do we feel we belong in the room?</p>	<p>Are some rooms easier to get into than others? Do you need to be in more than one room or do you wish the rooms would interconnect?</p>

Equality

Equality is about ensuring that every individual has an equal opportunity to make the most of their life and their talents. It is also the belief that no one should have poorer life chances because of the way they were born, where they come from, what they believe, their life circumstances or whether they are disabled. Equality recognises that historically certain groups of people with protected characteristics (or with particular life circumstances) have experienced discrimination or disadvantage. Equality is about ensuring people are not treated differently or discriminated against because of their protected characteristics or life circumstances.

Equality of opportunity

Equality of opportunity is about ensuring everybody has an equal chance to take up and to make full use of the opportunities on offer to fulfil their potential.

Equity

Equity is providing various levels of support and assistance depending on specific needs or abilities. It goes beyond equal opportunity and encompasses the distribution of resources in a way that ensures everyone is treated equally.

Diversity

We are all different. We come from different backgrounds, have different family structures and relationships, come from different geographical places, have different religious and belief systems and see and experience the world differently. Diversity is about positively valuing and harnessing these differences. Diversity allows for the exploration of these differences in a safe, positive, and nurturing environment. It means understanding one another by moving beyond simple tolerance to ensuring that people truly value difference. This allows us to embrace and to celebrate the richness of diversity.

Inclusion

Everyone has a right to be included and everyone has a responsibility to include others. Inclusion refers to a person's experience and is the extent to which they feel valued and included. Inclusion also brings with it a sense of belonging. People feel a level of supportive energy and commitment from others so that they can be their best. Inclusion is not involving everyone in everything!

Intersectionality

Viewing the lives of individuals as overlapping across inequalities related to race, sex, gender identity, sexual orientation, socio economic status, or religion. It allows us to better understand that we do not exist in silos. Some people experience multiple discriminations within a society where multiple inequalities continue.

"Diversity is the mix;
inclusion is making the
mix work"

Andrés Tapias



The legal framework

In our dual role as a scrutiny and quality improvement body and an employer, we are committed to meeting our legal obligations and promoting equality and diversity in all aspects of our work.

The Equality Act 2010 covers nine equality strands which are called 'protected characteristics'.



The General Equality Duty (Section 149) of the Equality Act 2010, requires public authorities, including ourselves, to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not
- foster good relations between people who share a protected characteristic and those who do not.

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 helps public bodies in Scotland, including us, to support the better performance of the General Equality Duty. The Specific Duties require us to:

- publish equality outcomes and report progress
- equality impact assess all new and existing policies
- gather and use employee information
- use information on the protected characteristics of members (board and management)
- publish gender pay gap information
- publish statements on equal pay
- consider award criteria and conditions in relation to public procurement
- publish in a manner that is accessible.

In line with the four-year reporting cycle, our equality outcomes will cover the period from 2021-2025.

As a Scottish non-departmental public body, and an organisation whose decision-making impacts significantly on children, young people, and families, we have wider responsibilities in terms of children's rights, corporate parenting, and human rights. It is important that these are not seen as discrete and separate areas of work. We have integrated these into our equality outcomes.

We will do much more than meet our statutory obligations – we will create an environment where we embrace difference so individuals can flourish. We want everyone to understand the importance of sharing a common purpose when building equality, diversity and inclusion.

Equality, diversity and inclusion within our wider strategic framework

Equality and diversity is a key principle of the [Corporate Plan](#). Our [Strategic Workforce Plan](#) also has a range of planned activities that support equality, diversity and inclusion.

'We want to attract, retain and develop the best talent and give every individual in our workforce the opportunity to progress...Increasing the diversity of our people will ensure that we have best practice from across all sectors and improve the quality of all our work to support world class care. This will also support us to achieve a more representative balance in our workforce profile in terms of all protected characteristics... We want to ensure every talented individual has the opportunity to apply and compete for our roles and make sure that we have the most skilled and capable people'.

Extract from Strategic Workforce Plan

Our [Partnership Agreement](#) also states that:

'The Partnership Forum will work to implement the principles of the Equality Act 2010 in all it does to ensure all employees are treated fairly and with respect. The agreement supports the principles of the Fair Work Framework and its values which are effective voice, opportunity, security, fulfilment and respect'.

How we integrate equality, diversity and inclusion into our work

We understand that to create a truly inclusive environment requires the integration of inclusion and diversity into policies, processes and the wider organisation.

We undertake equality impact assessments of our wider organisational practices and processes. In addition to consultation and intelligence gathering, we use the Scottish Government's Equality Evidence Finder to help make effective and inclusive decisions about our policies and processes.

We hold a unique position as both an employer and a scrutiny and quality improvement support body. This means we are responsible for overseeing equality issues while carrying out our scrutiny and improvement support functions. We look at how care service providers carry out their equality duties and improve the quality of care they provide, where this is required.

All our scrutiny and quality improvement support work is informed by the [Health and Social Care Standards: My Support, My Life](#). These are the standards of care that everyone has a right to expect, based around five main outcomes:

1. I experience high quality care and support that is right for me.
2. I am fully involved in all decisions about my care and support.
3. I have confidence in the people who support and care for me.
4. I have confidence in the organisation providing my care and support.
5. I experience a high-quality environment if the organisation provides the premises.

We continue to embed the Health and Social Care Standards in our work, which puts human rights principles at the heart of what we do. The following Standards are relevant to general human rights, but there is crossover with equality legislation:

1.1 I am accepted and valued whatever my needs, ability, gender, age, faith, mental health status, race, background or sexual orientation.

1.2 My human rights are protected and promoted and I experience no discrimination.

1.37 My meals and snacks meet my cultural and dietary needs, beliefs and preferences.

2.3 I am supported to understand and uphold my rights.

4.1 My human rights are central to the organisations that support and care for me.

4.4 I receive an apology if things go wrong with my care and support or my human rights are not respected, and the organisation takes responsibility for its actions.

Our work also supports the United Nations Convention on the Rights of the Child. The Convention sets out the civil, political, economic, social and cultural rights that all children are entitled to.

Our progress

Our recent progress is summarised in our [Equality Outcomes, Mainstreaming Report and Action Plan 2021](#). It includes the following highlights:

- completing/progressing all 23 actions in the above report (for our equality outcomes 2017-2021)
- creation of new equality outcomes 2021-2025
- embedding the Standards in our scrutiny and quality improvement support work
- working with external partners to promote equalities and human rights including the Scottish Human Rights Commission
- developing a new children and young people complaints text service which supports equity of access to our services.

- designing and implementing the equalities training for our Board, managers, workforce and new employees
- revising the equality impact assessment process
- improving the new equalities questions on My View - which resulted in staff disclosures increasing by 85%
- signing up to become a Stonewall Diversity Champion
- achieving the shortlist for the Proud Scot Employer Award (Large Business)
- LGBT Youth Scotland validation of our good progress, recommending that when we apply for re-accreditation, we aim for the gold award
- pledging our support to the First Minister's National Advisory Council on Women and Girls and holding our first 'wee circle'.

We are in the early stages of our diversity and inclusion journey, and we want to build on our progress.

Our commitment to equality, diversity and inclusion

We all have the right to be proud of who we are. This means to be respected, and to live our lives without fear of discrimination based on the colour of our skin, who we love, our religion or faith, whether we have a disability, our age, sex or any aspect of our background. People who experience care also have these rights and have the right to be treated fairly and with dignity and respect. Promoting a culture of equality, diversity and inclusion is at the core of what we believe.

We have summarised our beliefs into seven commitments:

1. We ensure that all our work reflects the voice of people who experience care
2. We promote fairness, equality, diversity and inclusion in all that we do
3. We promote dignity and respect and human rights for all
4. We recognise and value individual differences and the contributions of all
5. We treat people fairly and according to their needs
6. We have a zero-tolerance approach to all forms of discrimination, harassment, bullying or victimisation
7. We have a culture where everyone feels valued and included.

We respect and value the diversity of our staff and volunteers. We are committed to tackling the inequalities and exclusion experienced by many groups who have protected characteristics and other groups who face disadvantage and exclusion.



We are a values driven organisation. This means our values inform and guide everything we do which at times may mean having uncomfortable and courageous conversations.

1.

Person-centred

we will put people at the heart of everything we do

2.

Fairness

we will act fairly, be transparent and treat people equally

3.

Respect

we will be respectful in all that we do

4.

Integrity

we will be impartial and act to improve care for the people of Scotland

5.

Efficiency

we will provide the best possible quality and public value from our work

The most important people to uphold and support the needs of creating an inclusive culture are all of us. We all have power and influence, and we all have a positive contribution to make. From an employer perspective, a behaviour shift only occurs where employees become allies to their co-workers and champion these efforts as part of our organisational culture. We all have a collective responsibility to look at our own behaviours and biases, respectfully challenge our own behaviour and the behaviour of others. This extends to working with people in other organisations.

OUR VISION

Our aspirations and commitments are also core principles of the Scottish Government's National Performance Framework. Our work specifically supports the following outcome:

"We respect, protect and fulfil human rights and live free from discrimination."

Our vision is firmly focused on improving the quality and experience of care and we take a human rights-based approach to tackling inequalities. We will continue to embed the Standards in our scrutiny and quality improvement support work and increase the volume of external equality, diversity and inclusion activities we undertake. This involves consultation and engagement, to ensure our work is shaped by what people experiencing care and their families tell us. We will use information alongside the other intelligence that we gather to drive improvement.

We will collaborate internally and externally and hold engagement activities to demonstrate our commitment to enabling and promoting equality, diversity and inclusion. We will do this in our role as an employer and as a regulator.

We are committed to:

- accelerating diversity and inclusion
- creating a workplace where all our people feel that they belong
- valuing difference
- creating an environment where people feel safe to be their best authentic selves
- showing kindness and compassion which results in people feeling valued, respected, and supported
- creating opportunities for conversations about equality, diversity and inclusion so people can share their views, feel heard and be part of action that is taken
- understanding the importance of equality and diversity in our work, interactions and relationships with others.

Our goal is to be recognised as an inclusive, progressive employer of choice, where our culture enables all our colleagues to thrive.

We believe in an inclusive work environment where:

- everyone is able to be their best self, and no one feels the need to suppress who they are
- the best ideas and insights come from diverse teams, which improves our organisational effectiveness
- the feeling of belonging drives employee engagement, improves staff retention and individual employee performance
- our values enhance our organisational reputation and helps us to attract new talent.

It is important to strengthen our equality, diversity and inclusion efforts so that we can attract, develop and retain people with a diversity of skills, knowledge and experience. This will ensure people experience higher quality care that is person centred and which meets their individual needs.

OUTCOMES

Turning our strategy into action

We will raise awareness of our strategy to integrate it into workplans across the organisation. This will align it fully with our strategic objectives and ensure that progress is monitored.

The following equality outcomes will guide our efforts.

Equality outcome 1

We will collaborate with providers of care and other stakeholders to develop and evaluate quality illustrations* in our quality frameworks.

These will:

- include equality, diversity and human rights
- aid discussion and understanding between inspectors and care service providers
- promote a self-evaluation process for continuous improvement.
- ensure people experience high-quality care and support that is compassionate and tailored to their rights, needs and wishes.

* Quality illustrations are a tool that we use to support care services to self-evaluate and are part of our external quality assurance activity. We have illustrations of what very good quality would look like, and what weak quality would look like. We have quality frameworks to evaluate the quality of care during inspections and improvement planning. The frameworks reflect the Health and Social Care Standards and our expectations.

Equality outcome 2

We will increase involvement opportunities for care experienced people who are:

- younger
 - older
 - disabled
 - minority ethnic
- and for
- families and carers of people experiencing care
 - volunteers
 - national stakeholders to get involved with our work.

This will influence and improve what we do so that people in these communities have a better experience of care.

Equality outcome 3

We will seek to increase the number of Care Inspectorate disabled employees and employees from the minority ethnic community. We will increase applications by 5% for each. We will also increase the number of employees who share their equalities information with us to over 90%.

SUMMARY OF OBJECTIVES

As well as progressing the work planned against our equality outcomes, we will continue to be proactive in the following areas.

- Mainstreaming against our legal responsibilities under the Equality Act (2010).
- Mainstreaming equality as a scrutiny and improvement support body.
- Mainstreaming equality as an employer (for example, through our work with Age Scotland, LGBT Youth Scotland and Stonewall).
- Equality work with external partners.
- Workforce equality monitoring.

We have also identified additional actions in the supporting action plan. We will share our annual equalities progress report with our Board in April 2022, and publish our next equalities mainstreaming report in April 2023.

Achieving progress against this action plan requires cross-organisational collaboration and co-ordination. The leader are accountable for delivering the equality commitments in their areas of responsibility. On a day-to-day basis the equalities professional adviser supports us in guiding, implementing, and meeting our legal responsibilities under the Public Sector Equality Duty.

We will measure our progress against this strategy in the following ways.

- Continue to gather and analyse data about our workforce profile and HR processes, and compare this against our current baseline
- Develop metrics that measure inclusion and include them in our employee engagement surveys
- Gather and analyse qualitative feedback through our employee engagement channels (for example, the Corporate Equality Group, LGBT Champion Charter Group, Yammer, emails and meetings etc.)



'Due to the events that unfolded during 2020 there has been a social movement that has accelerated conversations on equality, diversity and inclusion and we are keen to harness this to create an environment for change. We believe this strategy and the supporting action plan will help us to move forward to ensure these challenging, authentic and powerful conversations can continue. We want to fully integrate equality, diversity and inclusion into all that we do and to take forward our learning from the pandemic'.

Peter Macleod
Chief Executive, Care Inspectorate



EQUALITY, DIVERSITY AND INCLUSION ACTION PLAN

Number	Action	Links with other work/legislation (where applicable)	Lead(s)	Timeline	
				Start	End
1	Identify individuals to develop quality illustrations	Equality outcome 1	Working group to be set up (reps from scrutiny and assurance, strategy and improvement and equalities professional adviser)	2021	2021
2	Promote quality illustrations			2022/2023	2022/2023
3	Train staff to use quality illustrations			2022/2023	2022/2023
4	Review impact of quality illustrations			2023	2025
5	Run events, focus groups and surveys with adults and older people, the Working Together Group, and our volunteers	Equality outcome 2	Involvement team	2021	2025
6	Work with four new organisations and groups of people each year			2021	2025
7	Develop different methods of volunteer recruitment and retention specifically aimed at these communities			2021	2025

8	Work with Council of Ethnic Minority Voluntary Sector Organisations (CEMVO) and BEMIS (a national ethnic and cultural minorities-led umbrella body supporting the development of the ethnic minorities voluntary sector) Disability Confident, Inclusion Scotland, Glasgow Disability Alliance and use the Scottish Government toolkit to develop more inclusive recruitment practices	Equality outcome 3	Human resources and equalities professional adviser	2021	2025
	Report on progress to the Board regarding changes to the recruitment and selection process (to identify/remove any potential barriers for applicants from the minority ethnic community).	Equality outcome 3	Human resources and equalities professional adviser	May 2021	Sept 2021
9	Sign up to the business in the Community Race Charter to show our commitment to supporting this protected characteristic		Equalities professional adviser	2021	2021
10	Add equality and diversity question to exit questionnaire		Human resources and equalities professional adviser		
11	Set up a disability employee network (and possibly more, for example carers, sex/gender issues, race) so they have a voice and can make an impact. There will be a mechanism to provide feedback to the corporate equality group and the Board	Equality outcome 3	Equalities professional adviser	2021	2025
12	Introduce reverse mentoring schemes for employees/volunteers in under-represented groups to share their lived experience with our Board and leaders			2021	2025

13	Build equality, diversity and inclusion into recovery planning	Corporate Plan/ recovery plans	Senior leadership team and operational leadership team	2021	2022
14	Undertake equality impact assessments and island community impact assessments	Specific duties	Project leads to ensure compliance	2021	2025
15	Consider award criteria and conditions in relation to public procurement	Specific duties	Senior accountant	2021	2025
16	Publish in a manner that is accessible	Specific duties	Head of corporate policy and communications	2021	2025
17	Ensure there is a question on equality and diversity, inclusion (linking it to trust and engagement) in the next staff survey and improve on previous rating	EDI key performance indicator	Equalities professional adviser and Organisational workforce development	2021	2021
18	Make links to ensure progress/connections made on strategic workforce plan around recruitment (using Scottish Government toolkit), development, progression and retention in relation to equality, diversity and inclusion	Strategic Workforce Plan	Human resources, Organisational workforce development and equalities professional adviser	2021	2025
19	Expand the ways we celebrate equality, diversity, and inclusion internally and externally		Head of corporate policy and communications and equalities professional adviser	2021	2025

20	Understand the training needs of our staff in terms of equalities, diversity and inclusion and deliver further training (particularly around inclusive behaviours and practice and importance of allies and champions)		Operational leadership team, equalities professional adviser and Organisational workforce development	2021	2023
21	Add equality, diversity and inclusion as organisational values	Organisational values/Corporate Plan	SLT	2021	2025
22	Enter our first Stonewall Workplace Employer Index Submission	Stonewall Diversity Champion	Equalities professional adviser, LGBT group and leads from respective work areas	2021	2022
23	Develop a Trans Inclusion Policy and Transitioning at Work Guidance	Stonewall Diversity Champion	Equalities professional adviser LGBT Group, Organisational workforce development and Human resources	2021	2021
24	Run the test of change for rainbow lanyards		LGBT group and scrutiny and assurance teams	2021	2022
25	Apply for LGBT Youth Scotland Gold Award	LGBT Youth Scotland	LGBT group	2022	2022
26	Agree new terms of reference of the Age Scotland project/ new group membership	Age Scotland	Working Group/ Operational leadership group	2021	2021
27	Continue to run the First Minister's National Advisory Council on Women and Girls (NACWG) "wee circles"	NACWG	Equalities professional adviser	2021	2025
28	Involve Close the Gap in the equality impact assessment for the Flexible Working policy		Organisational workforce development	2021	2021

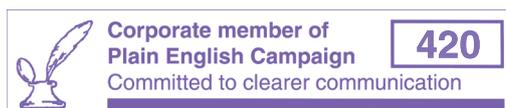
29	Add equality and diversity as a standard goal in LEAD/add to 121 template	Equality, diversity and inclusion (EDI) key performance indicator	Organisational workforce development and equalities professional adviser	2021	2021
30	Report on mainstreaming the equality duty, report progress and publish employee information	Specific duties	Equalities professional adviser	2023	2023
31	Publish pay gap information (gender, disability and race) and associated action plans	Specific duties	Equalities professional adviser and Human resources	2023	2023
32	Review Equal Pay Statement	Specific duties	Equalities professional adviser and Organisational workforce development	2024	2024
33	Introduce an Inclusion Charter		Equalities professional adviser	2022	2022
34	Gather complaints information against race, sexual orientation, gender reassignment, sex and disability		Intelligence team	2023	2024
35	Design and deliver webinars on equality, diversity and inclusion with the care sector		Equalities professional adviser	2021	2025
36	Introduce Carer Ambassadors and carers group agree Senior Sponsor, achieve Level 2 Carer Established Award	Carer Positive	Equalities professional adviser	2022	2025



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