

## Equality, diversity and inclusion plan 2019-20

ASCL is committed to supporting and promoting equality, diversity and inclusion (EDI) among school and college leaders, and in our own organisation. ASCL's 2019-20 President, Rachael Warwick, has chosen this as the theme of her presidential year.

We plan to focus particularly this year on actions around the three protected characteristics of sex, race and sexual orientation. We hope, however, that this work will have a beneficial impact on the way in which we and our members also consider the needs and challenges of people with other protected characteristics.

This plan is informed by many useful discussions with staff, grassroots organisations and school leaders experienced in, and passionate about, the issue of equality, diversity and inclusion.

### Strand 1: ASCL Council and governance

Action	Lead	Timescale
a) Formally launch our increased focus on EDI with Council members in October, inviting them to commit to specific actions they will personally take to promote EDI in ASCL, in their own organisations and across the system.	President	Oct 19
b) Collect and analyse EDI data from Council members at the beginning of every academic year.	Director of Marketing & Membership and Director of Finance & Operations	Oct 19 & ongoing
c) Improve the diversity of Council membership under the current constitution by: <ul style="list-style-type: none"> <li>explicitly encouraging, in nomination forms and communications around regional, sector, chair and officer elections, ASCL members from currently under-represented groups to stand for Council</li> <li>actively reaching out to people from under-represented groups ahead of all Council elections, to encourage them to stand</li> <li>when co-option vacancies arise, offering these opportunities to join Council to people from under-represented groups</li> <li>encouraging Council members who are unable to make particular Council meetings to nominate an 'alternate' from an under-represented group to attend in their place</li> </ul>	<p>Director of Policy</p> <p>Council members</p> <p>Selection Committee</p> <p>Council members</p>	<p>Begun in Spring 19; ongoing</p> <p>Begun in Spring 19; ongoing</p> <p>Sept 19 &amp; ongoing</p> <p>Oct 19 &amp; ongoing</p>
d) Set up a small task group of Council members and staff to explore the possibility of introducing constitutional changes to further improve the diversity of Council, such as mandating more diverse representation on Council, holding Council at different times or locations, or using technology to enable a broader range of members to contribute. Propose any constitutional changes at the next ASCL AGM (June 2020).	Presidential Trio and General Secretary	Nov 19 to June 20

<p>e) 'De-mystify' Council in order to encourage a broader range of people to stand for election by:</p> <ul style="list-style-type: none"> <li>• producing a video about how Council works and sharing this widely, including at ASCL PD events</li> <li>• including more accessible information about Council on the ASCL website, and ensuring any images included represent a diverse range of school and college leaders</li> <li>• sharing brief summaries of each Council meeting with members</li> </ul>	<p>Director of Marketing &amp; Membership and Director of Policy</p>	<p>Oct 19 &amp; ongoing</p>
<p>f) Report on progress on the actions in this plan in the regular reports of the Honorary Secretary and the Membership Officer to Council and Executive.</p>	<p>Honorary Secretary and Membership Officer</p>	<p>Oct 19 &amp; ongoing</p>

**Strand 2: ASCL as an employer**

<b>Action</b>	<b>Lead</b>	<b>Timescale</b>
<p>a) Formally launch our increased focus on EDI with staff in September, seeking their views on how ASCL could improve in this area and inviting them to commit to specific actions they will personally take to promote EDI in ASCL and beyond.</p>	<p>President and Director of Policy</p>	<p>Sept 19</p>
<p>b) Set up an internal EDI working party, with representation across all ASCL directorates, to lead on this strand of the plan. Put in place strong links between the working party and ASCL Leadership Group to ensure the recommendations of the working party are heard and acted upon.</p>	<p>General Secretary and Director of Policy</p>	<p>Oct 19 &amp; ongoing</p>
<p>c) Other actions to be proposed by the working party, but could include:</p> <ul style="list-style-type: none"> <li>• implementing blind recruitment processes</li> <li>• ensuring posts are advertised using gender-neutral language, and encouraging applications for flexible working / job shares where possible</li> <li>• seeking external advice on key employment policies, to ensure they promote EDI</li> <li>• replacing the current staff survey with more effective ways of gathering views</li> <li>• introducing formal or informal mentoring programmes</li> <li>• considering positive action to improve diversity among ASCL staff, particularly at management and leadership levels</li> <li>• introducing an obligatory equality impact assessment when major decisions are taken</li> <li>• considering whether expectations around availability outside of standard working hours are reasonable, and whether they discourage some people from putting themselves forward for promotion</li> <li>• further training for some or all staff on EDI-related issues, including on the use of inclusive language</li> <li>• identifying and publishing our gender pay gap, along with an action plan to address this</li> </ul>	<p>Working party and Leadership Group</p>	<p>Ongoing, with regular discussions scheduled at Leadership Group meetings</p>

### Strand 3: ASCL's influence across the system

Action	Lead	Timescale
a) Hold two external roundtables, at the start and end of the academic year, to advise on our priorities and assess our progress in this area.	President and Director of Policy	Sept 19 & June 20
b) Ensure our flagship annual conference promotes EDI by: <ul style="list-style-type: none"> <li>• structuring the conference around the theme of 'diverse leadership'</li> <li>• ensuring it includes a powerful and diverse range of speakers, both on the main stage and delivering workshops</li> <li>• including a range of workshops focused specifically on EDI in schools and colleges</li> <li>• working with grassroots groups to incentivise people from their networks to attend</li> </ul>	President, General Secretary and Director of ASCL PD	March 20
c) Promote EDI through all our external communications, including by: <ul style="list-style-type: none"> <li>• auditing the images we use, and ensuring they portray a diverse range of leaders, teachers and pupils</li> <li>• commissioning articles by and about a diverse range of leaders in our 'Leader' magazine</li> </ul>	Director of Public Affairs and Director of Marketing & Membership	Ongoing
d) Produce resources, information and guidance for school and college leaders in this area, such as: <ul style="list-style-type: none"> <li>• an equalities audit tool</li> <li>• case studies of schools and colleges doing interesting work on EDI, including on flexible working</li> <li>• examples of best practice recruitment guidance</li> </ul>	Director of Policy	Ongoing, with regular publications through 19/20 & beyond
e) Develop training, coaching and mentoring for and about diverse leaders.	Director of ASCL PD and Director of Member Support	June 20
f) Ensure we have a diverse range of people leading our PD events, and avoid falling into perceived stereotypes (e.g. funding or curriculum design courses always being led by men).	Director of ASCL PD	Ongoing
g) Consider implementing unconscious bias / equality training for the ASCL Leadership Appointment Service, to support their important role in encouraging governors and trustees to appoint leaders from diverse backgrounds.	Director of ASCL PD	Feb 20
h) Encourage the DfE and providers of initial and continuing teacher and leader education to include a greater focus on EDI in their programmes.	SEND & Inclusion Specialist and Director of ASCL PD	Ongoing
i) Consider ways of facilitating networking and communication between members with particular protected characteristics.	Director of Marketing & Membership and Director of Member Support	June 20
j) Support, promote and signpost the work of other organisations in this area, including: <ul style="list-style-type: none"> <li>• the National Governance Association's 'Everyone on Board' campaign to encourage greater diversity among governors and trustees, and greater awareness of their own role in EDI</li> <li>• the work of grassroots organisations such as WomenEd, BAMEEd, LGBTed and the Leading Women's Alliance</li> </ul>	Director of Public Affairs	Ongoing