



**Redbridge Workforce Diversity
Report
2018-2019**



Introduction

Our diversity vision remains at the forefront of our thinking and our development of diversity and inclusion initiatives. Our Workforce Diversity Report 2019 profiles the protected characteristics to help shape and inform policy such as talent retention, career development and succession planning.

The council publishes this annual report to show the diversity of its workforce in line with the Equality Act 2010. The Equality Act 2010, provides a legal framework to protect the rights of individuals and advance equality of opportunity for all. It provides Britain with a discrimination law which protects individuals from unfair treatment and promotes a fair and more equal society.

The data has been drawn from the London Borough of Redbridge's management information system, iTrent. This system holds data relating to the protected characteristics across the whole organisation. The system further breaks down the data into the council directorates to provide us a clear picture across the organisation. A comparison will be drawn with the 2018 data, and inferences drawn from the working patterns, recruitment, and pay gap within profiles of protected characteristics.

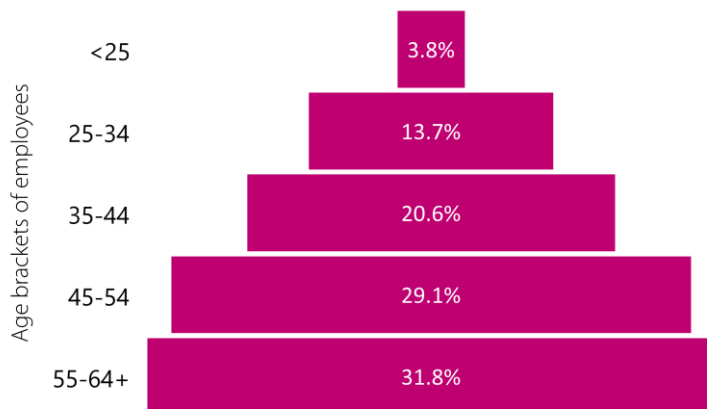
The provision of diversity information by employees is voluntary. Across some of the protected characteristics there are a large proportion of records where either the data has not been recorded or the employees prefer not to respond. Low numbers make meaningful conclusions harder in these groups. The council will continue to encourage employees to provide diversity information in order to report accurate and representative information.

Headline figures for protected characteristics

Age

- The largest age group in our workforce is 49-54 year olds (29.1%). This is closely followed by 55-64 year olds (27.7%). We need to ensure that there are adequate workforce and succession planning measures in place.
- There has been a slight increase in under 25s from 2.9% in 2018, to 3.8% this year. We are undergoing work to attract younger staff via the apprenticeship route.
- Considering that Redbridge has a young population in an area with outstanding schools we need to consider whether what else we can do to attract more local talent.
- The distribution of age by Directorate reflects the overall age distribution of the workforce, aside from in the Strategy Directorate, which has a higher proportion of younger staff

The figure below shows the distribution of the total workforce (%) by age brackets (low to high). 1% of the workforce did not disclose their age. The group of 55-64 year olds has been merged with 65s and over (4.35%).



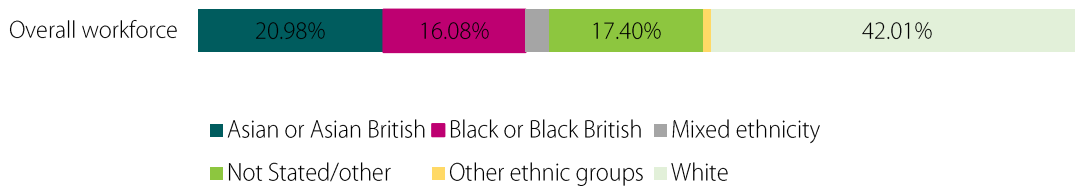
Disability

- 4.5% of our workforce have declared a disability. This is unchanged from last year.
- This representation is below the local area reporting of 7% people who classify themselves as having a disability but are able to work
- We believe that disability is under-reported within the council. This makes it difficult to ensure that we are making all necessary adjustments and offering appropriate support.
- Improving the response rate for declaration is something the organisation will attempt to address (currently only 84 % declaration).

Ethnicity

- The largest ethnic group in our workforce is White British (42%), which has dropped slightly from 2018 (44.3%). Both figures are lower than the local White British population of 48.5%.
- Asian employees make up 21% of the workforce and continue to be the most under-represented group, when compared with the local area population of 40.6%.
- The Council benefits from having a diverse workforce. We will continue our efforts to ensure that our workforce reflects **all** communities within the borough.

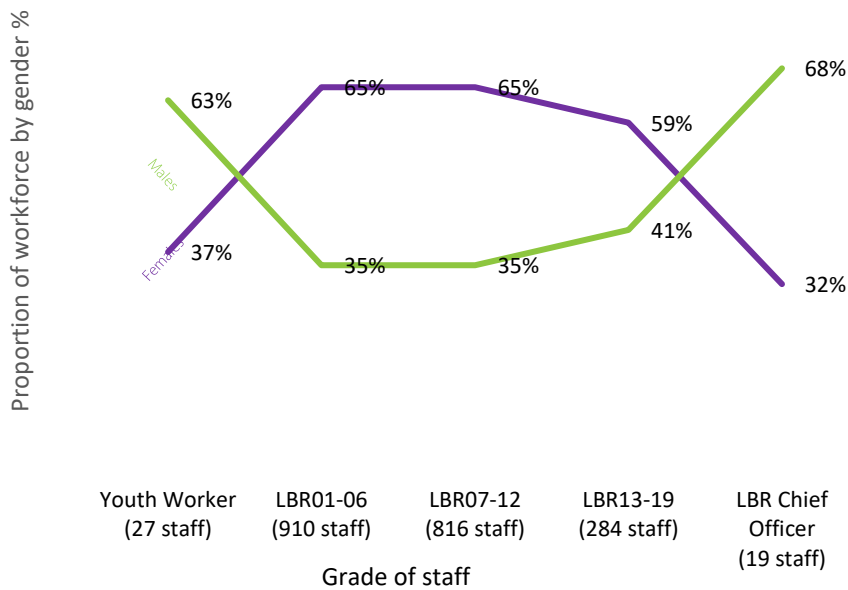
The chart below shows the proportion of each ethnic group of staff in the overall workforce



Gender

- In our **total workforce** of 2183 employees there are substantially more **females** (62.1%) than **males** (37.9%). This has changed little since the 2018 review (63% to 37%).
- Our workforce is marginally more gender-balanced than the wider public-sector workforce (57.4% female to 32.6% male), but does not reflect the local population (an even split).
- Historically women have been attracted to work in local authorities because of the family friendly policies, flexible working, and proximity to schools and community.

The 'scissors diagram' below shows the proportions of gender within pay grades (low to high). All data are presented with female percentages shown in **purple** and male percentages shown in **green**. The raw numbers of staff in each grade are included in brackets



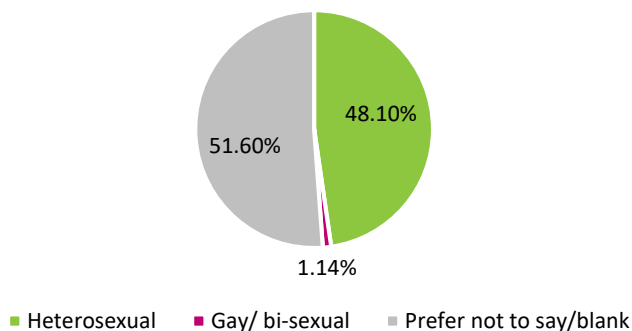
- This balance is consistent at the middle levels; however, men make up a far higher proportion of 'Youth Workers', and at the **most senior** LBR Chief Officer level.
- While we know that currently there are more men at Chief Officer roles there are high proportions of women at head of department level.

Pregnancy and Maternity

- More work needs to be done to improve the quality of data in this area to ensure we are supporting our staff

Sexual Orientation

- Approximately half of the workforce (51.6%) either have not recorded or preferred not to say their sexual orientation.
- 1.14% stated that they are gay or bisexual. This very low proportion is partly due to historically not capturing this information on joining the Council.



- While better data is being collected for new starters, more work needs to be done to improve the quality of data on existing staff.

Religion or Belief/ Marriage and Civil Partnership/ Gender Reassignment

- Data is inadequate to make meaningful conclusions. More work needs to be done to improve the quality of data in this area to ensure we are correctly supporting our staff.

Workplace policies and procedures by protected characteristics

We have enough data on some protected profiles to examine more closely how our staff are experiencing equal treatment in the workplace.

Working patterns

- Consistent with the UK average, 25.6% of our total staff work part-time.
- This is the same as the previous year (25.7%). We believe that this is due to the Council's drive towards more SMART and flexible working patterns.
- The percentage of **female** employees who work part time (32%) is more than the percentage of part-time male employees (15%).
- Of 886 **BME** employees the proportion who work part-time (25%) is similar to the proportion of white employees (23% of 917 staff).

Recruitment

- Initial applications were 13% more numerous for females than males
- Out of initial applicants the shortlisting process was proportional but men were marginally more successful at interview than women.

The diagram below illustrates the recruitment pipeline: the proportion of shortlisted applicants, and proportion of appointed staff of those shortlisted, for **female** and **male** staff



- BME applicants make up a larger proportion of applicants overall, but are less likely to be shortlisted and much less likely to be appointed. We will continue to monitor this trend and review our selection methodology to ensure it is free from bias.

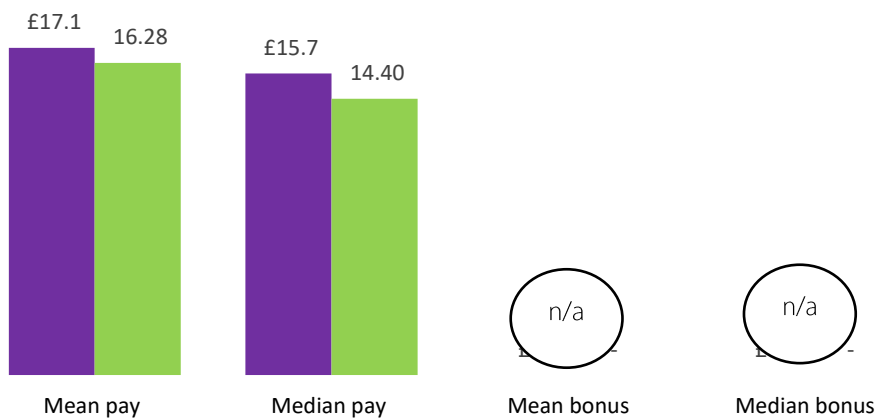
The diagram below illustrates the recruitment pipeline: the percentage of shortlisted applicants, and % of appointed staff of those shortlisted, for **BME** and **White** staff, during the last year



Pay Gap

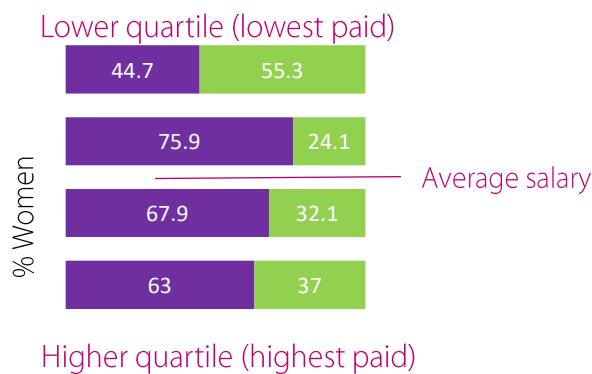
- At Redbridge the mean hourly pay across the workforce is 4.7% **higher** for female staff than male staff. This suggests that **men** earn 95p of every £1 that **women** earn.
- This is substantially different to the UK overall, where on average men receive just over 18% **more** mean pay than women.
- Bonuses are not given at Redbridge so there is no imbalance on this account.

The bar chart below shows the mean and median hourly pay across the total workforce by gender. Females are in **purple** and males in **green**. The mean is calculated by adding all the hourly pay together and dividing by the number of employees. The median is calculated by ranking all employees by salary and taking the hourly wage of the person in the middle.



The bar chart below shows the proportion of women and men in four pay bands. Salaries were divided into 4 equal parts (quartiles) from lowest to highest paid.

- When staff are grouped into quarters by salary, staff with the *highest* salaries, and staff in the quarter paid *above the average* salary (33.4k per annum) are mainly female.

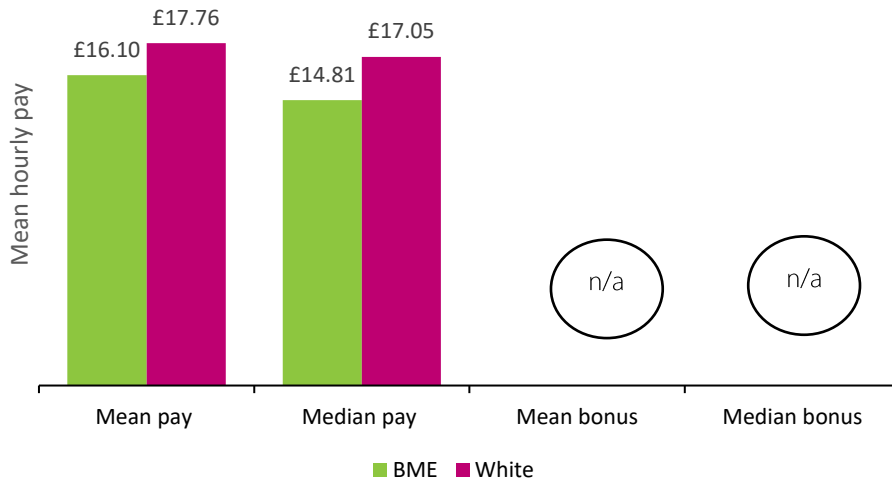


- At the same time female staff substantially make up the group earning *below the average*.
- The lowest quarter of earners are slightly more male than female.
- One explanation of the overall pay gap favouring females at Redbridge is that social workers who are predominately female are paid more than male workers, who are over represented in lower grade roles.

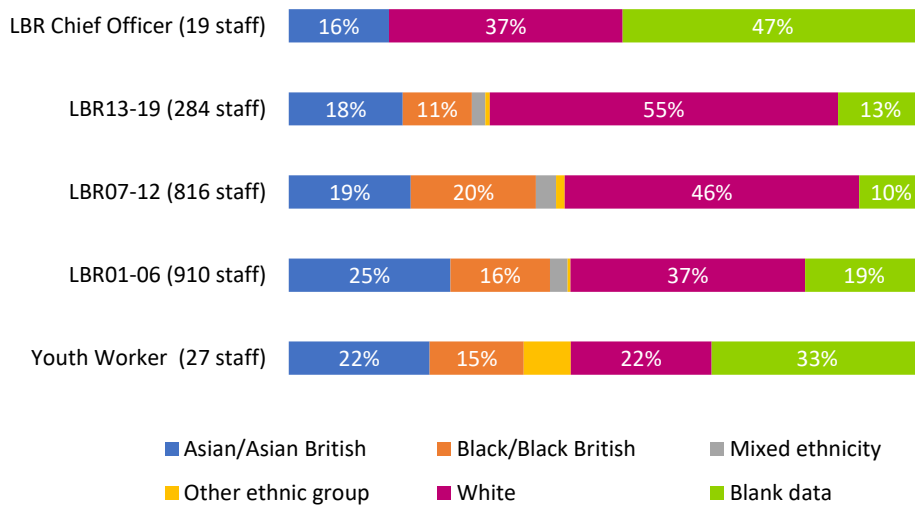
Although it is not currently a legal requirement, in the interest of transparency we have calculated an Ethnicity Pay Gap on the same basis as the compulsory Gender Pay Gap statistics.

- BME staff are paid on average (mean hourly wage) 9.4% less than White British staff. For every £1 that White British staff earn, BME staff earn 90 pence.

The bar chart below shows the mean and median hourly pay across the total workforce by ethnic profile. The mean is calculated by adding all the hourly pay together and dividing by the number of employees. The median hourly rate is calculated by ranking all employees by salary and taking the hourly wage of the person in the middle.



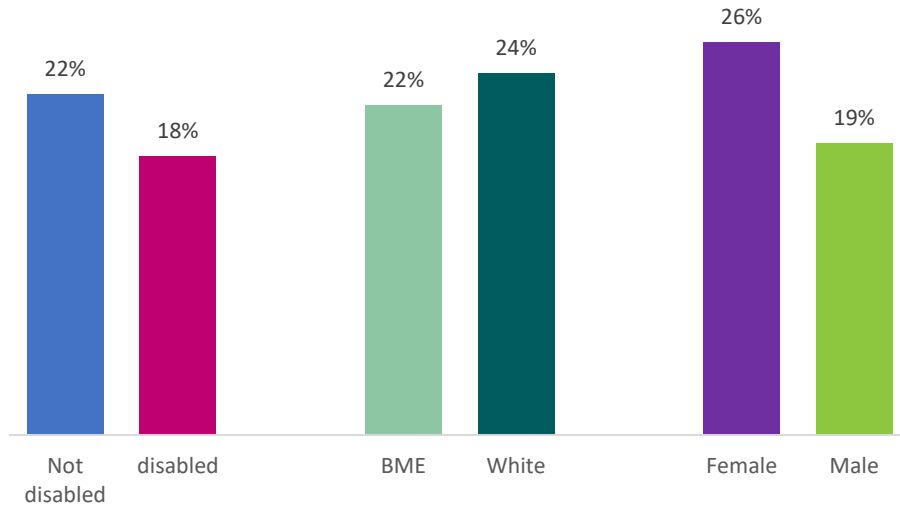
- The chart below suggests that the highest paid roles within the council are held by White British staff (e.g. Corporate Directors, Operational Directors), and BME staff make up higher percentages of the lower paid roles.



Joiners and Leavers

- 510 employees left the council in this period.

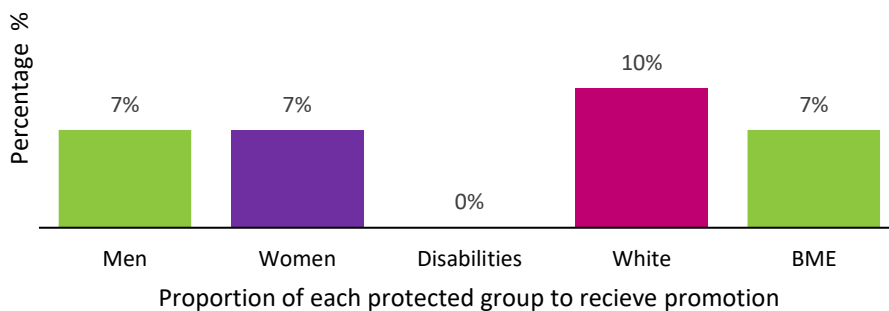
The bar chart below compares the proportion of leavers per each grouping of staff, per protected profile.



Promotions

- In 2018, 152 people were promoted
- The proportion of female staff promoted was 7%, matching the proportion of male staff promoted (7%).
- No one with a declared disability was promoted in 2018.
- Of BME staff, 7% were promoted (60/886). Of White British staff 10% were promoted (92/917).

The bar chart below compares the proportion of those promoted per each grouping of staff, per protected profile.



Key Actions

We can see that in some Directorates or seniority levels of the council there are gender imbalances, an imbalance of BME staff, and for those with disabilities. We are missing further meaningful data on some of these and other protected characteristics which would help us to improve appropriate staff support and policies.

We have compiled a list of actions to continue supporting our staff; address imbalances in our workforce regarding protected characteristics; and improve our data collection. These will be prioritised in an action plan and monitored by the Corporate Equality and Diversity Group. The actions are as follows:

- Staff to be encouraged to disclose their personal data, especially in the areas of religion, marriage and civil partnership, maternity, disability, and sexual orientation. This encouragement should include guidance on what we do with personal data and how it is protected, and how this data helps to support an equal workplace.
- We will investigate removing the option to leave personal data blank from iTrent and encourage employees to review their personal information. The option to check 'prefer not to say' would remain.
- The Council intend to improve the numbers who declare their sexual orientation. While better data is being collected for new starters, more work needs to be done to improve the quality of data on existing staff.
- A Publicity Campaign celebrating diversity in the workplace and promoting the rights of protected characteristics.
- Some of these issues will be being picked up by the staff networks. We need to encourage awareness of the networks and time during work for attendance.
- We would like to build clear messaging about all equality and diversity events, and a calendar of all celebration events for all cultures and faiths into the Internal Communications forward plan.
- We are investigating building an equality pledge and standardised wording in all procurement and into all our contracts, including those for suppliers, contract of employers, and SPV guide.
- We understand that a number of people suffer from hidden disabilities and hidden mental health issues. The council will be working on raising awareness amongst managers to ensure that people receive the support they require and feel comfortable to disclose their disabilities
- We will be reviewing our recruitment and onboarding processes with the equalities data in mind
- The online employee induction information is being refreshed and will emphasise our equal policies, benefits, transparency and fairness.
- Sharing of the new HR Strategy with an Equality and Diversity Action plan will highlight the importance of diversity and inclusion and help to shape our workplace.

- An online Managers toolkit will be designed and delivered in order to support and guide managers on how to provide equal opportunities and remove barriers for all staff.
- Employee Experience is focusing on designing a wellbeing package to support staff with issues which may affect their career, retention at the council, and their wellbeing at work.
- We need to ensure there are no barriers to underrepresented groups getting to higher grades within the council. A new approach to performance management which ensures that each individual has the opportunity to discuss their career aspirations and the support required to reach their full potential. At the same time we will improve all managers awareness of how to support all staff through diversity and inclusion training.
- BME applicants make up a larger proportion of applicants, but are less likely to be shortlisted, appointed, and promoted. We will continue to monitor this trend and review our selection methodology to ensure it is free from bias.
- We suggest training on unconscious bias and mixed panels for managers (HR)- plus refreshed mandatory equality and diversity training online for all staff.
- We are investigating how to record the use of pregnancy and parenting leave, for example by iTrent recording the submission of Mat1B form and recording of maternity periods by Pay Roll.
- The council is currently reviewing its package of parental leave to ensure it is competitive and equal. A policy for parents needing premature baby leave has been added. The uptake of Shared Parental Leave will be encouraged, along with informing future fathers that it's their legal right to request Shared Parental Leave.
- Continue the council's drive to SMART working so staff at all levels understand their rights and feel supported to enact them. Currently twice the proportion of women than men work part-time in the Council. All staff need to be clear on their rights to request part-time and agile working.
- We will work with each directorate to examine their data and develop targeted opportunities and remove obstacles for people from all backgrounds to progress within Redbridge

There are some specific actions for ensuring that there are adequate workforce and succession planning measures in place.

- We intend to devise a strategy for attracting younger workers to the workforce
- We are working on increasing understanding of the apprenticeship route throughout Directorates
- Mid-age staff and staff nearing retirement have continuing workplace support from our policies including our drive towards SMART working, our policies for those with caring responsibilities, the introduction of menopause-consideration, and developing initiatives to protect the health and wellbeing of our workforce.
- We will be working with directorates to ensure that we understand people's reasons for leaving, and remain a competitive employer. We will promote Exit interviews to improve data on staff reason for leaving (25% unknown).