

Meeting	Board	Agenda Item	8
		Paper No.	128.4 B
Date of meeting	20 July 2023	Time required	15 Minutes
Title	Diversity baseline of LeO's workforce and customers		
Sponsor	Debra Wright		
Status	OFFICIAL		
Executive summary			
<p>This report provides valuable insights into the diversity profile of LeO's workforce and customers. The data can be used to inform our EDI strategy, HR People Strategy, and to improve the experiences of our workforce and customers.</p> <p>The data was collected in March 2023 and June 2023, respectively. The workforce diversity data was collected from the CipHR system via HR. The customer diversity data was collected from CRM via the data team. Both datasets were limited by the number of respondents who provided their diversity data. The workforce diversity data was benchmarked against the Civil Service diversity information (2022 data) and the census data for England and Wales (2021). The customer diversity data was benchmarked against the Legal Services Consumer panel tracking report (2022).</p> <p>Workforce Diversity</p> <ul style="list-style-type: none"> • LeO has an over-representation of females and an under-representation of males. • The organisation also has a higher proportion of white colleagues than BAME-minority ethnic colleagues. • In terms of disability, LeO has a higher proportion of colleagues who do not have a disability than those who do. • Finally, the age profile of LeO's workforce is similar to that of the civil service, with the largest proportion of staff aged 30-39 years. <p>Customer Diversity</p> <ul style="list-style-type: none"> • LeO's customers are more evenly split between males and females, and a higher proportion of customers are white than BAME-minority ethnic. • In terms of disability, LeO's customers are more likely to have a disability than the general population. • Finally, the age profile of LeO's customers shows that older age groups are more likely to use our services than younger age groups. <p>The report recommends that LeO:</p> <ul style="list-style-type: none"> • Continue to collect diversity data on its workforce and customers. Use the data to identify areas where the organisation can improve its diversity and inclusion. Develop targeted interventions to increase the diversity of its workforce and customers. Share the data with its stakeholders to raise awareness of the importance of diversity and inclusion. 			
Recommendation / action required			
The Board are asked to comment on this update.			

EDI implications	Yes
The data in this report can be used to inform our EDI strategy, HR People Strategy, and to improve the experiences of our workforce and customers.	
Freedom of Information Act 2000 (Fol)	
Paragraph reference	Fol exemption and summary
N/A	N/A

Diversity profile data

1. Diversity profile data and the link to LeO's Equality Priority Objectives

1.0 LeO has Equality Priority Objectives (EPOs) that are linked to our desire to understand the diversity profile of our workforce and our customers. Our representative workforce EPO speaks to *'working towards increasing the diversity of our workforce at all levels to reflect the communities and the customers that we serve'*. To work towards achieving that aim, we need to understand the diversity profile of our workforce. This will then allow us to identify areas where we need to have focused interventions to improve representation within the organisation.

1.1 Secondly, our customer service and accessibility EPO, speaks to *'ensuring that the needs and rights of people who share protective characteristics are at the forefront of the design and delivery of our service'*. To work towards achieving that aim, we need to understand the diversity profile of our customers. By collecting and analysing diversity data, LeO can take steps to ensure that the complaint handling process is fair and accessible to everyone.

2. Methodology

2.0 Currently we do not have any PowerBI reporting to provide easily accessible information on our workforce diversity information. For customer data, there is currently a PowerBI report that shows the diversity information of customers that complained to us in the previous financial year (this does not include an age profile). However, currently there are no reports that look at this data for customers with open files on our CRM system (cases in the PaP/WIP).

2.1 One of the aims of our three-year EDI strategy is to work with the data team to build PowerBI reporting that addresses these organisational EDI data requirements.

2.2 With regards to the **workforce EDI diversity information**, we obtained an extract from the CipHR system via HR at the end of March 23.

2.2.1 The EDI team proactively used this information to create an Excel based dashboard that displays the diversity information about our workforce. The tool currently shows the workforce diversity data at an organisational top-level view (see appendix 6.1). We are working to develop this tool; and we will also be able to drill down to view the workforce diversity information by grade. As this information is taken from a data extract this requires manual input to update it.

2.2.2 The sample size as of when the snapshot was taken at the end of March 23 was **301** employees.

2.2.3 We have included data where staff have stated that they 'prefer not to say', or 'not given' a response to their diversity data. This differs from the civil service diversity profile data methodology which excludes both of those options and only reports on where respondents have provided a yes or no answer.

2.3 With regards to the **customer diversity information**, we obtained an extract from CRM via the data team in June 23.

2.3.1 This looked at all the customers who had an open record on CRM (PaP/WIP).

2.3.2 The sample size for this snapshot was **5383** customers.

2.3.3 The EDI team proactively used this information to create an Excel based dashboard that displays the customer diversity data (see appendix 6.2).

2.3.4 Only **6.33%** of the sample of customers in CRM provided their diversity data.

2.4 Benchmarking

2.4.1 What are we benchmarking our workforce diversity profile against?

In terms of comparative data sets, we are benchmarking our workforce EDI data against the civil service diversity information (31 March 22 data), and where applicable we have also used the census data for England and Wales (2021 census data).

2.4.2 What are we benchmarking our customer diversity profile information against?

In terms of comparative data sets we are benchmarking our customer EDI data against the 2022 Legal Services Consumer panel tracking report.

3. Findings

3.0 What is the data telling us about the diversity baseline of LeO's workforce?

3.0.1 In terms of **gender**, we have a split of females to males of 68% / 32%. This compares to a split of 55% / 46% in the civil service. Census data has a split of 51% / 49% We have an over-representation of females and an under-representation of males. However, our gender split is in line with other Ombudsman with a higher percentage of female colleagues. Our biggest cohorts of new colleagues are investigators. Our tracking of that EDI data shows us we are continuing to attract more females and our flexibility in terms of hours and homeworking seems popular.

3.0.2 In terms of **disability**, we had a split of 68% / 8.3% declaring no disability against those stating they have a disability. We had 3% 'prefer not to say' and 21% 'not given'. This compares to the civil service who had a split of 86% / 14% declaring no disability against those stating they have a disability. Census data had a split of 82% / 18% declaring no disability against those stating they have a disability.

3.0.3 In terms of **sexual orientation**, we had a split of 70% / 4% heterosexual against those who were LGBO. We had 3.7% 'prefer not to say' and 23% 'not given'. This compares to the civil service who had a split of 94% / 6% heterosexual compared to those who were LGBO. Census data had a split of 89% / 3% heterosexual compared to those who were LGBO.

3.0.4 In terms of **ethnicity**, we had a split of 52% white colleagues / 25% BAME-minority ethnic colleagues. We had 1.7% 'prefer not to say' and 22% 'not given'. This compares to the civil service who had a split of 85% / 15% white colleagues compared to BAME-minority ethnic colleagues. Census data had a split of 81% / 19% white respondents compared to BAME-minority ethnic respondents.

3.0.5 Finally, in terms of **age**, LeO's workforce age profile is very similar to what it was in November 21. The largest proportion of staff are aged 30-39 years (38%). 29% of female staff are within the menopause ranges of 40-59 years. We are doing a targeted intervention to raise awareness of the issue of menopause in the workplace during Q2. In comparison, the civil service data has their largest proportion of staff aged 50-59 years (28%). The median age for LeO staff is 39 years old compared to the civil service which is 44 years old.

4. What is the data telling us about the diversity baseline of LeO's customers?

4.0 In terms of **gender**, the gender profile of LeO customers is an almost 50:50 split amongst male and female respectively which closely correlates with the consumers of the Legal Services and 2021 Census data.

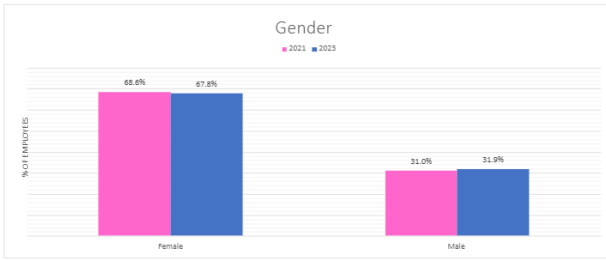
- 4.1 In terms of **sexuality**, the sexual orientation of LeO customers indicates a higher proportion of heterosexual customers (89%) compared to much smaller proportion of LGBO customers (4%). These proportions are similarly reflected within 2021 Census data.
- 4.2 In terms of **ethnicity**, the ethnicity of LeO customers indicates a higher proportion of White customers (76.4%) compared to a smaller proportion of Ethnically diverse customers (19.2%). These proportions are similarly reflected with the consumers of the Legal Services and 2021 Census data.
- 4.3 In terms of **disability**, there is a higher proportion of LeO customers who do not have a disability (61.2%) which is almost double compared to those who do have a disability (32.2%) The proportions differ slightly in the Consumers of the Legal Services and 2021 Census data where there is a higher ratio of those who are non-disabled vs disabled (80:20 split, respectively).
- 4.4 In terms of **age**, LeO customers of older age groups (46-64 years - 43.4%/ 65+ years - 27.9%) are the main users of our service compared to the younger age groups (18-45). This suggests that LeO may need to consider a tailored approach when working with older age groups to support them in accessing our services.
- 4.4.1 The age bands differ slightly for the Legal Services Consumer Panel data compared to LeO, but there is a similar pattern of fewer consumers using the services aged 18-24 and a higher proportion of users as the age increases (45-54 – 17%, 55+ 43%).

5. Plans to develop our workforce and customer diversity profile insight.

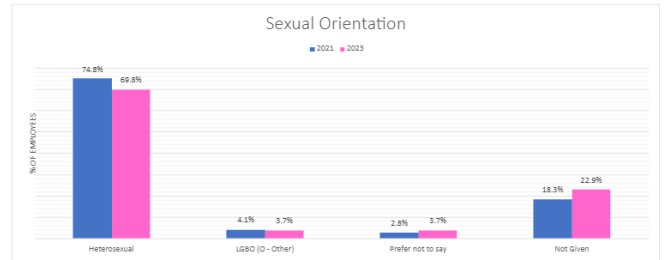
- 5.0 We plan to work with the data team to develop PowerBI reporting to provide accessible information on our workforce and customer diversity profiles. This is detailed in our three-year strategy aims (to be delivered in year 2).
- 5.1 We will work with the Exec/external communications team to agree how we can publish our workforce diversity profile information (*Noting that the requirement to do so is one of the stipulations in the Race at Work Charter which LeO are signatories of*).
- 5.2 Once the workforce diversity data tool is completed, we can examine this information by grade. We will share those insights with HR/Ops management as this links into some of our strategic planning around talent management and developing aspiring leaders.
- 5.3 We plan to use these insights to share with the service and standards team to contribute to their external engagement work with the profession.
- 5.4 We will also link up with other Ombudsman and Regulators to see how our workforce and customer data compares to their data.
- 5.5 Regarding the numbers of staff who have not declared their data, HR will undertake regular data cleanses/comms to business to encourage colleagues to keep their EDI data up to date.
- 5.6 Lastly, we intend to work with the communications team to share these insights with the LeO staff pending Exec direction.

Appendix

6.1 Diversity baseline of LeO's workforce



GENDER						
Category	LeO			% change	Civil Service	Census E&W
	2021	2023	2022			
Female	199	204	67.8%	-0.8%	54.5%	51.0%
Male	90	96	31.9%	0.9%	45.5%	49.0%
Prefer not to say	1	1	0.3%	0.0%	-	-



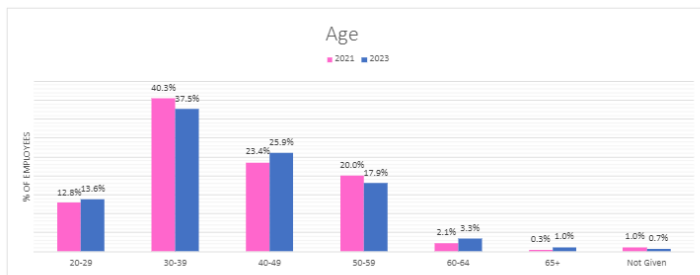
SEXUAL ORIENTATION						
Category	LeO			% change	Civil Service	Census E&W
	2021	2023	2022			
Heterosexual	217	210	69.8%	-5.1%	93.9%	89.4%
LGBO (O - Other)	12	11	3.7%	-0.5%	6.1%	3.2%
Prefer not to say	8	11	3.7%	0.9%	-	-
Not Given	53	69	22.5%	4.6%	-	7.5%



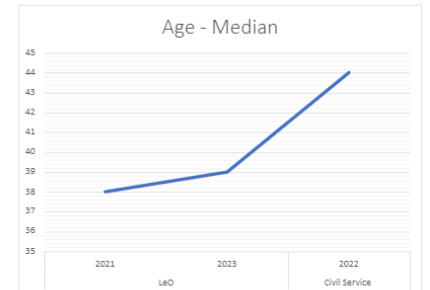
ETHNICITY						
Category	LeO			% change	Civil Service	Census E&W
	2021	2023	2022			
White	167	165	31.8%	-6.1%	85.0%	81.3%
BAME/Ethnic minority	93	75	24.9%	-7.2%	15.0%	18.7%
Prefer not to say	4	5	1.7%	0.3%	-	-
Not Given	26	68	21.5%	13.0%	-	-



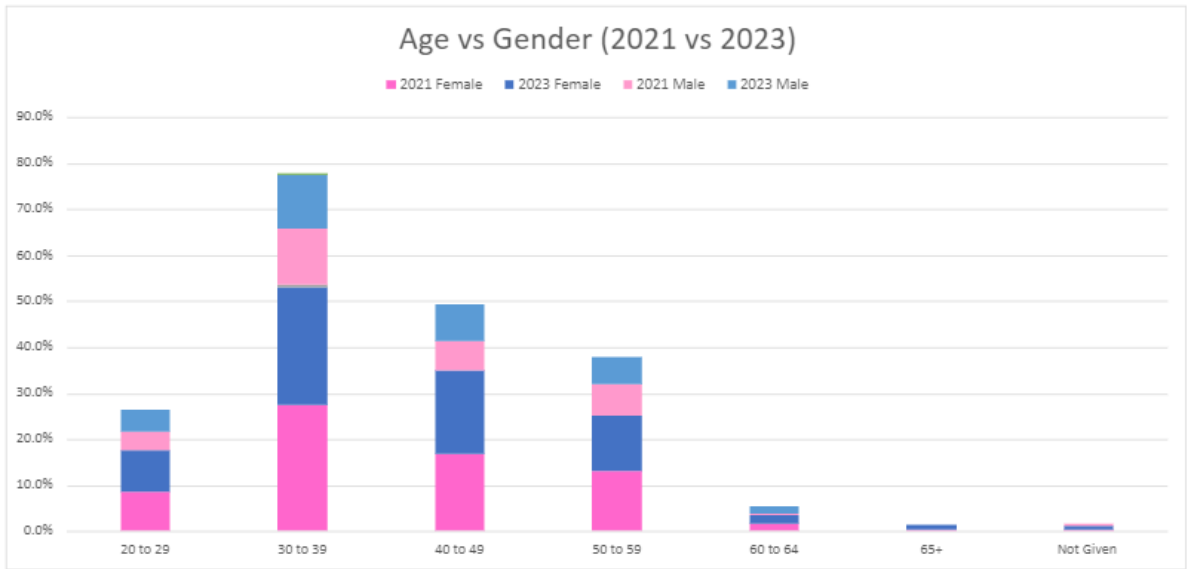
DISABILITY							
Category	LeO			% change	Civil Service	Census England	Census Wales
	2021	2023	2022				
No	224	206	68.1%	-9.1%	86.0%	82.3	78.9
Yes	18	25	8.3%	2.1%	14.0%	17.7	21.1
Prefer not to say	4	8	2.7%	1.7%	-	-	-
Not Given	44	63	20.9%	5.9%	-	-	-



AGE RANGE						
Category	LeO			% change	Civil Service	Census E&W
	2021	2023	2022			
20-29	37	41	13.6%	0.9%	16.6%	-
30-39	117	113	37.5%	-2.8%	21.9%	13.7%
40-49	68	78	25.9%	2.5%	22.8%	12.7%
50-59	58	54	17.9%	-2.1%	28.0%	13.7%
60-64	6	10	3.3%	1.3%	8.0%	5.8%
65+	1	3	1.0%	0.7%	2.5%	4.9%
Not Given	3	2	0.7%	-0.4%	n/a	n/a



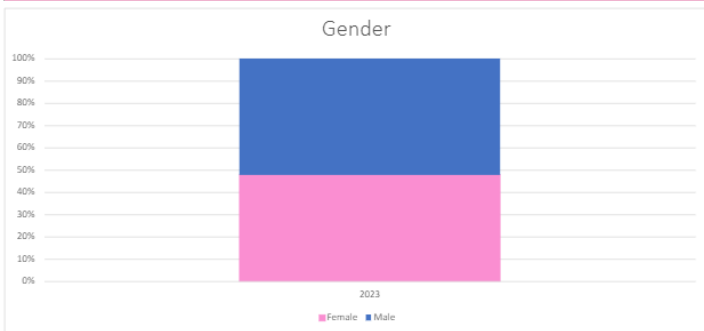
AGE - MEDIAN (Years)				
Category	LeO		Civil Service	Census E&W
	2021	2023		
Median	38	39	44	TBC



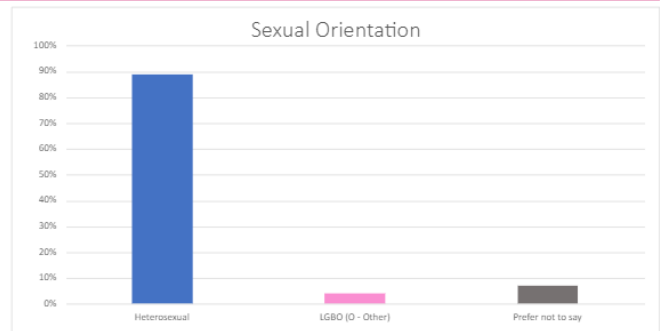
AGE VS GENDER								
LeO								
Age Range	2021			2023			2021 vs 2023	
	2021 Female	2021 Male	2021 Not Given / Prefer not to say	2023 Female	2023 Male	2023 Not Given / Prefer not to say	% change Female	% change Male
20 to 29	8.6%	4.1%	0.0%	9.0%	4.7%	0.0%	0.3%	0.5%
30 to 39	27.6%	12.4%	0.3%	25.6%	11.6%	0.3%	-2.0%	-0.8%
40 to 49	16.9%	6.6%	0.0%	17.9%	8.0%	0.0%	1.0%	1.4%
50 to 59	13.1%	6.9%	0.0%	12.0%	6.0%	0.0%	-1.1%	-0.9%
60 to 64	1.7%	0.3%	0.0%	1.7%	1.7%	0.0%	-0.1%	1.3%
65+	0.3%	0.0%	0.0%	1.0%	0.0%	0.0%	0.7%	0.0%
Not Given	0.3%	0.7%	0.0%	0.7%	0.0%	0.0%	0.3%	-0.7%

6.2 Diversity baseline of LeO's customers

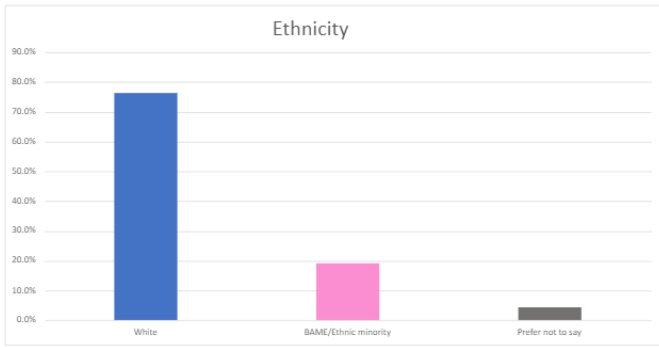
EDI: DIVERSITY PROFILE OF LEO CUSTOMERS



GENDER (Disclosures only*)				
Category	LeO		Consumers of Legal Services	Census E&W
	2023	2022	2022	2021
Female	404	47.1%	50.0%	51.0%
Male	438	51.0%	50.0%	49.0%
Prefer not to say	16	1.9%	-	-
N/A	4525			

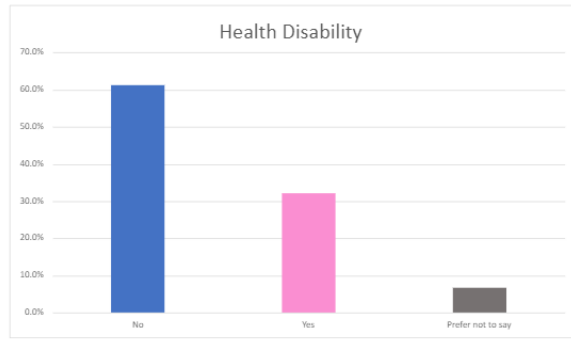


SEXUAL ORIENTATION (Disclosures only*)				
Category	LeO		Consumers of Legal Services	Census E&W
	2023	2022	2022	2021
Heterosexual	765	89.0%	-	89.4%
LGBO (O - Other)	36	4.0%	-	3.2%
Prefer not to say	59	7.0%	-	-
N/A	4533			



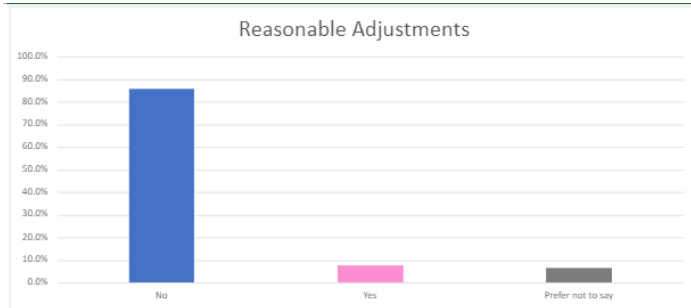
ETHNICITY (Disclosures only*)				
	LeO		Consumers of Legal Services	Census E&W
Category	2023	2022	2022	2021
White	651	76.4%	77.0%	81.3%
BAME/Ethnic minority	164	19.2%	19.0%	18.7%
Prefer not to say	37	4.3%	-	-

N/A 4531



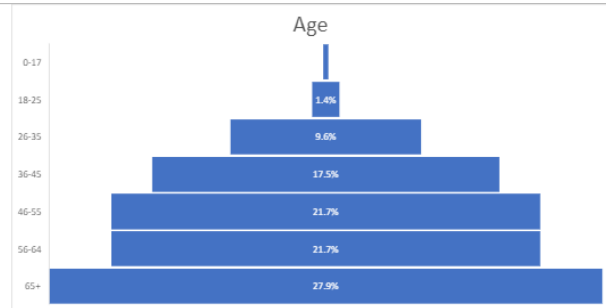
DISABILITY (Disclosures only*)					
	LeO		Consumers of Legal Services	Census England	Census Wales
Category	2023	2022	2022	2021	2021
No	523	61.2%	-	82.3	78.9
Yes	275	32.2%	-	17.7	21.1
Prefer not to say	57	6.7%	-	-	-

N/A 4528



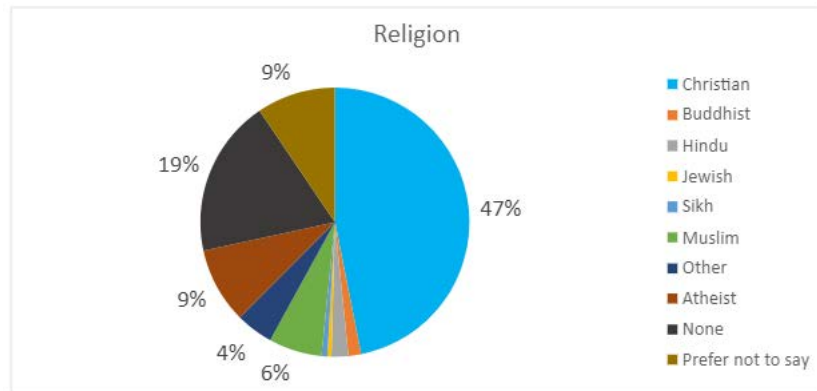
REASONABLE ADJUSTMENTS (Disclosures only*)				
	LeO		Consumers of Legal Services	Census E&W
Category	2023	2022	2022	2021
No	696	85.9%	-	-
Yes	62	7.7%	-	-
Prefer not to say	52	6.4%	-	-

N/A 4573



AGE RANGE (Disclosures only*)				
	LeO		Consumers of Legal Services*	Census E&W
Category	2023	2022	2022	2021
0-17	2	0.3%	-	20.7%
18-25	11	1.4%	2.0%	-
26-35	77	9.6%	13.0%	-
36-45	140	17.5%	15.0%	-
46-55	173	21.7%	15.0%	-
56-64	173	21.7%	55.0%	-
65+	223	27.9%	-	-

N/A 4584



RELIGION (Disclosures only*)				
	LeO		Consumers of Legal Services	Census E&W
Category	2023	2022	2022	2021
Christian	396	47%	-	46.2%
Buddhist	13	2%	-	0.5%
Hindu	17	2%	-	1.7%
Jewish	4	0%	-	0.5%
Sikh	6	1%	-	0.9%
Muslim	54	6%	-	6.5%
Other	38	4%	-	0.6%
Atheist	77	9%	-	-
None	160	19%	-	37.2%
Prefer not to say	80	9%	-	-

*N/A 4537