

London Councils Workforce Audit

April 2020 to March 2021

1. Introduction and context

1.1 All public authorities are required to consider what they are doing to tackle discrimination, harassment and victimisation under the Equality Act 2010 public sector equalities duty. These specific duties require authorities to publish information to demonstrate compliance with the general equality duty. The aims of the general equality duty are set out below:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
- Advance equality of opportunity between people who share a protected characteristic and those who do not;
- Foster good relations between people who share a protected characteristic and those who do not.

The protected characteristics include: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

1.2 Public authorities with fewer than 150 employees are exempt from the requirement to publish information on their employees.

1.3 Additionally, the Equality Act 2010 (specific duties & public authorities) Regulations 2017 laid down that from 6 April 2018 employers in Great Britain with 250 or more staff are required by law to publish various factors which highlight the gender pay gap in their organisation. A separate report on the Gender & Ethnicity Pay Gap will be provided to CMB. The pay gap is based on a snapshot of the workforce and pay as at 31 March in line with legislative reporting requirements.

1.4 Although London Councils has only 131 employees and is therefore exempt from these requirements, it is considered good practice for London Councils to produce this information on the make-up of the workforce.

1.5 The workforce data covers the period 1 April 2020 to 31 March 2021 and is taken from employee records held on City of London iTrent (CityPeople) management information system.

2. Workforce Composition

2.1 Outlined below are tables showing the number of staff by directorate and the percentage of staff by grade group in directorates.

Total number of staff by directorate groupings

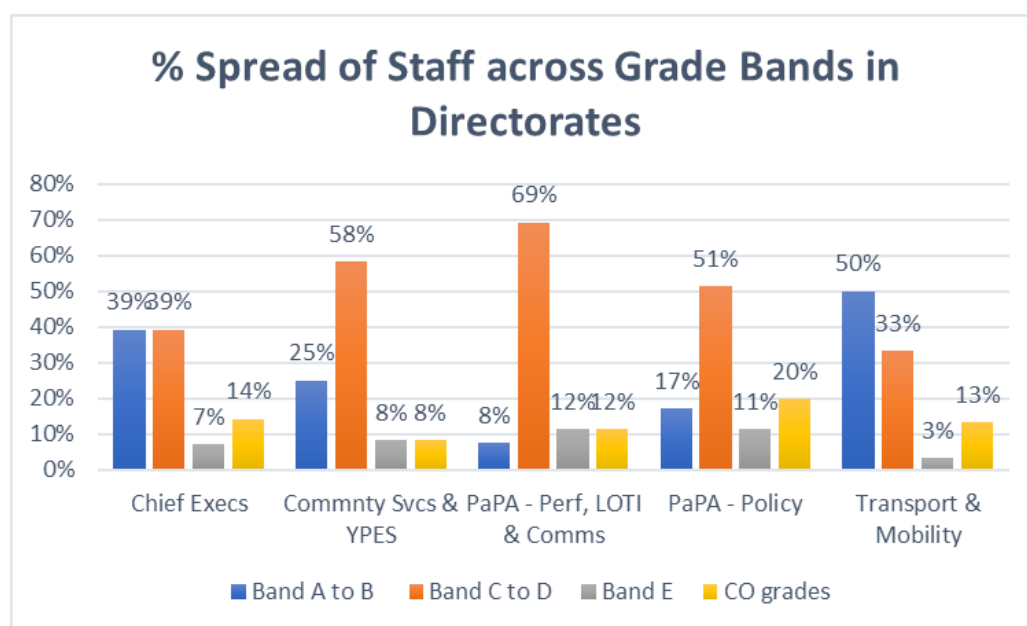
Directorate	FTE	Headcount	%
Chief Execs	26.9	28	21%
Community Svcs & YPES	10.7	12	9%
PaPA - Perf, LOTI & Comms	25.8	26	20%
PaPA - Policy	33.4	35	27%
Transport & Mobility	29.1	30	23%
Grand Total	125.9	131	100%

Number of staff by grade groups in directorate groupings

Directorate	Band A to B	Band C to D	Band E	CO grades	Grand Total
Chief Execs	11	11	2	4	28
Community Svcs & YPES	3	7	1	1	12
PaPA - Perf, LOTI & Comms	2	18	3	3	26
PaPA - Policy	6	18	4	7	35
Transport & Mobility	15	10	1	4	30
Grand Total	37	64	11	19	131
% Spread	28%	49%	8%	15%	100%

% spread table based on above headcount table

Directorate	Band A to B	Band C to D	Band E	CO grades	Grand Total
Chief Execs	39%	39%	7%	14%	28
Community Svcs & YPES	25%	58%	8%	8%	12
PaPA - Perf, LOTI & Comms	8%	69%	12%	12%	26
PaPA - Policy	17%	51%	11%	20%	35
Transport & Mobility	50%	33%	3%	13%	30
Grand Total	28%	49%	8%	15%	131



The above table and graph highlights the difference in spread of staff between grade groups across the organisation.

2.2 Ethnicity

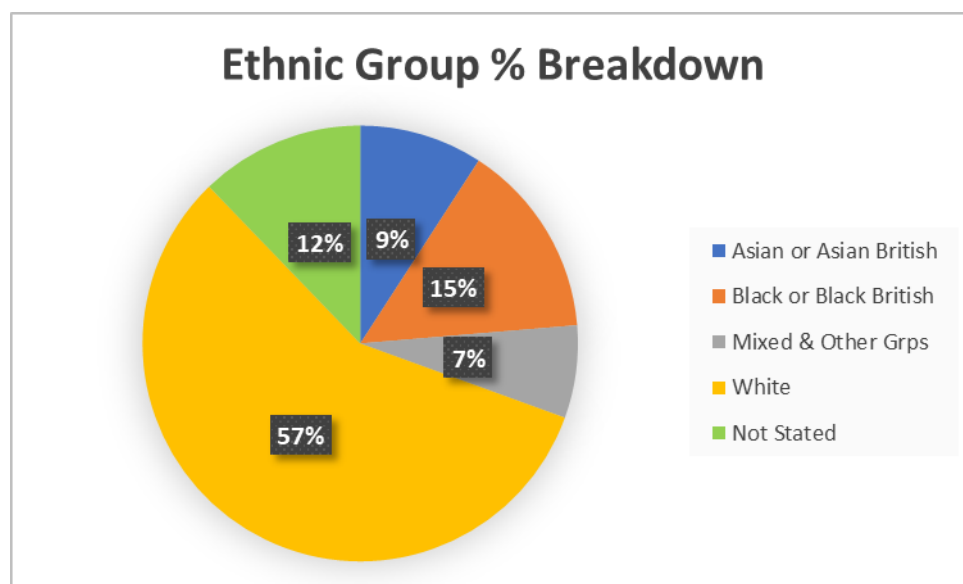
The workforce composition in terms of Black, Asian and Minority Ethnic (BAME) staff has been steadily increasing over recent years. In 2016 it was 25% and it has been increasing year on year. This last year 2020/21 it has increased to 31%.

There are 40 employees from Black, Asian & Minority Ethnic backgrounds, representing 31% of the workforce headcount.

There are 16 staff (12%) who have declined or not stated their ethnicity. This is an improvement compared to last year when there were 19 staff who had declined or not stated their ethnicity. We have worked jointly with the unions in the last couple of years, sending joint letters from the Chief Executive and Unions to all staff to encourage them to update and maintain their personal/ sensitive data on i-Trent and we also post regular reminders via the intranet and i-Trent notifications to do this.

Ethnicity Headcount of Overall Workforce

Ethnic Group	Headcount	%
Asian or Asian British	12	9%
Black or Black British	19	15%
Mixed & Other Ethnic groups	9	7%
White	75	57%
Declined or Not Stated	16	12%
Grand Total	131	100%



% of Ethnic Minority staff within each Grade group

Ethnic Group	Band A to B	Band C to D	Band E	CO grades	Grand Total
Asian or Asian British	8%	13%	9%	0%	9%
Black or Black British	16%	17%	9%	5%	15%
Mixed & Other Ethnic Groups	3%	6%	9%	16%	7%
White	59%	55%	55%	63%	57%
Declined or Not Stated	14%	9%	18%	16%	12%
Grand Total	37	64	11	19	131
%	28%	49%	8%	15%	100%

Information comparing race equality information from 2018 and 2021

The Report on Racial Equality at London Councils from the internal Race Equalities Working Group in March 2021, highlighted several areas for improved monitoring and action in support of the workforce in terms of race equality.

The working group felt that collecting and analysing workforce data from the perspective of race would provide a useful way to understand the experiences and access to opportunities between BAME and non- BAME employees. This would help London Councils to maintain a strong understanding of the lived experience of BAME staff, to benchmark progress and to ensure its approach to promoting race equality is sustainable.

With a view to using more workforce information to understand the experience and access to opportunities for BAME staff we have analysed workforce audit information comparing ethnic minority information between 2018 and 2021 – a 3-year gap – to help show the rate of progress in representation of BAME staff across the organisation. Given the rate of turnover per annum, typically 10% – 15%, this is considered a reasonable time period in which to assess the rate of progress.

Intersectionality, the interconnected nature of social categorisations such as race, class, gender and sexuality create overlapping and interdependent systems of discrimination or disadvantage. Given the relatively small size of London Councils, it is difficult to conduct analysis and comparison on small numbers of staff relating to issues of intersectionality. However, we have conducted some basic analysis of two or three areas of interconnected characteristics between 2018 and 2021 to show what the differences are.

Between 2018 and 2021 there has been an increase in female Black, Asian and Minority Ethnic (BAME) staff of 4 staff (an increase of 20%), with 3 Asian and one Mixed or Other Ethnic minority women, and an increase of 5 male BAME staff (50% increase), with 2 Asian, 2 Black and one Mixed or Other Ethnic minority men.

Between 2018 and 2021 the increase of 4 female BAME staff were spread across pay bands with one less BAME female in the Band A to B pay grades, 4 more BAME females in pay Bands C to D and one extra in Band E. For the male BAME staff the spread of 5 more staff in 2021 were 2 extra in both Bands A to B and in Bands C to D. There was also one extra BAME man in the Chief Officer pay grades.

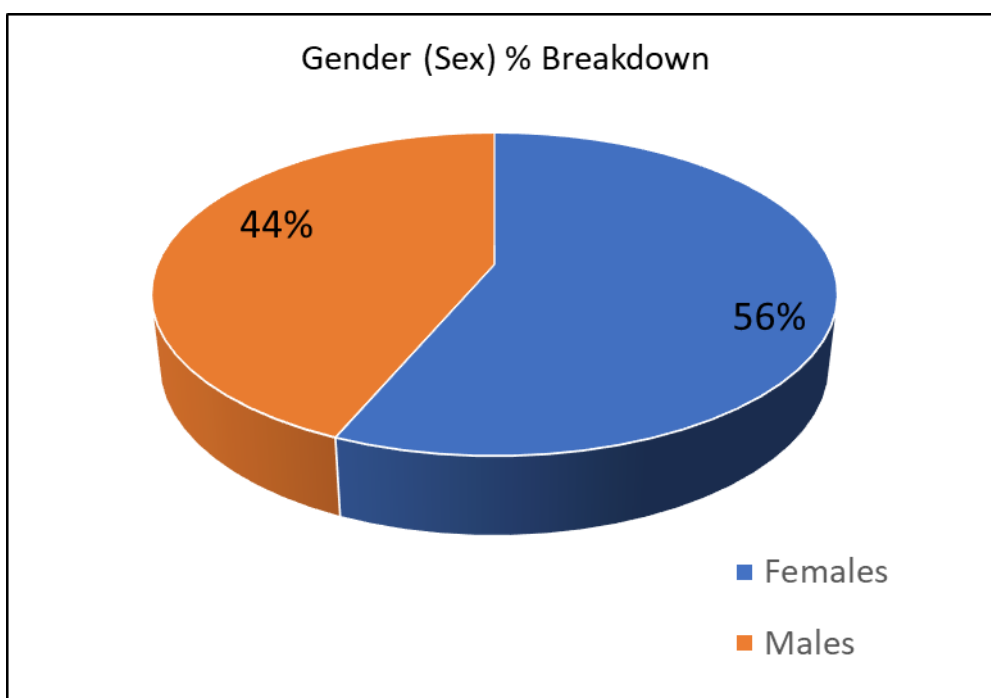
The overall increase in BAME females were in the following age groups – 2 extra BAME females in the 31-40 age group, one less in the 41-50 age group and 3 extra BAME females in the 51-60 age group. The increase in BAME men were in the following age groups – 2 BAME men in 18-30, one in 31-40, 3 in 51-60 age group and one in the 61 plus age range; and with 2 fewer BAME men in the 41-50 age group.

All in all, there has been a positive improvement in a number of areas of basic intersectionality comparison for BAME staff; in sex (gender) and ethnicity; pay band and gender; and age band and gender.

2.3 Gender (Sex)

The percentage of female staff has remained at broadly the same level since April 2010. As of 31 March 2021, females comprise 56% of the workforce. In 2019 it was 53%.

The turnover of female staff for 2020/21 was 16% across the organisation.



Grade Group by Gender

Grade Group	Females	Female %	Male	Males %	Total
Band A to B	25	68%	12	32%	37
Band C to D	35	55%	29	45%	64
Band E	6	55%	5	45%	11
CO grades	7	37%	12	63%	19
Grand Total	73	56%	58	44%	131

The spread of females in grade groups inverts higher up the pay scales.

Gender breakdown in Directorates

Directorates	Females	Female %	Male	Males %	Total
Chief Execs	15	54%	13	46%	28
Community Svcs & YPES	11	92%	1	8%	12
PaPA - Perf, LOTI & Comms	13	50%	13	50%	26
PaPA - Policy	16	46%	19	54%	35
Transport & Mobility	18	60%	12	40%	30
Grand Total	73	56%	58	44%	131

2.4 Gender & Ethnicity Pay Gaps for year ended 31 March 2020

2.4.1 Gender Pay Gap

The Mean Average Gender Pay Gap in London Councils is 14.6% which indicates that the average pay for men is higher. In 2020 the pay gap was 17.4%, so this year is an improvement on last year.

The Median is the middle value in a range of numbers and is often considered a better indicator of pay parity because it excludes payments at the end or start of a list and therefore rule out large

or small payments which can skew mean averages. In London Councils the Median Gender Pay Gap at March 2021 was Nil% (0.0), meaning the mid pay level for both men and women was the same.

The table below shows the hourly pay rates for the Mean Average and Median.

	Women	Men	Difference £
Mean Hourly Rate	£25.35	£29.70	£4.35
Median Hourly Rate	£23.33	£23.33	£0.00

The table below highlights the total workforce, the four pay quartiles and the percentage of men and women within each for the last 3 years, .

	London Councils 2019		London Councils 2020		London Councils 2021		London Councils Gender Pay Gap Headcount 2021	
Gender	Men	Women	Men	Women	Men	Women	Men	Women
Total Gender Pay Workforce	46%	54%	43%	57%	44%	56%	57	69
Upper pay quartile	53%	47%	55%	45%	58%	42%	18	13
Upper Middle pay quartile	32%	68%	34%	66%	35%	65%	11	20
Middle pay quartile	55%	45%	44%	56%	53%	47%	17	15
Lower pay quartile	45%	55%	38%	63%	34%	66%	11	21

In London Councils the above pay quartiles roughly equate to the following pay scales

- Upper pay quartile – Grades E and Chief Officer grades
- Upper middle – Grade D
- Middle – Grade C
- Lower pay quartile – Grades A and B

The table above shows that London Councils has significantly more men in the top pay quartile compared against the London Councils workforce profile. There are significantly more women in the Upper Middle Pay quartiles compared against the workforce profile.

The above profile information explains why men have an overall gender pay gap compared to women.

2.4.2 Ethnic Pay Gap

The Mean Average Ethnic Pay Gap between white and ethnic minority staff is 6.6%, which indicates average pay for white staff is more.

The Median is the middle value in a range of numbers. In London Councils the Median Ethnic Pay Gap is -0.5%, which indicates ethnic minority staff are paid marginally more at the mid pay point.

The table below shows the hourly pay rates for the Mean Average and Median for Black, Asian and Minority Ethnic (BAME) staff and white staff.

	BAME	White	Difference £
Mean Hourly Rate	£25.93	£27.77	£1.84
Median Hourly Rate	£23.33	£23.21	-£0.12

Ethnic Profile within each Quartile of the pay structure

London Councils Ethnic groupings	London Councils 2019		London Councils 2020		London Councils 2021		London Councils Ethnic Pay Headcount 2021	
	White	BAME	White	BAME	White	BAME	White	BAME
Total Ethnic Pay Workforce	59%	27%	58%	28%	57%	31%	72	39
Upper pay quartile	63%	25%	67%	21%	61%	23%	19	7
Upper Middle pay quartile	42%	39%	38%	47%	48%	42%	15	13
Middle pay quartile	65%	23%	63%	22%	56%	31%	18	10
Lower pay quartile	65%	26%	66%	22%	63%	28%	20	9

The above table shows the spread of white and Black, Asian & Minority Ethnic (BAME) staff across the 4 different pay quartiles.

In London Councils whilst there are higher proportions of white staff in all pay quartiles, the representation of BAME staff across the organisation has gradually been improving year on year. This is positive and helps to explain why the ethnic pay gap in London Councils can be considered to be good.

What we are doing and what we will do that can help to address the Gender and Ethnic pay gaps

Pay gaps are affected by the distribution of women or Black, Asian & Minority Ethnic (BAME) staff across the pay and grading structure.

Our diversity and equality policies help to influence the organisation's approach and culture towards improving the relative profiles of the female and BAME staff.

In October 2020 London Councils agreed a Statement on Race Equality. London Councils recognised that racial inequalities exist in all areas of public life with devastating consequences for far too many Londoners. It pledged to work with member authorities to take action to create a fairer and more equal society. It also set out three areas that the organisation would focus on, including that of London Councils as an employer.

The Report on Racial Equality at London Councils from the internal Race Equalities Working Group in March 2021, highlighted several areas for improved monitoring and action in support of the workforce in terms of race equality. Corporate Management Board (CMB) has acknowledged and welcomed the report and is very positive about its recommendations. CMB supports the recommendation to converting the three main sections of the report on Demonstrating Leadership; Understanding the Lived Experience of BAME and Non BAME Employees; and Promoting and Maintaining Racial Equality into a strategy and action plan to promote racial equality at London Councils.

As outlined in the report, gender or ethnic pay gaps arise because the distribution of the workforce is not even across the pay grades (and pay quartiles) of the organisation. The way to address gender and ethnic pay gaps is therefore to ensure a better distribution of women and BAME staff across the pay grades of London Councils.

There is not a simple fix to improve workforce distribution, but the equalities policies outlined above assist in trying to ensure that London Councils is free from discriminatory bias.

Ensuring our recruitment process is free from any bias including a review of job adverts, using a variety of communication channels to attract a variety of candidates. Our recruitment interviewing and selection process are designed to guard against bias and follow best practice principles.

We recently reviewed our Flexible Working Framework and following the last 12 months or so of remote working in response to the Coronavirus Pandemic, we are updating the framework. This should help to ensure that prospective as well as current employees fully appreciate the opportunities and benefits that flexible and agile working can bring equally to the individual and organisation.

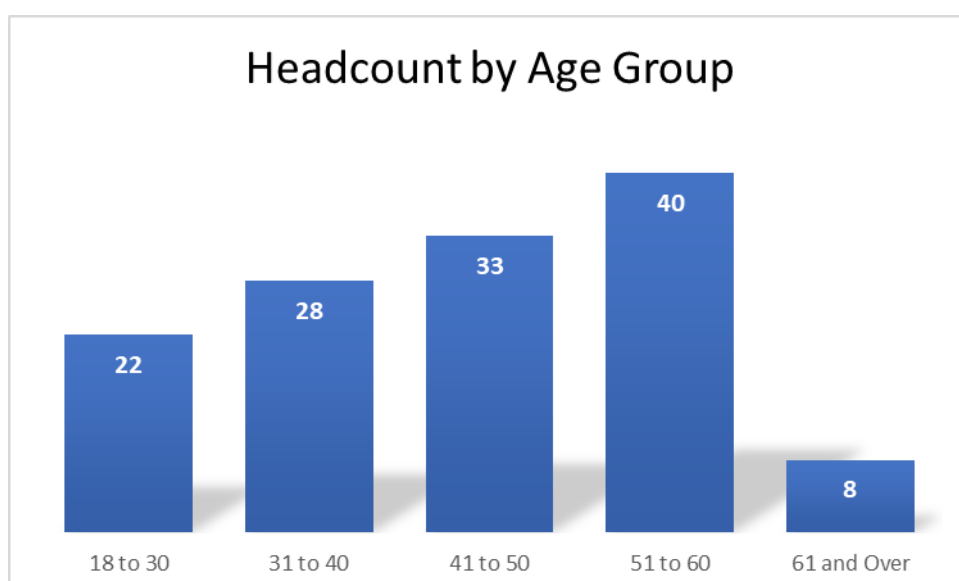
2.5 Disability

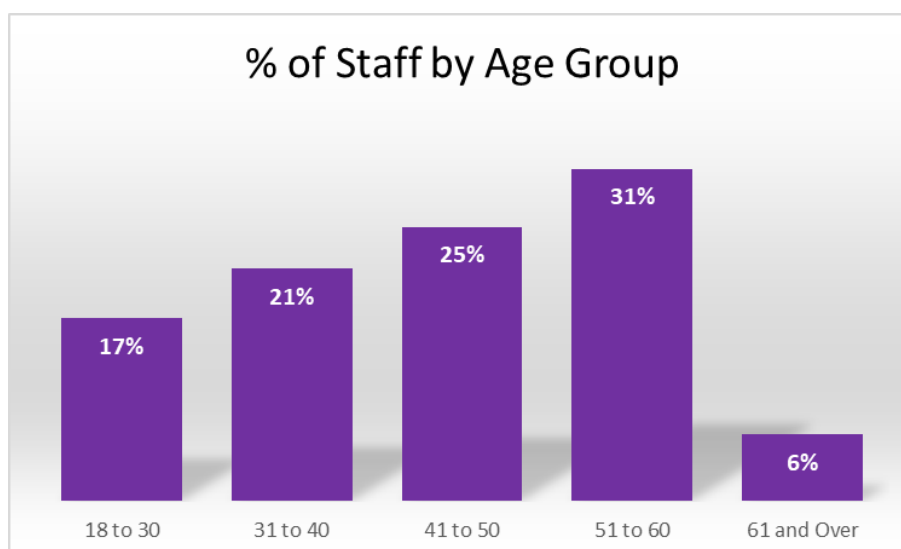
The number of staff with a disability in the workforce has remained at 3 staff (2% of the workforce), the same as last year.

Disability	Headcount	%
Disabled	3	2%
Not disabled	109	83%
Declined or Not Stated	19	15%
Grand Total	131	100%

2.6 Age

The graphs below shows the distribution of staff by different age bands.





The average age in London Councils is 44 years, and this is fairly typical in local government. Across London boroughs the average age is 46 years.

Most local government organisations have a proportionately older age workforce, with much smaller numbers in the lowest age groups. London Councils has 17% in the younger age group which is good.

2.7 Employee Turnover and Recruitment: Employee turnover levels are the same as last year at 14%.

Grade Group	Year Headcount	Leavers	% Turnover
Band A to B	37	3	8%
Band C to D	64	11	17%
Band E	11	3	27%
CO grades	19	1	5%
Grand Total	131	18	14%

Turnover levels are different in different grade levels. In the last few years there has generally been higher levels of turnover in Band C grades due to turnover in the PaPA policy roles. This last year Band C turnover stood at 16% which is marginally greater than overall turnover at 14%.

A basic analysis has been conducted on the differences between leavers and starters during the last year and whether this is starting to make a difference in the profile of the workforce.

There were 18 leavers and 15 new starters in the last year. Two BAME (black, Asian and minority ethnic) staff left, but we recruited four BAME staff, so two additional BAME employees.

We have undertaken some analysis of recruitment activity over the last year. We received 305 applications for 12 posts over the last 12 months across a range of roles including political advisor, head of governance, two roles in the tribunal service and 8 policy related roles in Policy & Public Affairs directorate.

Of these 305 applicants the following profile information can be shared:

- 51% applicants were women, 59% women were shortlisted and 44% women appointed;
- 39% applicant were Black, Asian, Minority Ethnic background, 27% BAME were shortlisted and 33% BAME appointed;
- 7% applicants were disabled, 8% disabled shortlisted and None appointed.