

London Borough of Enfield

Committee Name: Staff Appeals, Appointments & Remuneration Committee

Meeting Date: 29 April 2021

Subject: **Gender & Ethnicity Pay Gap Reports & Annual Statements**

Cabinet Member: **Cllr Nesil Caliskan/Cllr Mary Maguire**

Executive Director: **Ian Davis/Tinu Olowe/Jeremy Chambers**

Key Decision: **No**

Purpose of Report

1. The Council has a statutory duty to publish its gender pay gap annually on the UK Government website. It is also required to publish this information on the Council website. Although it is not a statutory requirement to publish the Council's ethnicity pay gap as part of the Council's commitment to tackle inequality it is considered that this report is an important tool to help achieve this and will support the Council's ambition to embed a diverse and inclusive culture.
2. The purpose of this report is to provide the Staff Appeals, Appointments & Remuneration Committee with an overview of the Council's gender and ethnicity pay gap, along with the reports that will be published on the Council's website.

Proposal(s)

3. This report is for noting.

Reason for Proposal(s)

4. To ensure the Council is compliant with its statutory obligations in relation to statutory gender pay gap reporting.
5. To report the Council's ethnicity, pay gap to ensure the Council is transparent and as part of the Council's commitment to tackle inequality.
6. To report on actions taken to address the pay gaps and proposals for the coming year.

Relevance to the Council Plan

7. The Gender Pay Gap report meets our statutory duties.
8. Both the Gender Pay Gap report and the Ethnicity Pay Gap report supports the Council's commitment to improve equality and diversity as reflected in the Council Plan 2020-22 and the Fairer Enfield, Equality and Diversity Policy and Plan 2021-2025.

Main Considerations for the Council

9. Gender Pay Gap (Appendix 1)

- a. In 2017, the Government introduced regulations requiring all employers in Great Britain with more than 250 staff to publish calculations annually showing the pay gap between their male and female employees. The gender pay gap is the difference between the average earnings of all men and women. The following calculations are required to fulfil these statutory responsibilities
 - i. Gender pay gap (mean and median averages)
 - ii. Gender bonus gap (mean and median averages)
 - iii. Proportion of men and women receiving bonuses
 - iv. Proportion of men and women in each quartile of the organisation's pay structure
- b. The Gender pay gap is the difference between women's and men's pay, expressed as a percentage of men's pay. Where a measure carries a minus figure, women are paid more, with a positive figure indicating higher pay for men.
- c. For the purpose of the above calculations the mean is based on the average earnings for all staff. The medium calculation is the central point of the data set.
- d. Although the Organisations are required to report the pay gap against bonuses, the Council does not award any bonus payments. Therefore, this will be shown as zero in the report.
- e. The gender pay gap is different to equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs or similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.
- f. The deadlines for organisations to produce and publish their gender pay gap is the 31 March for the 12 month period ending on the previous 31 March, e.g. the 2020 gender pay gap based on data as at 31 March 2020 must be published on 31 March 2021. Due to the impact of Covid-19 the publishing deadline for 2019 and 2020 has been relaxed.
- g. The gender pay gap for the 4-year period ending March 2020 is shown in the table below:

Pay rates	Gender pay gap 2019/20	Gender pay gap 2018/19	Gender pay gap 2017/18	Gender pay gap 2016/17
Mean hourly rate	2.6%	3.9%	4.5%	6.4%
Median hourly rate	-3.1%	-6.1%	-2.9%	1.5%

- h. The above table shows a gradual decrease in the mean pay gap and a median pay gap in favour of women.
- i. The Council compares favourably with both local businesses and other London local authorities (section How do we Compare in Appendix 1).

10. Ethnicity Pay Gap (Appendix 2)

- a. It is not a statutory requirement to publish ethnicity pay gap but as part of the Council's commitment to tackle inequality, this report is an important tool to help the Council to identify the scale of the gap and put measures in place to address these. It will also support the Council's ambition to embed a diverse and inclusive culture.
- b. The ethnicity pay gap for the 3-year period ending March 2020 is shown in the table below:

Pay rates	Ethnic Minority pay gap 2019/20	Ethnic Minority pay gap 2018/19	Ethnic Minority pay gap 2017/18
Mean hourly rate	9.5%	10.5%	9.7%
Median hourly rate	3%	5.8%	9.2%

- c. For the purpose of the above statistics 'White' includes British, English, any other white background, Greek or Greek Cypriot, Irish, Any white, Scottish, Turkish or Turkish Cypriot and Welsh and 'Ethnic Minority' includes all other categories shown in Table 1 of the Ethnicity Pay Gap Report (Appendix 2)
- d. The overall impact on the Council's ethnicity pay gap has seen a gradual decrease in the mean pay gap and a median pay gap.
- e. The Council's ethnicity pay gap is higher than the national average but compares favourably with the London ethnicity pay gap as reported by the Office of National Statistics (Ethnicity pay gaps: 2019, ONS October 2020).

11. Impact of manual workers in lower grades

The Council employs a high number of manual workers that tend to be on lower pay grades. Up to March 2020 the gender balance of manual workers has been relatively equal (Scale 1 to 3 or salary equivalent is 329 women compared with 340 men*). Black, Asian and other Minority Ethnic staff represent 32.6% of overall staff on Scales 1 to 3 or salary equivalent. Following the insourcing of the cleaning service from Enfield Norse and staff previously employed by Independence & Wellbeing Enfield, it is expected that this could have a negative impact on the gender and ethnicity split in lower graded roles as higher numbers of women and ethnic minority staff are employed as cleaners and care workers on lower pay grades. This could have a detrimental impact on both gender and ethnicity pay gap reporting in future years.

* HR Annual Workforce Report as at 31 March 2020

12. What is the Council doing to address the Gender and Ethnicity Pay Gap?

- a. Senior Level Recruitment

Over the past three years the Council has successfully appointed women to vacant posts within the top tiers of its management structure and increased the number of staff from ethnic minority backgrounds in the top 3 tiers of

leadership posts (HOS3 and above) from 11.4% to 22.38%.

b. Fairer Enfield – Equality, Diversity and Inclusion Policy

This policy sets out Enfield Council's approach to equality, diversity and inclusion. It outlines the Council's vision for an equal and socially inclusive borough and describes how implementing good practice on equality, diversity and inclusion helps the Council deliver its wider health, social and economic aims. It also includes the Council's equality objectives, required as part of the Public Sector Equality Duty. In relation to reducing the ethnicity pay gap and increasing representation in our workforce we have committed to:

- i. Increase the representation of Black and ethnic minorities in leadership positions across the Council's workforce, so that it is proportionately representative of Enfield's ethnic minority population by 2030.
- ii. Provide training on unconscious bias which includes language and structural racism, as part of our equalities training programme.

c. Levelling the 'playing field' for all Recruitment

The Council is committed to remove all bias and ensure all applicants are considered equally. All hiring managers and interview panel members are required to complete our internal Recruitment and Selection training to ensure they are competent interviewers and understand the risk of unconscious bias. All interview panels are required to be representative of both gender and ethnicity. In 2018 the Council introduced 'name blind' recruitment at the short-listing stage.

d. Enfield Council's Staff Network Groups

- i. The Council's Ethnic Minority Network (EMN) is a staff voluntary group, led by a Board and two Co-Chairs. The Board is committed in supporting the Council to ensure we have a diverse and inclusive organisation, and a progressive place to work. The network is also committed in supporting the senior leadership team to addressing the low representation of staff from Black and Ethnic Minority backgrounds in Leadership roles within the organisation, and the challenges faced by staff from a minority background. The Ethnic Minority Network has been established to drive the agenda in supporting and delivering initiatives that will bring lasting change.
- ii. The Women into Leadership Board is made up of volunteers across the Council and was originally formed in April 2018. The remit of the board is to consider barriers women may face in the workplace and identify initiatives to overcome these barriers, including support to empower female employees to aspire to reach their full potential.
- iii. Both groups have arranged several events to support staff including successful Black History Month events and the annual International Women's Day Conference.

e. Enfield Council Career Returner Programme

- i. The Council's award-winning Career Returner @ Enfield programme continues to support local talented professionals who have taken a prolonged career break, to return to their chosen profession. Recognising that there is a local 'untapped' pool of talented professionals waiting to return to work we developed Career Returners @ Enfield Programme, a six month 'returnship' (higher-level internship). Although this programme is open to both men and

women, the majority of ‘sandwich’ carers within our society are women and a high proportion are from an ethnic minority background.

- ii. Overall, the retention rate of staff who joined via a career returner programme has been very good. Across the three cohorts twenty-two returners who accepted on-going employment, seventeen remain in our employment. 71% of those remaining in our employment are from an ethnic minority background.

f. **Learning & Organisational Development Activity**

Raising awareness and training is an integral part of ensuring Council staff understand their responsibilities and the Council’s expectations. The Council provides a range of training and support to enable staff to manage and/or work within a diverse workforce, including:

i. **Equality and Diversity in the Workplace**

This is mandatory for all new joiners and increases awareness of equality and diversity in the workplace; the expectations on employees in terms of their behaviour; practical help in challenging unlawful discrimination or inappropriate behaviour.

ii. **Recruitment & Selection**

This is mandatory for all recruiting managers and provides practical exercises and opportunities for deeper discussion, including improved section on obligations and responsibilities with regards equality, diversity and inclusion as well as unconscious bias.

iii. **Unconscious Bias**

Where ‘unconscious biases’ play out in the workplace, this e-learning short course helps officers get to grips with unconscious bias, in order to identify, acknowledge and challenge it in the workplace.

iv. **BLM Kickstart conversations**

Workshop and toolkit for managers to encourage and support them to have difficult conversations, give voice to their teams, and develop an action plan to help create respectful, diverse and inclusive workplaces. In addition to the above the following courses and programmes will form part of the Council’s Equality, Diversity and Inclusion Programme over the next year:

Inclusive Leadership

Unconscious Bias Workshop

Mentoring Programme

Black on Board Programme (Designed to train and mentor Black, ethnic minority candidates to take up board positions)

Threshold one day career development workshop (Tailored for female Black, ethnic minority staff to take a fresh look at individual career path and opportunities).

v. **Tackling Race Inequality Together**

A number of staff from the Council have volunteered to be part of a pan London workshop brought together through the London Councils to identify and address key issues with regards to inequality within Local Government. Examples of some of the workshops will include: ‘Demonstrating Leadership, Doing more together as large employers and Developing and showcasing best practice’. The learning outcomes from these workshops will be used to tackle race inequality across London Councils, including Enfield.

- g. Over the coming year the following courses and programmes will form part of the Council’s Equality, Diversity and Inclusion Programme:

- **Unconscious Bias Workshop**
- **Mentoring Programme** (revised and updated programme of support)

h. Moving Forward

The Council is looking to introduce further initiatives to complement our existing programmes and promote our equalities agenda. For example:

- The work of the Women into Leadership Board will continue with further work and events planned.
- Recruitment to a 4th Career Returner Programme is being planned.
- Creation of a Diversity and Inclusion Consultant role to embed EDI learning initiatives into our workforce
- Continue the roll out of the *Inspirational Leadership Programme* and *Aspirational Leadership Programme*.
- Develop in partnership with other councils a career development programme targeting support for staff of all characteristics to help them progress within their careers.

These initiatives will support staff to successfully progress within the Council's hierarchy.

13. The Gender Pay Gap Report (Appendix 1) and Ethnicity Pay Gap Report (Appendix 2) provide further analysis.

Safeguarding Implications

14. No safeguarding implications have been identified as a result of these reports.

Public Health Implications

15. No public health implications have been identified as a result of these reports.

Equalities Impact of the Proposal

16. The reports identify the equalities impact for both gender and ethnicity and highlight the Council's plans to reduce any inequality relating to pay gaps.

Environmental and Climate Change Considerations

17. No environmental and climate change implications have been identified as a result of these reports.

Risks that may arise if the proposed decision and related work is not taken
Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

18. The Council will be compliant with its statutory duty to report and publish its Gender Pay Gap.

Financial Implications

19. There are no financial implications arising as a result of reporting the Gender and Ethnicity pay gap.

Legal Implications

20. This report provides information on mandatory Gender Pay Gap reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (The Regulations). The Gender Pay Gap (GPG) is the gap between men and women's average pay. The gender pay gap is always expressed as a percentage. It is calculated by working out the difference between the average pay of all male employees and the average pay of all female employees and dividing that number by the average pay of all male employees. A negative pay gap figure would mean that the average pay of men is lower than the average pay of women.

The “snapshot date” by which to report the GPG, for public bodies, such as local authorities, is 31 March.

The Regulations impose a reporting duty on affected public sector employers that obliges them to publish information demonstrating compliance with the Public Sector Equality Duty (PSED). Schedule 2 to the Regulations provides that public authorities are required to publish their gender pay information, if they have 250 or more employees on the relevant snapshot date. ”Employee” is not defined in the Regulations. However, the gender pay gap reporting duties themselves only apply in respect of “relevant employees”.

In view of the COVID-19 crisis, any enforcement of breaches of the GPG reporting obligation deadlines has been suspended until 5 October 2021.

Ethnicity pay reporting

21. In contrast to mandatory Gender Pay Gap reporting obligations by local authorities, there is no legal requirement to undertake ethnicity pay reporting. On 11 October 2018, the government launched a consultation paper, ‘Ethnicity pay reporting’, setting out its proposals for a mandatory approach along similar lines to Gender Pay Gap reporting, which was introduced in April 2017. Some organisations are already reporting on ethnicity pay gap but others do not have the data. In an answer to a recent Parliamentary written question on 3 March 2021, BEIS indicated that following its 2018 consultation, it has found, from its methodology testing exercise, that there are difficulties in designing a methodology that will produce accurate figures that facilitate analysis, interpretation and meaningful action for ethnicity pay gap reporting. The government is continuing to analyse data from its methodology testing exercise and will respond to the consultation as soon as it can.

Workforce Implications

22. The Council is committed to address inequality and these reports identify what action has been taken along with further action planned to reduce the pay gap in relation to gender and ethnicity.
23. The Council should continue to monitor and publish its pay gaps and use this to inform further initiatives and training requirements.

Property Implications

24. No property implications have been identified as a result of the new Regulations.

Other Implications

25. None identified

Options Considered

26. The Council is not obliged to publish its Ethnicity Pay Gap, however, by not doing so it is not identifying a benchmark to monitor future performance against one of the Council's identified objectives in the Fairer Enfield policy.

Conclusions

27. The Council has a statutory duty to publish its gender pay gap annually on the UK Government website. It is also required to publish this information on the Council website.
28. Although it is not a statutory requirement to publish the Council's ethnicity pay gap as part of the Council's commitment to tackle inequality it is considered that this report is an important tool to help achieve this and will support the Council's ambition to embed a diverse and inclusive culture.

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Date of report: 6 April 2021

Appendices:

Appendix 1 – Gender Pay Gap Report 2020

Appendix 2 – Ethnicity Pay Gap Report 2020

Background Papers

The following documents have been relied on in the preparation of this report:

Fairer Enfield, Equality and Diversity Policy and Plan 2021-2025

Appendix 1



2020 Gender Pay Gap Report

Background

Enfield Council is committed to supporting and promoting the fair and equal treatment of all staff irrespective of gender, ethnicity or indeed any of the protected characteristics identified under the Equalities Act 2010.

In 2017, the Government introduced regulations requiring all employers in Great Britain with more than 250 staff to publish calculations annually showing the pay gap between their male and female employees. The gender pay gap is the difference between the average earnings of all men and women. The following calculations are required to fulfil these statutory responsibilities:

- Gender pay gap (mean and median averages)
- Gender bonus gap (mean and median averages)
- Proportion of men and women receiving bonuses
- Proportion of men and women in each quartile of the organisation's pay structure

The gender pay gap is different to equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs or similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

Analysis – Table 1

Statutory part of template (data that must be provided under the Equalities Act)				Possible extra data for local collection by London Councils for local benchmarking*							
Pay rates		Gender pay gap - the difference between women's pay and men's pay as a percentage of men's pay (minus % means women have higher pay, positive % means men have higher pay)		Gender pay gap - women's pay as a percentage of men's pay	Hourly rate of women	Hourly rate of men	Difference £				
Mean hourly rate (Male hrly rate - Female hrly rate) / Male hrly rate x 100		2.6%		97.4%	£18.26	£18.74	-£0.48				
Median hourly rate (as above calc but for median hourly rates)		-3.1%		103.1%	£16.40	£15.90	£0.50				
Pay Quartile Information											
Pay quartiles	Women	Men	Total	Women headcount	Men headcount	Total headcount					
Proportion of women and men in the upper quartile (paid above the 75th percentile point)	61%	39%	100%	449	286	735					
Proportion of women and men in the upper middle quartile (paid above the median and at or below the 75th percentile point)	67%	33%	100%	489	246	735					
Proportion of women and men in the lower middle quartile (paid above the 25th percentile point and at or below the median)	67%	33%	100%	493	242	735					
Proportion of women and men in the lower quartile (paid below the 25th percentile point)	51%	49%	100%	372	362	734					
Bonus pay	Bonus Gender Pay Gap - the difference between women's bonus and men's bonus as a % of men's bonus			Bonus Gender Pay Gap - women's bonus as a % of men's bonus	Bonus pay of women	Bonus pay of men	Difference £				
Mean bonus	0.0%			100.0%	£0	£0	£0				
Median bonus	0.0%			100.0%	£0	£0	£0				
Bonuses paid											
Women paid bonus as % of all women	0%										
Men paid bonus as % of all men	0%										

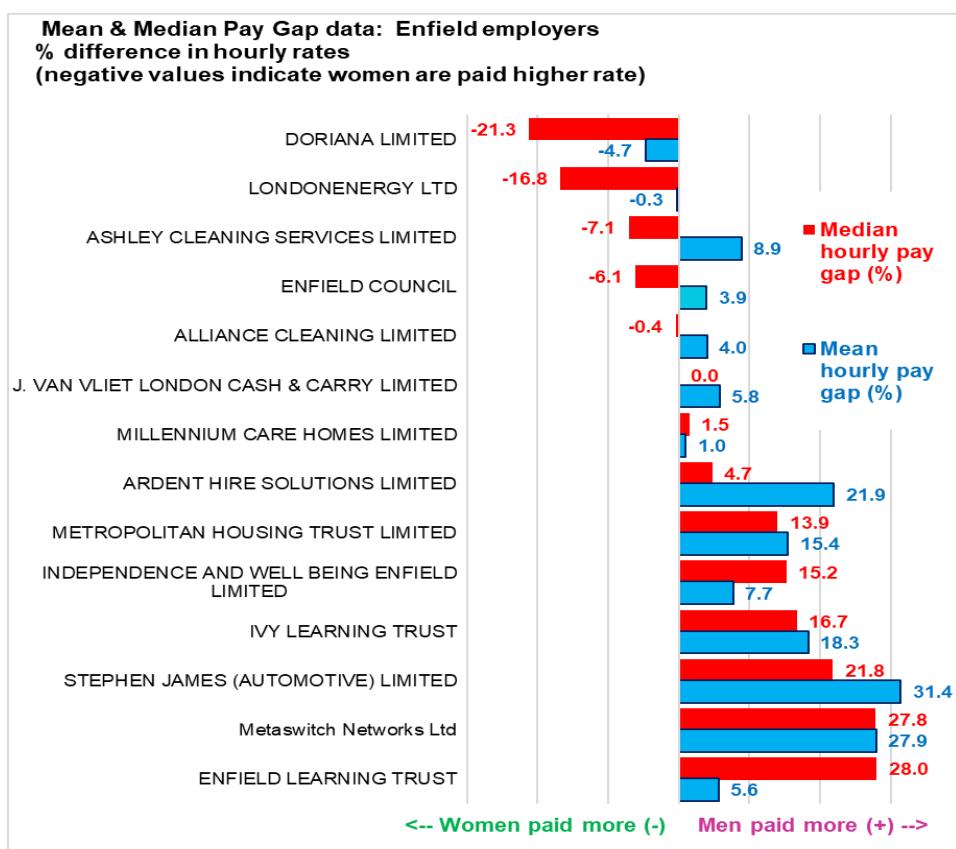
How do we compare?

It should be noted that, due to the continuing impact of the Coronavirus (COVID-19) pandemic, the gender pay gap reporting deadline for employers has been extended to 5 October 2021. Therefore, the benchmark comparisons below are based on reported figures for 2020 and based on actual gender pay gap information as at 31 March 2019.

Comparison with Enfield businesses

There are twenty-five businesses with headquarters in Enfield¹ who meet the criteria to submit their Gender Pay data to the UK Government. Unfortunately, only fourteen of these companies have submitted their data for the most recent period, making a full comparison difficult². As the chart below illustrates, two such companies pay women more than men on both the mean and median measures, with a further three employers (including Enfield Council) reporting a mean pay gap in favour of men alongside a median pay gap in favour of women.

Chart: Enfield Council and Other Enfield-based employers: Pay Gap data



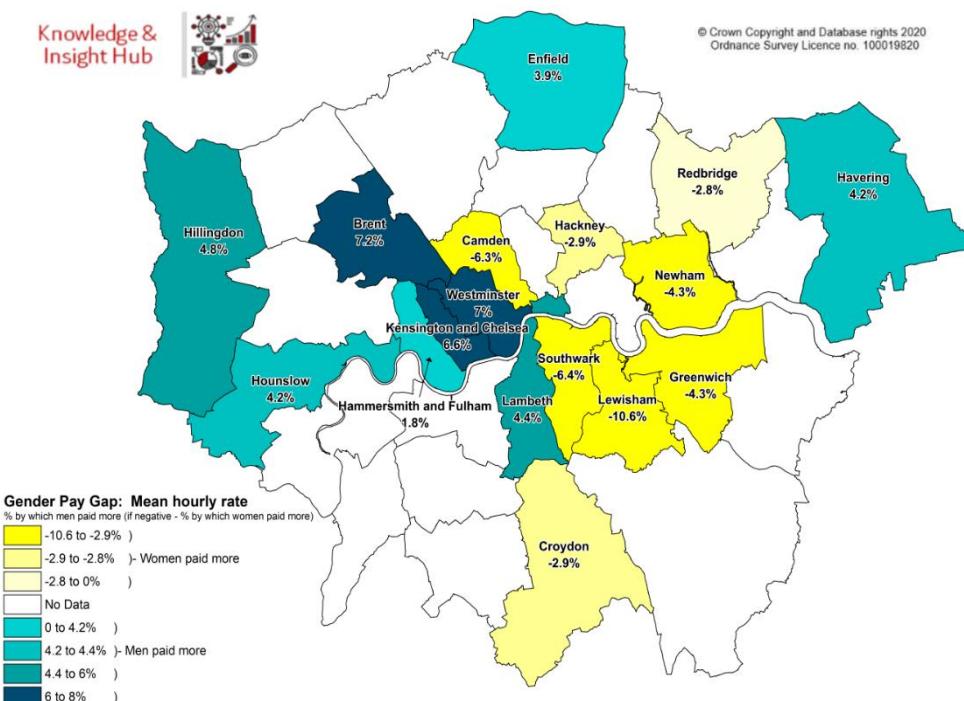
Comparison with other London boroughs as employers

¹Metaswitch is included in this analysis, even though their headquarters have now moved outside the borough.

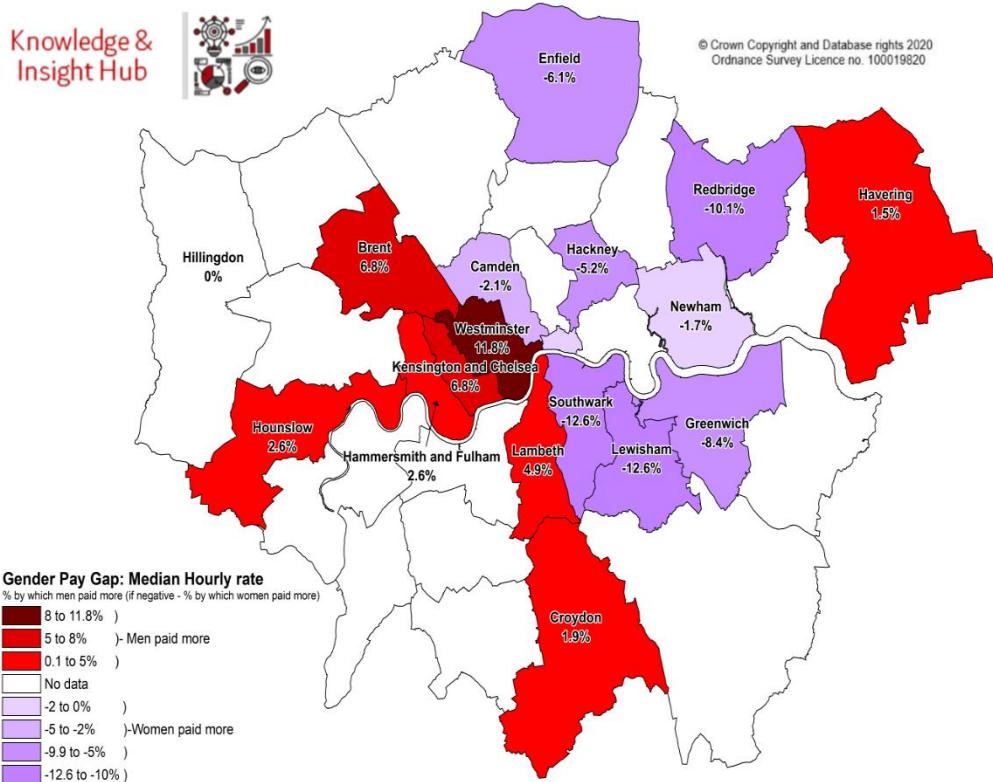
² The UK Government suspended the March 2020 reporting deadline for GPG statistics for 2018/19 due to Covid-19. This will account for fewer organisations reporting their latest GPG figures.

- Fifteen of London's 33 boroughs have not submitted data for the period (as at July 2020), so we can only compare Enfield with the 17 other boroughs who did.
- The map below shows the Mean Hourly Rate Gender Pay Gap (Map 2a below) for the boroughs who supplied data. Eight of these have a mean hourly rate favouring woman. Lewisham's mean hourly rate gender gap is over 10% in favour of female employees.
- Boroughs in which women are paid more than men on this measure tend to be in central, east and south London.

Map: Enfield Council and other London boroughs as employers: Mean hourly rate Gender Pay Gap



Map: Enfield Council and other London boroughs as employers: Median hourly rate pay gap



When we consider the Median hourly rate (**Map above**), the picture across London is broadly similar: alongside Enfield, there are seven authorities in which women are paid a higher rate. Again, these are mostly located in central, east and south London.

How we are addressing equality within the workplace

We aim to recruit from the widest possible talent pool.

"Enfield has a vibrant and diverse community and here at Enfield Council we want a workforce that reflects the local people we serve. More importantly we want a diverse workforce because we recognise this brings new experiences and fresh ideas that will benefit how we work and how we serve our community"

Ian Davis, Chief Executive

Enfield has set out the Council's vision, aims and priorities for 2020-2022 with equality at the heart of our guiding principles.

Diversity means appreciating the value of differences between individuals and groups. By celebrating the rich diversity, culture and heritage of our community we show respect to residents and our workforce. Promoting the benefits of a diverse community helps to

break down barriers and negative attitudes and helps to promote social cohesion and good community relations.

Enfield Council Plan 2020-2022

Senior Level Recruitment

Over the past three years the Council has successfully appointed women to vacant posts within the very top tiers of our management structure. This has enabled us to increase female representation in the upper quartile as well as reducing the pay gap at this level.

The overall impact on the Council's gender pay gap has seen a gradual decrease in the mean pay gap and a median pay gap in favour of women. This is summarised in Table 2 below:

Table 2 – Summary

Pay rates	Gender pay gap 2019/20	Gender pay gap 2018/19	Gender pay gap 2017/18	Gender pay gap 2016/17
Mean hourly rate	2.6%	3.9%	4.5%	6.4%
Median hourly rate	-3.1%	-6.1%	-2.9%	1.5%

Fairer Enfield – Equality, Diversity and Inclusion Policy

This policy sets out Enfield Council's approach to equality, diversity and inclusion. It outlines our vision for an equal and socially inclusive borough and describes how implementing good practice on equality, diversity and inclusion helps the Council deliver its wider health, social and economic aims.

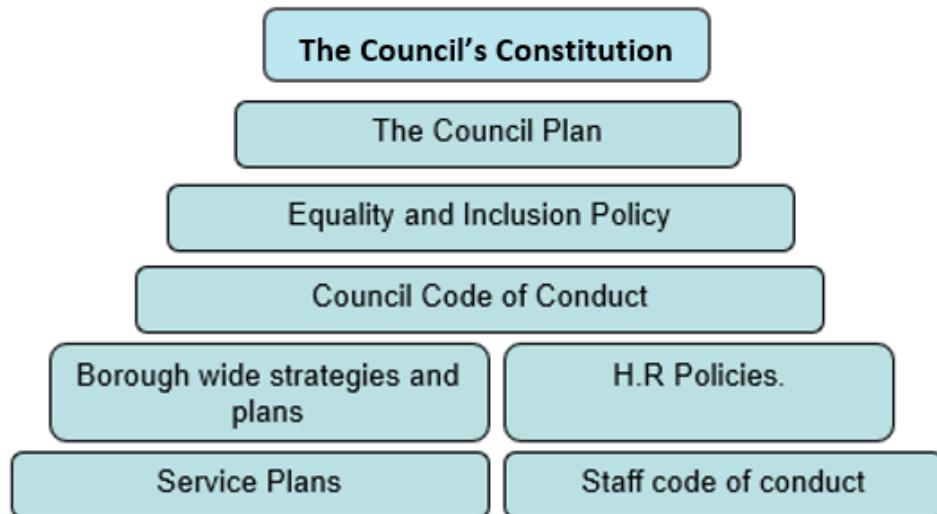
This policy sets out how we are meeting our Public Sector Equality Duty under the Equality Act 2010, which requires us to demonstrate due regard to the need to:

- advance equal opportunities
- eliminate unlawful discrimination
- foster good relations

It also includes our equality objectives, required as part of the Public Sector Equality Duty.

The policy sets out the principles everyone who works for Enfield must follow in order to uphold our duties under the Act as a service provider, commissioner, employer and community leader.

The policy should be considered alongside other key documents which set out the expectations and requirements on everyone who works for the Council. The diagram below shows how this policy relates to other key policies and strategies.



Levelling the ‘playing field’ for all Recruitment

The Council is keen to remove all bias and ensure all applicants are considered equally. We require all hiring managers and interview panel members to complete our internal Recruitment and Selection training to ensure they are competent interviewers and understand the risk of unconscious bias. All interview panels are required to be representative of both gender and ethnicity. In 2018 the Council introduced ‘name blind’ recruitment at the short-listing stage.

To ensure we reach a wide pool of candidates we advertise our vacancies on a range of job boards including Diversity Jobs specifically designed to attract diverse candidate.

Enfield Council’s Women into Leadership Board

The Women into Leadership Board is made up of volunteers across the Council and was originally formed in April 2018. The remit of the board is to consider barriers women may face in the workplace and identify initiatives to overcome these barriers, including support to empower female employees to aspire to reach their full potential. The Board has six workstreams that focus on different initiatives including:

- Networking sessions
- Communications
- HR
- Events
- Health & Wellbeing
- International Women’s Day Conference

The Board has hosted three successful International Women's Day conferences, all attended by well over one hundred employees from all parts of the Council. We have been lucky to have some notable and motivational speakers including, Baroness Tanni Grey-Thomson, Liz Earle MBE, Jinjer Kandola, Helen Millichap and Maria Kane. All events hosted by the Board are open to all employees and are well attended. Speakers include career coaches, trainers and motivational speakers (both internal and external). The networking events provide opportunities for informal coaching and mentoring. The events and newsletters have promoted greater awareness of how women can get into leadership roles. Since the Board was first launched the Council has been able to unlock internal talent that has seen women successfully applying for jobs and gaining progression.

Enfield Council Career Returner Programme

The Council's award-winning Career Returner @ Enfield programme continues to support local talented professionals who have taken a prolonged career break, to return to their chosen profession. Recognising that there is a local 'untapped' pool of talented professionals waiting to return to work we developed Career Returners @ Enfield Programme, a six month 'returnship' (higher-level internship). Although this programme is open to both men and women, the majority of 'sandwich' carers within our society are women and the majority of applicants to this programme were women who had taken a career break to look after young children or elderly relatives. The Council has now successfully recruited three cohorts over the past three years and is now planning it's fourth cohort.

Six career returners were recruited to the first programme in 2017, all successful applicants were women and all secured on-going employment with the Council. Following the success of the first programme the Council recruited fifteen returners to the 2018 cohort, again all successful applicants were women. At the end of the second programme, all applicants were offered on-going employment but two declined for personal reasons. Five career returners joined the third cohort in September 2019 and four of the five successful candidates were women. At the end of the third programme, three applicants were offered on-going employment (one applicant decided to leave early for personal reasons).

Overall, the retention rate of staff who joined via a career returner programme has been very good. Across the three cohorts twenty-two returners who accepted on-going employment, seventeen remain in our employment.

Learning & Organisational Development Activity

As part of Enfield's commitment as an employer, we believe raising awareness and training is an integral part of ensuring our staff understand their responsibilities and the Council's expectations. We want to be an organisation where local people choose to work and develop good careers, where staff from different backgrounds work together harmoniously and productively and everyone feels valued. We provide a range of training and support to enable staff to manage and/or work within a diverse workforce, including:

- **Equality and Diversity in the Workplace**

This is mandatory for all new joiners and increases awareness of equality and diversity in the workplace; the expectations on employees in terms of their behaviour; practical help in challenging unlawful discrimination or inappropriate behaviour.

- **Recruitment & Selection**

This is mandatory for all recruiting managers and provides practical exercises and opportunities for deeper discussion, including improved section on obligations and responsibilities with regards equality, diversity and inclusion as well as unconscious bias.

- **Unconscious Bias**

Where ‘unconscious biases’ play out in the workplace, this e-learning short course helps officers get to grips with unconscious bias, in order to identify, acknowledge and challenge it in the workplace.

Over the coming year the following courses and programmes will form part of the Council’s Equality, Diversity and Inclusion Programme:

- **Inclusive Leadership**
- **Unconscious Bias Workshop**
- **Mentoring Programme** (revised and updated programme of support)
- **Threshold one day career development workshop**

Tailored for female Black, ethnic minority staff to take a fresh look at individual career path and opportunities.

Moving Forward

The Council is looking to introduce further initiatives to complement our existing programmes and promote our equalities agenda. For example:

- The work of the Women into Leadership Board will continue with further work and events planned.
- Recruitment to a 4th Career Returner Programme is being planned.
- Creation of a Diversity and Inclusion Consultant role to embed EDI learning initiatives into our workforce
- Continue the roll out of the *Inspirational Leadership Programme* and *Aspirational Leadership Programme*.
- Develop in partnership with other councils a career development programme targeting support for staff of all characteristics to help them progress within their careers.

These initiatives will support staff to successfully progress within the Council’s hierarchy.

Appendix 2



2020 Ethnicity Pay Gap Report

Background

Enfield Council is committed to supporting and promoting the fair and equal treatment of all staff irrespective of gender, ethnicity or indeed any of the protected characteristics identified under the Equalities Act 2010.

Although it is not a statutory requirement to publish our ethnicity pay gap as part of the Council's commitment to tackle inequality we believe this report is an important tool to help us achieve this and will support our ambition to embed a diverse and inclusive culture.

This report provides analysis around the ethnic cohort of the workforce and the respective pay gap in terms of different ethnic cohorts.

Analysis

Table 1 below shows the number and percentage of staff at the different grades within the organisation. Ethnic minority employees represent 33.3% of our workforce as of 31 March 2020.

Table 1 – Workforce Ethnicity Profile at 31 March 2020

	1. Sc1-Sc3 & Salary Equivalents	2. Sc4-Sc6 & Salary Equivalents	3. SO1-SO2 & Equivalents	4. PO1-PO2 & Equivalents	5. MM1-MM2 & Equivalents	6. HOS 1 HOS 2 & HOS 3 Equivalents	7. Directors	8. Chief Executive & Executive Directors	Grand Total		Percentage
Bangladeshi	7	21	10	4	8	2			52	Bangladeshi	1.7%
Black African	80	51	38	49	27	6	1		252	Black African	8.1%
Black Caribbean	63	65	48	39	34	4			253	Black Caribbean	8.1%
Chinese		3		2	4				9	Chinese	0.3%
Greek or Greek Cypriot	24	26	20	18	13	6		1	108	Greek or Greek Cypriot	3.5%
Indian	3	27	15	18	22	4	1		90	Indian	2.9%
Mixed	18	27	24	24	22	1	1		117	Mixed	3.7%
Other Asian or Asian British	5	16	9	10	8				48	Other Asian or Asian British	1.5%
Other Black or Black British	27	41	33	28	21	4			154	Other Black or Black British	4.9%
Other Ethnic	12	8	4	12	7				43	Other Ethnic	1.4%
Pakistani	3	8	5	3	5	1			25	Pakistani	0.8%
Refused	3	12	8	2	2	4			31	Refused	1.0%
Turkish or Turkish Cypriot	31	27	15	18	8	1			100	Turkish or Turkish Cypriot	3.2%
Unknown	56	32	29	21	24	4	1		167	Unknown	5.3%
White	337	359	307	268	308	89	8	4	1680	White	53.7%
Grand Total	669	723	565	516	513	126	12	5	3129	Grand Total	100.0%

'Unknown' and 'Refused' is where an individual has indicated they 'preferred not to say'.

Tables 2 & 3 below shows the Ethnicity Pay Gap for Enfield Council (based on hourly rates) as at 31 March 2020.

Table 2 - 2020 Ethnicity Pay Gap

2020 Ethnicity Pay Gap				
Ethnic	Mean	Difference	Median	Difference
White	£ 19.14	-	£ 16.40	-
Asian	£ 18.74	£ 0.40	£ 16.40	£ -
Black	£ 16.65	£ 2.49	£ 15.90	£ 0.50
Mixed	£ 18.14	£ 1.00	£ 16.40	£ -
Other	£ 17.41	£ 1.73	£ 17.10	-£ 0.70
Unknown	£ 17.49	£ 1.65	£ 15.34	£ 1.06
All Ethnic Minority	£ 17.33	£ 1.81	£ 15.90	£ 0.50

Table 3 - 2020 Ethnicity Pay Gap shown as percentage difference percentage of pay

	MEAN _ Ethnic Pay gap (difference between Non-White Ethnic Minority pay and White Ethnicity pay as a percentage of White Ethnicity Pay) <i>(Minus means Non-White Ethnic Minority have higher pay, positive means White Ethnicity have higher pay)</i>	MEAN - Ethnicity Pay Gap - Non-White Ethnic Minority as a percentage of White Ethnicity Pay	MEDIAN _ Ethnic Pay gap (difference between Non-White Ethnic Minority pay and White Ethnicity pay as a percentage of White Ethnicity Pay) <i>(Minus means Non-White ethnic have higher pay, positive means White Ethnicity have higher pay)</i>	MEDIAN - Ethnicity Pay Gap - Non-White Ethnic Minority as a percentage of White Ethnicity Pay
Asian	2.1%	97.91%	0.0%	100.0%
Black	13.0%	86.99%	3.0%	97.0%
Mixed	5.2%	94.78%	0.0%	100.0%
Other	9.0%	90.96%	-4.3%	104.3%
Unknown	8.6%	91.38%	6.5%	93.5%
All Ethnic Minority	9.5%	90.54%	3.0%	97.0%

How do we compare?

The Office of National Statistics published a report in October 2020, Ethnicity pay gaps: 2019. In 2019, the median hourly pay for those in the White ethnic group was £12.40 per hour compared with those in ethnic minority at £12.11 per hour – a pay gap of 2.3%, its narrowest level since 2012. The ethnicity pay gap differs across regions and is largest in **London (23.8%)** and smallest in Wales (1.4%). Adjusted pay gaps vary subnationally, with London often having wider pay gaps.

The Council's workforce compares favourably with our local population. Enfield is among the most ethnically diverse areas in the country. The table below sets out the different groups in Enfield compared with London and England based on data collected in the 2011 Census. (Note that the census allowed respondents to identify their ethnicity more specifically. This information is not yet available and will be provided in a subsequent Census release.)

	Enfield	London	England
White: English/Welsh/Scottish/Northern Irish/British	40.5%	44.9%	80.5%
White: Irish	2.2%	2.2%	0.9%
White: Gypsy or Irish Traveller	0.1%	0.1%	0.1%
White: Other White	18.2%	12.6%	4.4%
Mixed/multiple ethnic groups: White and Black Caribbean	1.6%	1.5%	0.8%
Mixed/multiple ethnic groups: White and Black African	0.8%	0.8%	0.3%
Mixed/multiple ethnic groups: White and Asian	1.3%	1.2%	0.6%
Mixed/multiple ethnic groups: Other Mixed	1.8%	1.5%	0.5%
Asian/Asian British: Indian	3.7%	6.6%	2.5%
Asian/Asian British: Pakistani	0.8%	2.7%	2.0%
Asian/Asian British: Bangladeshi	1.8%	2.7%	0.8%
Asian/Asian British: Chinese	0.8%	1.5%	0.7%
Asian/Asian British: Other Asian	4.0%	4.9%	1.5%
Black/African/Caribbean/Black British: African	9.0%	7.0%	1.8%
Black/African/Caribbean/Black British: Caribbean	5.5%	4.2%	1.1%
Black/African/Caribbean/Black British: Other Black	2.6%	2.1%	0.5%
Other ethnic group: Arab	0.6%	1.3%	0.4%
Other ethnic group: Any other ethnic group	4.5%	2.1%	0.6%

How we are addressing equality within the workplace

We aim to recruit from the widest possible talent pool.

"Enfield has a vibrant and diverse community and here at Enfield Council we want a workforce that reflects the local people we serve. More importantly we want a diverse workforce because we recognise this brings new experiences and fresh ideas that will benefit how we work and how we serve our community"

Ian Davis, Chief Executive

Enfield has set out the Council's vision, aims and priorities for 2020-2022 with equality at the heart of our guiding principles.

Looking ahead, we aim to develop an 'empowered, responsive and happy workforce'

We will:

- *Enable managers to develop strong leadership skills and create an environment where staff can do their best.*
- *Inspire, protect and promote equality and diversity within our workforce and reduce the ethnicity pay gap.*
- *Tackle low pay and poverty by always paying our staff at least the London Living Wage; offering no zero-hour contracts; and by working with our suppliers and commissioned service providers so that they do the same’.*

Enfield Council Plan 2020-2022

Senior Level Recruitment

Over the past three years the Council has increased the number of staff from an ethnic minority background in the top 3 tiers of leadership posts (HOS3 and above) from 11.4% to 22.38%. This has enabled us to increase ethnic minority representation in our senior management structure and narrow the overall ethnicity pay gap.

The overall impact on the Council’s ethnicity pay gap has seen a gradual decrease in the mean pay gap and a median pay gap. This is summarised in Table 2 below:

Table 4 – Ethnicity Pay Gap Summary

Pay rates	Ethnic Minority pay gap 2019/20	Ethnic Minority pay gap 2018/19	Ethnic Minority pay gap 2017/18
Mean hourly rate	9.5%	10.5%	9.7%
Median hourly rate	3%	5.8%	9.2%

‘White’ includes British, English, Any other white background, Greek or Greek Cypriot, Irish, Any white, Scottish, Turkish or Turkish Cypriot and Welsh

‘Ethnic Minority’ includes all other categories shown in Table 1 above.

Fairer Enfield – Equality, Diversity and Inclusion Policy

This policy sets out Enfield Council’s approach to equality, diversity and inclusion. It outlines our vision for an equal and socially inclusive borough and describes how implementing good practice on equality, diversity and inclusion helps the Council deliver its wider health, social and economic aims.

This policy sets out how we are meeting our Public Sector Equality Duty under the Equality Act 2010, which requires us to demonstrate due regard to the need to:

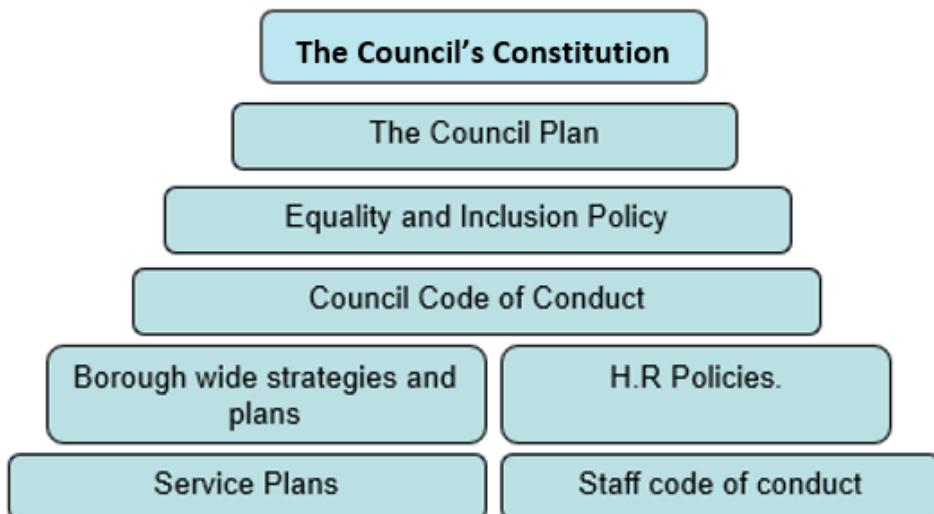
- advance equal opportunities
- eliminate unlawful discrimination
- foster good relations

It also includes our equality objectives, required as part of the Public Sector Equality Duty. In relation to reducing the ethnicity pay gap and increasing representation in our workforce we have committed to:

- Increase the representation of Black and ethnic minorities in leadership positions across the Council's workforce, so that it is proportionately representative of Enfield's ethnic minority population by 2030.
- Provide training on unconscious bias which includes language and structural racism, as part of our equalities training programme.

The policy sets out the principles everyone who works for Enfield must follow in order to uphold our duties under the Act as a service provider, commissioner, employer and community leader.

The policy should be considered alongside other key documents which set out the expectations and requirements on everyone who works for the Council. The diagram below shows how this policy relates to other key policies and strategies.



Levelling the 'playing field' for all Recruitment

The Council is keen to remove all bias and ensure all applicants are considered equally. We require all hiring managers and interview panel members to complete our internal Recruitment and Selection training to ensure they are competent interviewers and understand the risk of unconscious bias. All interview panels are required to be representative of both gender and ethnicity. In 2018 the Council introduced 'name blind' recruitment at the short-listing stage.

To ensure we reach a wide pool of candidates we advertise our vacancies on a range of job boards including Diversity Jobs specifically designed to attract diverse candidate.

Enfield Council's Ethnic Minority Network

The Council's Ethnic Minority Network (EMN) staff group is committed to addressing the low representation of staff from Black and Ethnic Minority backgrounds in Leadership roles within the organisation. The Ethnic Minority Network has been established to drive the agenda and deliver initiatives that will bring lasting change.

- The Network aims to remove the barriers to career progression, both structural and personal, that prevent staff developing and working to their full potential
- Promote the inclusion of staff from ethnic minority backgrounds in all aspects of the council's activity and welcome the diversity of staff and embrace their rich cultural heritage in the workforce

The EMN has delivered a number of events including regular network events throughout the year and an annual celebration of Black History Month. The focus of the group over the past year has included mentoring, evaluation and benchmarking, learning & development, Covid-19 and Black History Month. The group have also worked tirelessly since last summer in response to Black Lives Matters (BLM) and has run staff focus groups and a series of raising awareness sessions.

EMN has also developed a 'BLM Kickstart Discussions' workshop for senior and middle managers, which began life by EMN working with Children's Services, who wanted to be pro-active in starting discussions among their team. The workshop aims to give managers the tools to have those difficult conversations with their staff and teams and plans to make real changes that will keep those conversations going and make equality and inclusion a conscious part of the working day. The workshop is being rolled out across the Council.

Enfield Council Career Returner Programme

The Council's award-winning Career Returner @ Enfield programme continues to support local talented professionals who have taken a prolonged career break, to return to their chosen profession. Recognising that there is a local 'untapped' pool of talented professionals waiting to return to work we developed Career Returners @ Enfield Programme, a six month 'returnship' (higher-level internship). Although this programme is open to both men and women, the majority of 'sandwich' carers within our society are women and a high proportion are from an ethnic minority background. The majority of applicants to this programme were women who had taken a career break to look after young children or elderly relatives. The Council has now successfully recruited three cohorts over the past three years and is now planning it's fourth cohort.

Six career returners were recruited to the first programme in 2017, all successful applicants were women and 50% were ethnic minority. Following the success of the first programme the Council recruited fifteen returners to the 2018 cohort, again all successful applicants were women and 60% were ethnic minority. Five career returners joined the third cohort in September 2019, four were women and 75% ethnic minority.

Overall, the retention rate of staff who joined via a career returner programme has been very good. Across the three cohorts twenty-two returners who accepted on-going employment, seventeen remain in our employment. 71% of those remaining in our employment are from an ethnic minority background.

Learning & Organisational Development Activity

As part of Enfield's commitment as an employer, we believe raising awareness and training is an integral part of ensuring our staff understand their responsibilities and the Council's expectations. We want to be an organisation where local people choose to work and develop good careers, where staff from different backgrounds work together harmoniously and productively and everyone feels valued. We provide a range of training and support to enable staff to manage and/or work within a diverse workforce, including:

- **Equality and Diversity in the Workplace**
This is mandatory for all new joiners and increases awareness of equality and diversity in the workplace; the expectations on employees in terms of their behaviour; practical help in challenging unlawful discrimination or inappropriate behaviour.
- **Recruitment & Selection**
This is mandatory for all recruiting managers and provides practical exercises and opportunities for deeper discussion, including improved section on obligations and responsibilities with regards equality, diversity and inclusion as well as unconscious bias.
- **Unconscious Bias**
Where 'unconscious biases' play out in the workplace, this e-learning short course helps officers get to grips with unconscious bias, in order to identify, acknowledge and challenge it in the workplace.
- **BLM Kickstart conversations**
Workshop and toolkit for managers to encourage and support them to have difficult conversations, give voice to their teams, and develop an action plan to help create respectful, diverse and inclusive workplaces.

Over the coming year the following courses and programmes will form part of the Council's Equality, Diversity and Inclusion Programme:

- **Inclusive Leadership**
- **Unconscious Bias Workshop**
- **Mentoring Programme** (revised and updated programme of support)
- **Black on Board Programme**
Designed to train and mentor Black, ethnic minority candidates to take up board positions (Lead by Enfield Council in partnership with other boroughs; Southwark, Richmond & Wandsworth, Islington).
- **Threshold one day career development workshop**
Tailored for female Black, ethnic minority staff to take a fresh look at individual career path and opportunities.

Moving Forward

The Council is looking to introduce further initiatives to complement our existing programmes and promote our equalities agenda. For example:

- The work of the Ethnic Minority Staff Group will continue with further work and events planned.
- Recruitment to a 4th Career Returner Programme is being planned.
- Creation of a Diversity and Inclusion Consultant role to embed EDI learning initiatives into our workforce
- Continue the roll out of the *Inspirational Leadership Programme* and *Aspirational Leadership Programme*.
- Develop in partnership with other councils a career development programme targeting support for staff of all characteristics to help them progress within their careers.

These initiatives will support staff to successfully progress within the Council's hierarchy.