

Workforce Actions: Overcome racism in Enfield

EDI Member's Board

15 July 2021

Presentation by: HR & OD

Why this is important to Enfield?

- 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.
- Supports the Council's commitment to tackle inequality and our ambition to embed a diverse and inclusive culture.
- Ethnic minority employees represent 33.3% of our workforce as of 31 March 2020.

Objective: Overcome racism in Enfield

Action:

- Increase the representation of Black and ethnic minorities in leadership positions across the Council's workforce; and provide training on unconscious bias, language and structural racism as part of equalities training programme

What we know

- Ethnic minority staff represent 33.3% of the workforce.
- Workforce does reflect our local community (based on 2011 Census data)
- Ethnicity pay gap - **Median hourly rate Enfield Council 2020 is 3%**
- Staff focus group - four main themes coming from the feedback
 - Recruitment and employment practices
 - Career progression
 - Learning and development
 - Holding people to account

	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%

Workforce composition by ethnicity

	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%



Focus group feedback

1) Recruitment & employment practice

- lack of internal opportunity
- recruitment panels / nepotism
- commitment not across organisation

2) Career progression

- talent management
- opportunities

3) Learning and development

- career development / culture
- communication house style simplified

4) Holding people to account

- discriminating & inappropriate manager behaviours
- fear of sticking neck out



Building An Inclusive Culture & Tackling Racism

Clarification

- The council's stance and values, clear expectations of what the LBE's stands for and maintain zero-tolerance to racism.

Co-creating

- A systemic approach for practical action by working across LBE and Ethnic Minority Network

Commitment

- Visible leadership and a willingness to change: Sustained action needs a long-term plan, led with firm commitment from the top.

Critically appraising

- Our people management

Connecting

- Our workforce by creating safe spaces, systems and times to talk, sharing experiences and learning from each other

Communicating & Culture

- Our messages and culture are consistent, ensuring the conversation is two-way.
- Leaving the workforce and wider stakeholders in no doubt about our key messages.
- Our behaviours and values

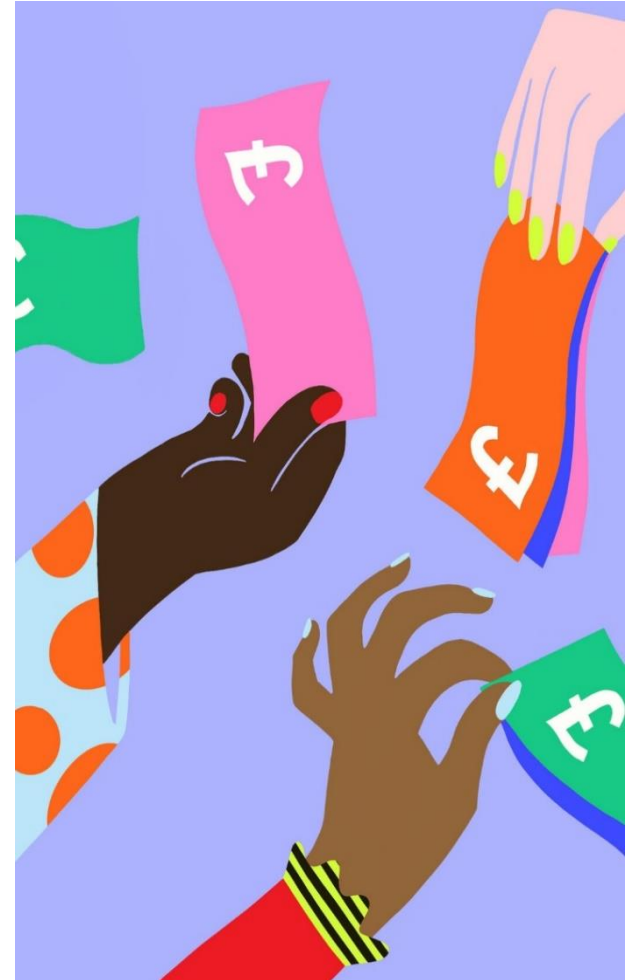
Ethnicity Pay Gap Summary



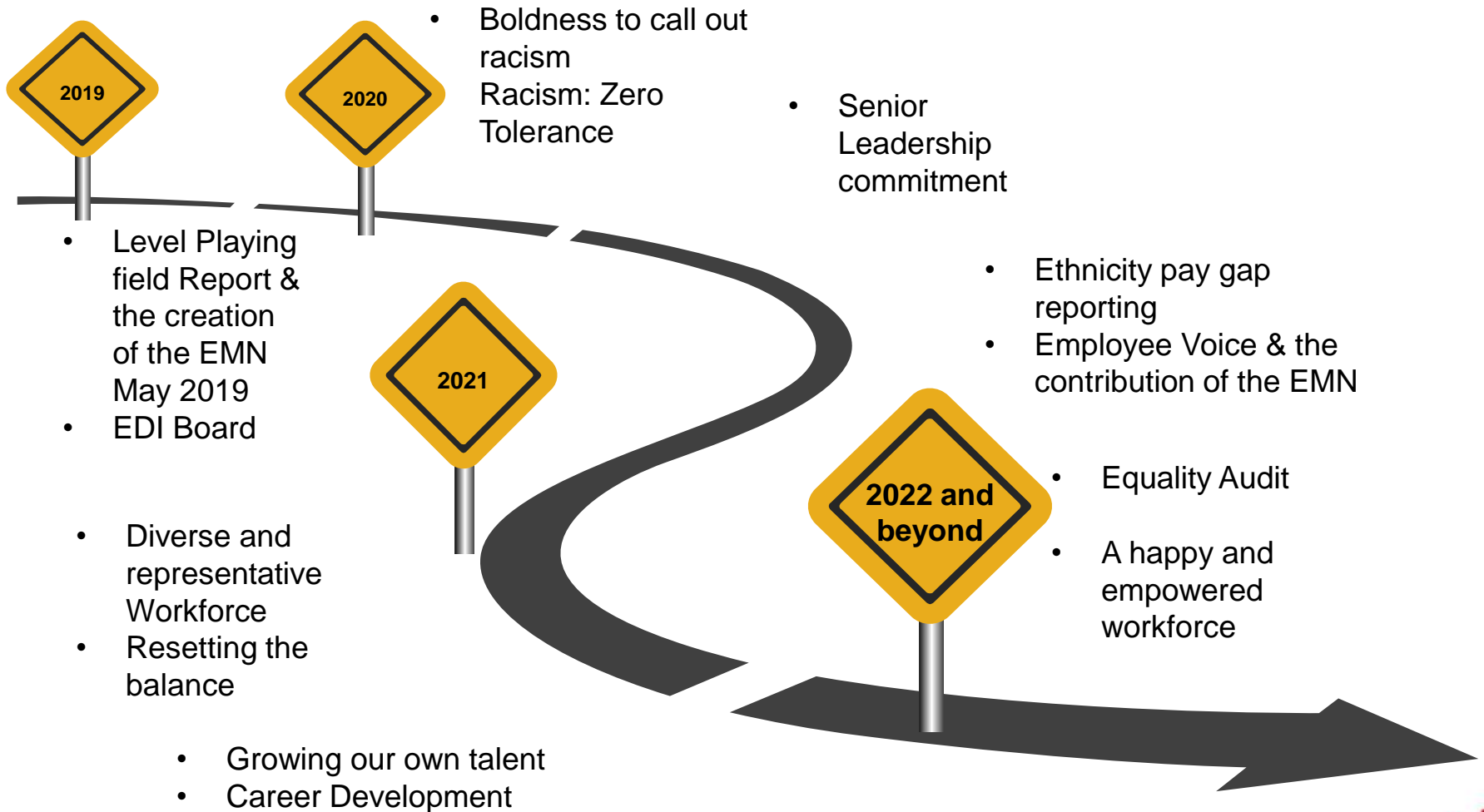
Pay rates	Ethnic Minority pay gap 2019/20	Ethnic Minority pay gap 2018/19	Ethnic Minority pay gap 2017/18
Mean hourly rate	9.5%	10.5%	9.7%
Median hourly rate	3%	5.8%	9.2%

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 sub nationally, with London often having wider pay gaps.
- **Median hourly rate Enfield Council 2020 = 3%**



Fairer Enfield EDI Policy 2021 - 2025



Action plan to end racism in the workplace

- Building an inclusive culture
- Understanding our data (Annual workforce report)
- Focussed & facilitated discussion in a safe environment (BLM)
- Review and update our recruitment and selection policy
- Diverse Recruitment Panel
- Providing training on unconscious bias and language as part of our equalities training programme
- Black on Board Development Programme
- Culture conversations
- Difficult Conversations (Managers Toolkit)
- Ally/Inclusions Champions Programmes

Equalities & Inclusion Programme

Currently Available		In Progress
Stonewall Workplace Allies Programme	BLM Kickstart conversations	Mentoring Programme (Sept 21)
Equality Impact Assessments	Unconscious Bias (managers) Workshop	Trans Awareness
Recruitment & Selection Virtual/workshop training	Unconscious Bias (staff) Workshop	Privilege Questionnaire (Managers Toolkit)
Unconscious Bias - eLearning	Black on Board Programme	Stonewall Diversity Champions Accreditation
Equality and Diversity in the Workplace – <i>mandatory for new starters</i>	Dignity at Work	Working towards
	Revamped recruitment workshop programme	
Disability & Discrimination	Review of HR policies	Disability confident employer
Mental Health Awareness	MIND - Mental Health and Wellbeing (managers)	Culture conversations
Deaf Awareness	MIND - Mental Health and Well being (staff)	Ally inclusion champions programme
Raising profile of staff network groups	Difficult Conversations (Managers Toolkit)	

Summary & Conclusion

- Increase the representation of Black and ethnic minorities in leadership positions across the Council's workforce.
- Understanding our roles individually and collectively in addressing racism
- Ally-ship / Inclusions Champions Programmes