

<b>Gender And Ethnicity Pay Gap 2021</b> <b>Non Key Decision</b>	
<b>CABINET MEETING DATE (2021/22)</b>  24 January 2022	<b>CLASSIFICATION:</b>  Open  <b>If exempt, the reason will be listed in the main body of this report.</b>
<b>WARD(S) AFFECTED</b>  All wards	
<b>CABINET MEMBER</b>  Councillor Williams - Cabinet Member, Employment, Skills and Human Resources	
<b>KEY DECISION</b>  No, for noting  <b>REASON</b>	
<b>GROUP DIRECTOR</b>  Ian Williams, Group Director, Finance and Corporate Resources	

## **1. CABINET MEMBER'S INTRODUCTION**

- 1.1 As of April 2018 the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, Hackney Council has published information relating to the differences in pay between men and women. The Gender Pay Gap report is published annually on both the council's website and on a dedicated central government site. This is the fifth annual report for Hackney Council.
- 1.2 The current Covid pandemic has exposed and exacerbated inequalities in society and the Council knows the impact of the pandemic has not been felt equally amongst our communities. This makes it more important than ever that the Council understands the pay gap, and examines every aspect of our services, including recruitment and retention practices as well as our workplace policies to ensure that the Council is as inclusive as possible.
- 1.3 Hackney is proud to be an open, inclusive and diverse borough and a place that people are proud to call home. Everyone can feel they belong here regardless of social background, the young and old, those living with a disability, parents and carers, people with faith and those without faith, people from different ethnicities and nationalities, all genders, gender identities and sexualities. Our workplace must reflect these values. In 2020, the Council also launched our local recruitment campaign to ensure that more Hackney residents explore job opportunities at the Council.
- 1.4 The Council is committed to ensuring that as an employer and as a workplace, all our policies and practices advance equality of outcome and promote demographic diversity. In July, 2020, the council passed an anti-racism motion, resolving to Improve the diversity of the senior leadership of the Council, build on the Inclusive Leadership Training, and maintain the 'excellent' rating in future Local Government Equality Framework peer challenges and work with partners to improve diversity across the public sector.
- 1.5 To inform our priority areas for improvement, the Council wants to continue to gather robust gender and equality profiles of our workforce to identify and address disparities in the diversity of our workplace and provide the evidence base to tackle any barriers to equality of opportunity.
- 1.6 The use of the term Black Asian and Minority Ethnic and Black Minority Ethnic in this report.
  - 1.6.1 This paper recognises the challenges of discussing ethnicity and that everyone has an ethnic group. BME stands for Black and Minority Ethnic. BAME stands for Black, Asian and Minority Ethnic. In writing this report, the Council was mindful of the need to avoid 'othering' non-white ethnicities. For the purposes of reporting and recording Hackney Council's ethnicity pay gap, it was important to ensure figures are comparable across reporting bodies. This report therefore refers to specific ethnic identities. It also discusses Black and Minority Ethnic communities as a single group in order to capture data on

people who may be facing similar challenges and/or to enable a single direct comparison. Although the terms Black, Asian and Minority Ethnic and Black Minority Ethnic are used in this report, their limitations are acknowledged.

- 1.6.2 In general Hackney prefers the term 'Culturally and Ethnically Diverse'.
- 1.6.3 Intersectional differences within specific groups may also impact on experience and could be lost in the generality of the information provided. Here, intersectionality refers to overlapping interdependencies such as race, class and gender that may impact on individuals.

## **2. GROUP DIRECTOR'S INTRODUCTION**

- 2.1 The analysis on the gender pay gap shows that unlike many other parts of the labour market, the gender pay gap actually favours women in Hackney Council. The Council recognises the need to protect the current and relative gender equality that exists at senior levels of the organisation, especially given the structural inequalities which exist for women in the labour market more broadly.
- 2.2 It is important to note that the Government's gender pay gap reporting laws currently make no mention of transgender or non-binary employees – employers can only classify staff as 'male' or 'female'. It is therefore important that this legal requirement is conducted sensitively and as inclusively as possible. As with the previous report, this one should therefore be taken in the context that as an employer, the Council recognises that this binary distinction does not fully capture our workforce.
- 2.3 The Council has also taken the decision to undertake an ethnicity pay gap, despite the fact that a government announcement means it is unlikely to be required by law anytime soon. The Council will continue to do this because of our commitment to fairness and to enhancing the diversity of our workforce. The Council continues to back calls for mandatory reporting of annual ethnicity pay gaps.
- 2.4 The Council is keenly conscious that there remains under-representation of certain communities in our workforce and there is still under-representation of Black, Asian and Ethnic Minority staff at senior levels. The Council is committed to taking practical action to address these disparities. The Council wants to foster and promote an inclusive leadership culture, in which managers feel more confident in promoting equality and addressing workforce diversity.
- 2.5 Hackney, as a borough, has a reputation as a beacon of diversity where all of our communities are supported and celebrated. This report is part of our work to ensure that as a Council and as an employer, the Council also embodies these values.

### **3. RECOMMENDATION**

**Cabinet is recommended to note the Gender and Ethnicity Pay Gap reports**

#### **REASONS FOR DECISION**

N/A

### **4. DETAILS OF ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

N/A

### **5. BACKGROUND**

The law (the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017) requires that the Council calculate and report the gender pay gap annually. This was first done in March 2018, based on the data as at 31 March 2017. This report gives the statistics for the fifth gender pay gap report (2021/22 reporting year), with data as at 31 March 2021. The required statistics will be uploaded to the Government Equalities website in compliance with the legislation. The gender pay gap tables are also available on the Council's website for each year. The way the gender pay gap is to be calculated is set down in statute and is very specific. The Council must calculate the statistics for both ordinary pay and bonus pay. In our context, bonus pay applies only to the Fair Pay scheme operating in Housing.

#### **6.1 PAY GAP REPORTING 2021**

6.1.1 The way the gender pay gap is to be calculated is set down in statute and is very specific. The Council must calculate the statistics for both ordinary pay and bonus pay. In our context, bonus pay applies only to the Fair Pay scheme operating in Housing.

6.1.2 The gender pay gap remains in favour of women employees. It is -1.24% as measured by the mean or -2.52% as measured by the median. The measure more typically used is the median. The rates in March 2020 were -1.16% (mean) and -3.53% (median) in favour of women. The gap exists primarily for two reasons. Firstly, because, although there are more women in each quartile, the higher proportion of men are in the lower quartile - typical job titles include Operative - Cleaner, Environmental Operative and Grounds Maintenance employees. Secondly, because in the higher quartiles, more employees are women than men. The full data is shown at Appendix 1.

6.1.3 It is important to note that the pay gap does not indicate that women are paid more than men in any particular job. The Council operates a nationally recognised and equality proofed pay and grading scheme and is confident that for the same job, men and women are paid equally. The gap arises

because, on average, women are in more highly paid jobs than men across the workforce.

6.1.4 It is worthy of particular note that in the highest quartile there are a higher proportion of women than men (54.25% vs 45.75%).

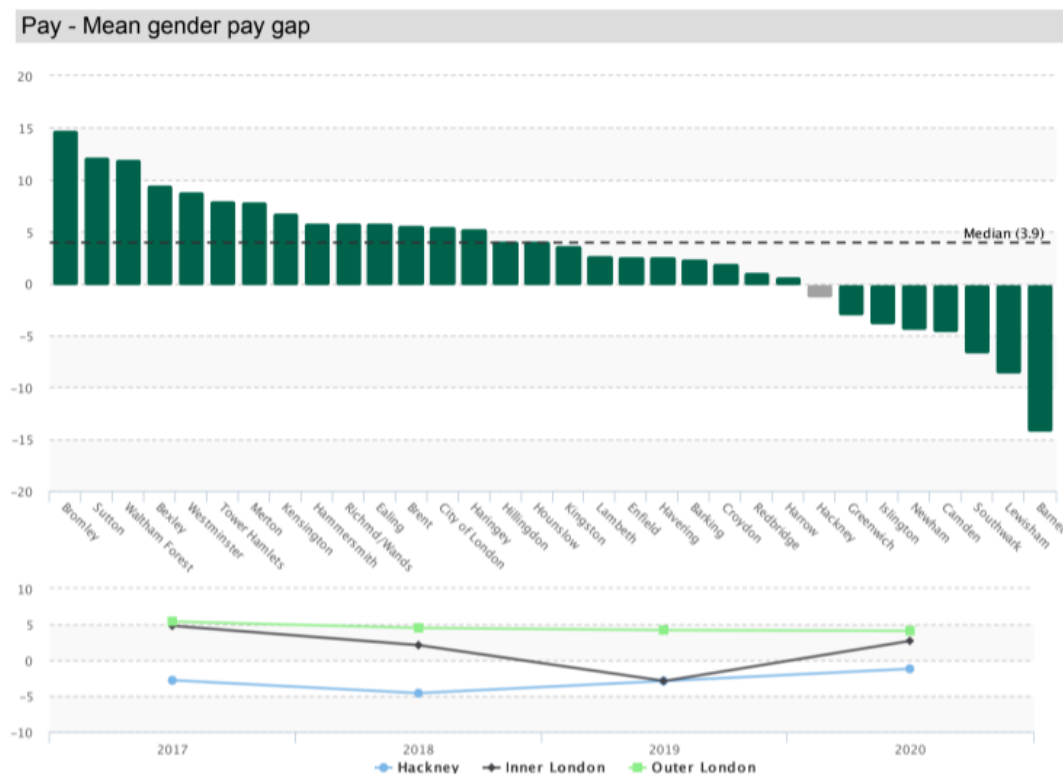
6.1.5 The gap in favour of men in terms of bonus pay remains. However it is not possible to draw conclusions from this because so few women receive a bonus. Men overwhelmingly benefit from the Fair Pay scheme.

6.1.6 The Fair Pay scheme applies to 155 operatives working in trades in the Housing Department. Job titles include, for example, carpenters and electricians. Productivity payments are based on evidenced, actual measurements of performance, most importantly the time taken to perform tasks.

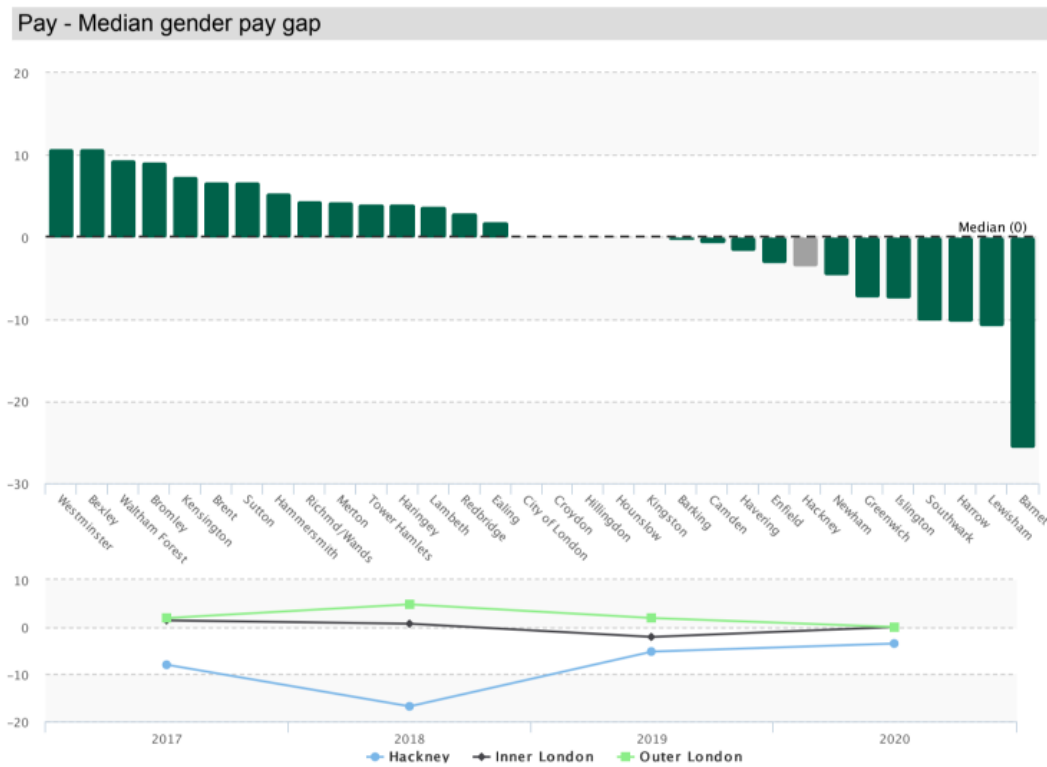
6.1.7 Comparative data on the gender pay gap is presented but comes from different sources and is indicative.

6.1.8 Comparative data is available from The HR Metrics Benchmarking Services (provided by London Councils). The comparative data for the 32 boroughs who have inputted data for the 2020/21 reporting year. The snapshot date is 31 March 2020.

6.1.9 Hackney's comparative position is as follows:

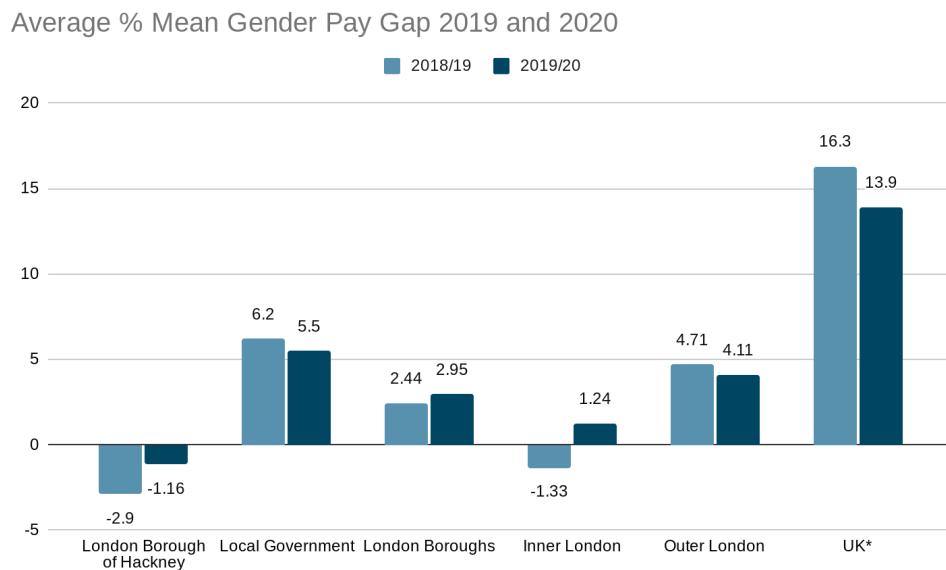


6.1.10 Hackney's mean gender pay gap of -1.2% falls in the first quartile of all the London boroughs, and the second quartile for inner London. The average median for London boroughs is 3.9%.



6.1.11 Hackney's median gender pay gap of -3.53% falls in the first quartile of all the London boroughs, and the second quartile for inner London. The average median for London boroughs is 0% .

Data provided by the ONS provides the following picture:



## Average Mean Gender Pay Gaps 2019 and 2020

6.1.12 The average mean gender pay gap values for Local Government indicate that women were paid 5.5% less than men in 2020. This compares to 6.2% less in 2019. In other words, on average for every £1 paid to male employees, only 94.5p was paid to women employees (93.8p in 2019).

## Average Median Pay Gap data 2019 and 2020

6.1.13 Table below shows the average median pay gap figures for 2019 and 2020.

Sector	Average % Median Pay Gap	
	2018/19	2019/20
London Borough of Hackney	-5.24	-3.53
Local Government	4.05	3.57
London Boroughs	0.65	0.27
Inner London	-2.53	-0.24
Outer London	2.55	0.61
UK	17.4	14.9

6.1.14 The average of the median values for Local Government indicates that in 2020 women were paid 3.57% less on average than men. In other words, for every £1 that the median man was paid, the median woman was paid 96.4p. This compares to 4.05% in 2019.

6.1.15 Data for UK Gender pay gap averages taken from ONS - Annual Survey of Hours and Earnings (ASHE)

6.1.16 The ONS website notes that interpreting average earnings data is difficult at this time because COVID-19 has impacted the data for 2020. This was affected both in terms of wages and hours worked and also disruption to the collection of data from businesses and as ONS states, this means that comparisons with 2020 need to be treated with caution.

6.1.17 In Hackney, the position for the past 3 years (2019, 2020, 2021) is as follows:

2019		2020		2021	
Mean	Median	Mean	Median	Mean	Median
-2.9%	-5.24%	-1.16%	-3.53%	-1.24%	-2.52%

- 6.1.18 At the time of the first gender pay gap report there was a commitment made by the Cabinet Member to produce an ethnicity pay gap on the same basis as the gender pay gap in future years. This has been done and is shown in Appendix 2.
- 6.1.19 The ethnicity pay gap shows that there is a pay gap in favour of white employees of 15.09% as measured by the mean, and 12.94% as measured by the median. This is because there is an increasing proportion of white employees as compared to Black and Minority Ethnic employees, in each higher quartile. The over representation of Black and Minority Ethnic employees in the bottom quartile (65.58% vs 34.42%) is particularly noteworthy.
- 6.1.20 This compares to the position in 2020, which showed a 15% mean and 12.11% median. The lower quartile was 65.49% vs 34.51%.
- 6.1.21 The Council recognised this as an issue some time ago and has been working on delivering a corporate equalities action plan. This is summarised in section 3 of this report.
- 6.1.22 Although ethnicity pay gap reporting is not currently mandatory, on 24 June 2020 the government responded to a parliamentary petition to introduce mandatory ethnicity pay gap reporting, stating that it is currently analysing detailed responses it received from its consultation on ethnicity pay reporting, which ran from October 2018 to January 2019. Race and ethnic disparities is thought to be an issue that is on the government's agenda and likely to come to the fore. Mandatory ethnicity pay gap reporting may be mandatory in the future. There is no further government update.
- 6.1.23 The data within this report is for directly employed Council staff.

## **6.2 EQUALITY IMPACT ASSESSMENT**

### **Corporate Equalities Action Plan Summary**

#### **Introduction**

- 6.2.1 Promoting a diverse workforce has been an explicit Council priority since 2018, and this is reflected in the Single Equality Scheme which was adopted in November that year.
- 6.2.2 An action plan has been developed based on taking a dual focus, promoting demographic diversity and promoting an inclusive leadership culture

#### **Key equality issues and indicators**

- 6.2.3 The **key equality issues** identified at the start of the programme were:



### *Workforce diversity*

- The under-representation of Black and culturally and ethnically diverse, and disabled staff at senior<sup>1</sup> levels
- The under-representation of disabled staff at all levels
- The variations in workforce diversity between different directorates
- The need to protect the current gender equality which exists at senior levels of the organisation, given the structural inequalities which exist for women in the labour market more broadly

### *Staff satisfaction*

- Much lower rates of satisfaction amongst disabled staff and (to a lesser extent) ethnic minority staff over the last three surveys
- Disabled staff and those from Black and minority ethnic backgrounds, are much more likely to disagree that the Council is committed to equality and diversity in practice than white staff and non disabled staff

### *Hidden inequalities*

- The Equality Act originally contained a clause which would have placed a requirement for local authorities to address social economic inequalities as part of their equality work. Although the Government ultimately decided not to implement this socio economic duty, Hackney Council decided to adopt this on a voluntary basis. This means that when we consider equality and cohesion we fully consider socioeconomic inequality across the work the council does, including how we make the workforce more inclusive and support progression across pay grades.

#### 6.2.4 The **key indicators of success** for the Corporate Equality Action Plan are:

- The gap is closed between the 82% (81% in 2016) of staff who feel Council is committed to Equality in policy and 69% (71% in 2016) who feel the Council is committed in practice (this went up from 61% to 70% in 2011 and peaked at 73% before falling to 71% in 2016 and now 69%)
- There are a higher proportion of disabled staff working at the Council
- Senior management is more reflective of Hackney's diversity (ethnic origin and disability)
- Managers feel more confident and competent in promoting equality and addressing workforce diversity (need baseline)
- Disabled staff are more satisfied with the Council as an employer and higher proportion feel Council is committed to Equality in practice
- A narrowing of the ethnicity pay gap

### **Responding to these issues**

#### *The case for diversity*

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<sup>1</sup> By Senior we mean officers who are service heads and above / by grade we mean PO10 and above. However, when we consider what actions we need to take, we need also to focus on PO5 upwards, so that we are developing a pool of potential managers who can progress into more senior roles.

- 6.2.5 Research has shown that having a **demographically diverse workforce** can help businesses to be successful, drive innovation and capture new markets. In the public sector<sup>2</sup>. Having a diverse workforce is seen as a way of **bringing in a diversity of experiences and perspectives to better meet the needs of residents and improve service**. It is also seen as a way of tapping into and harnessing talent from across the whole community.
- 6.2.6 Research reported in the Harvard Business Review also makes the case that a workforce which reflects a diversity of perspectives also **supports innovation**<sup>3</sup>. This research talks about **acquired diversity** versus demographic diversity and considers the benefits of promoting a culture which values and welcomes a diversity of perspectives. Through programmes that tackle key inequalities such as the Improving Outcomes for Young Black Men Programme, we have reached the conclusion that promoting a more inclusive leadership culture needs to be part of the way we **tackle underlying and systemic issues that might drive inequalities**. By questioning traditional behaviour patterns and decision making structures we will be better able to identify the institutional change which is needed to tackle key inequalities.

### *Taking a dual approach*

- 6.2.7 Actions which promote a demographically diverse workforce and those which promote “acquired diversity” can also reinforce each other. By promoting a more inclusive leadership culture, the workforce may become more welcoming to people from different backgrounds as well as ensuring that, where a workforce is not demographically diverse, there is a culture which values and draws on a diversity of perspectives.
- 6.2.8 By promoting a demographically diverse workforce, we are more likely to promote an inclusive leadership culture that draws on the perspectives of people from different backgrounds. In seeking to achieve a more demographically diverse workforce, we need to ensure we develop specific and tailored responses to complex inequalities, rather than bland, generic responses. Alongside this, more **practical action is needed to address poor levels of staff satisfaction among disabled staff** with regards to management and leadership. Failure to tackle this specific equality issue could undermine wider efforts to promote workforce diversity outlined above.

### **Workstreams**

- 6.2.9 The programme includes a number of “business as usual” and “stretch” strands of activity:

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<https://www.local.gov.uk/our-support/workforce-and-hr-support/local-government-workforce/equalities-and-inclusion> and  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/658488/Strategy\\_v10\\_FINAL\\_WEB6\\_TEST\\_021117.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/658488/Strategy_v10_FINAL_WEB6_TEST_021117.pdf)

<sup>3</sup> <https://hbr.org/2013/12/how-diversity-can-drive-innovation>

## **Business as usual:**

### **(1) Organisation Development**

Key Outcome: Coherent well utilised organisational development programme promoting equality and diversity for staff and managers, utilising apprenticeship levy to upskill managers if appropriate

### **(2) Communication**

Key Outcome: All staff are aware of organisation commitment to equality and diversity and can recognise ways that the policies are put into practice.

## **Stretch:**

### **(3) Improving the employee journey for disabled staff from recruitment through to progression**

Key outcomes:

- Barriers for disabled staff are removed across the employee journey from recruitment through to progression and promotion
- Managers see the benefits of employing disabled staff and can do so competently and confidently.
- Supported employment opportunities are created within the Council

### **(4) Promoting an inclusive leadership culture**

Key outcome: Senior managers understand, value and promote an inclusive leadership culture systematically as part of addressing workforce diversity.

### **(5) Tackling the lack of diversity at senior levels, with regards to Black and Minority Ethnic and disabled staff**

Key outcomes: We have a better understanding of the specific reasons for the lack of Black and Minority Ethnic and disabled staff representation at senior levels.

We have identified positive actions needed to address issues and barriers.

We have identified opportunities to make processes more open and transparent.

## **Update on the implementation of the Corporate Equality Action Plan**

### **Progress against success measures**

6.2.10 Our workforce data shows progress in most of the areas, but there is still work to be done. Between March 2019 and March 2021 data for the top 5% earners revealed that:

- The percentage of women rose from 50 to 55%;

- The proportion of disabled top earners rose from 2.2 to 3%;
- The proportion of the top earners who are ethnically diverse rose from 21.5 to 25.7%; and
- The proportion of top earners identifying as LGBTQIA+ rose from 6.2 to 6.5%.

6.2.11 For the workforce overall, the data showed that:

- The proportion of part-time workers rose from 14% to 16%.
- The percentage of women in the workforce overall rose from 52.5 - 54%;
- The proportion of disabled staff overall has risen from 4.7 - 5.2%:  
The proportion identifying as ethnically diverse rose from 50.9 - 51.7%, with those identifying as Black up from 33.5 - 34.1%;
- The percentage of staff identifying as Lesbian, Gay or Bisexual rose from 3.4 - 3.5%, and those identifying as 'other', which may include colleagues who are Transgender, Non-Binary or Gender-Non-Conforming rose from 0.14 - 0.22%.
- The average age of the workforce rose from 44.5 - 45.4 years, which might suggest that we have more to do in attracting younger workers.

6.2.12 Our 2021 staff survey was launched in September. Results show the percentage of staff who say that senior managers are committed to inclusivity has risen from 45% in 2020 to 50% and the percentage of staff who believe the Council is committed to equality in practice has risen from 57% in 2020 to 62% in 2021.

6.2.13 There are still disparities in responses between different groups. Disabled staff, staff from Black and Mixed heritage groups and carers, especially those who provide high numbers of unpaid care reporting lower levels of satisfaction. Satisfaction levels among colleagues who choose not to disclose their equality characteristics are also generally lower than for those who disclose.

### **Work undertaken to implement the Corporate Equality Programme in the past year**

#### **Training**

- 100 senior managers were trained in Inclusive Leadership before the Pandemic.
- During the pandemic:
  - The Inclusive Leadership and Cultural Humility training were adapted to be delivered remotely and an additional 150 managers undertook each course.
  - Cultural Humility training is now being rolled out to colleagues in Customer Services and Public Health (not just managers).

- Education Services are planning to make Inclusive Leadership and Cultural Humility training available to staff (not just managers).
- A short course was developed for Leaders Week 2020, blending the main aspects of Inclusive Leadership, Cultural Humility and talking about racism which was delivered to around 350 managers. During the same week an online session with Dr Shola Mos-Shogbamimu attracted over 400 staff and a session with Cllr Carole Williams, Dr Sandra Husbands and Sonia Khan also attracted over 100 staff.
- In Leader's Week 2021, sessions on anti-racism, inclusive recruitment, Managing Disabled Staff and Meet the Inclusion Champions reached around 300 managers.
- Cllr Carole Williams, Lead Cabinet Member for Employment, Skills and Human Resources led a show and tell session for 178 staff updating on anti-racism and inclusive leadership.
- A training course on managing disabled staff was developed by disabled staff and delivered to managers.
- An online Equality, Diversity and Inclusion in Public Service module has been developed aimed at frontline staff across the system. It includes information about meaningful conversations with residents (59 staff have enrolled and 2 passed to date). A similar module is available for managers.
- An online video module featuring Sonia Khan, Lisa Aldridge and Solomon Rose (former lead for the Improving Outcomes for Young Black Men programme) discussing institutional racism and the role of leadership in tackling this was produced and piloted as part of a 'think piece' discussion debrief with staff (21 managers).

## **Guidance and culture**

- An Inclusive Management Toolkit was launched, summarised in 9 short slide decks, which were released weekly (1265 unique views to date).
- Think Inclusive conversation video series was launched, recording conversations with colleagues on a range of topics such as microaggressions, intersectionality, power and privilege, the importance of using the right language and terminology, the difference between diversity and inclusion. These videos aim to raise the organisation's literacy around race and racism.
- The Think Inclusive conversation club started in November 2020. This is a six-weekly gathering inviting colleagues to read a short article or view a Ted Talk as a way of opening up discussion about a particular topic around diversity, inclusion and belonging and to share learning. We have between 15 and 30 staff from across the council in attendance and 90 staff have opted in to the mailing list;
- In early 2021, we refreshed our pool of Inclusion Champions with an additional 26 new recruits, taking the total number of champions to 60. Champions have all been trained in the principles of inclusive leadership and then have options to become trainers, develop work in their divisions or work on cross organisational policy development.

- Six Inclusion Champions have been trained to lead Action Learning Sets.
- There have been ongoing communications about this programme and our wider work on Equality and Diversity through a range of channels like Staff Headlines, Google Communities, Show and Tells, training and Managers' Forums;

### **Policy and process change**

- Equality Works were engaged to act as critical friends during the recruitment of two group directors and the new Chief Executive.
- Inclusion champions were involved in the recruitment of a number of senior directors and Chief Executive.
- A collaborative and co-produced approach was taken to review the bullying and harassment policy and the grievance policy with staff from across the council, representatives from staff-led forums, the unions and HR. New policies around bullying, microaggressions and harassment and grievance resolution have been launched.
- Over 200 staff attended seven workshops to discuss the impact of the Council's Hybrid working arrangements with colleagues from a range of protected groups e.g. disability, sexual orientation, ethnic background, gender.
- Candidate applications are now anonymised as standard practice.

### **Service-specific change**

- We have been working with Directors to look at developing workforce diversity action plans that are specific to their area and for this to be embedded within their service delivery plans. HR have released a new scorecard on the workforce profile. Strategic Delivery have completed a short [analysis](#) that can be used by Directors to guide their actions.
- Diversity and inclusion are now embedded into staff surveys and pulse surveys so that there is always data around this area (for instance the recent wellbeing survey).

### **Best practice and shared approaches**

- The council has been convening a number of discussions with partners across the borough to discuss how approaches to inclusive leadership can be shared, including resources and joining up opportunities (partners include health, education, voluntary and community sector, private business).
- The strategic delivery and policy team have also been sharing our approach through a range of forums and have been approached by different local authorities to share our resources and learning:
  - We wrote an article for [Apolitical](#) (a digital platform highlighting best practice for public servants across the world)
  - A [Case study](#) on inclusive leadership, based on Hackney's experience, is featured on the LGA website.

- We have been approached by Cardiff County Council, Gloucestershire, Tower Hamlets and Islington, Hammersmith and Fulham and numerous others to share our approach and resources.
- Hackney also contributes to discussions at the Chief Executive London Council's (CELC) tackling racial inequality working groups and Westminster's pan-London forum for ethnically diverse staff. We are leading the development of a consistent approach to inclusive leadership for London through the CELC work. We are also playing a key role in the Transforming Leadership working group and co-chairing a group developing a shared commitment statement for all London Councils to adopt.

### **What are the planned next steps:**

The Council has agreed a Workforce Development Strategy and a number of initiatives are planned to support its implementation, namely:

- A Training Needs Analysis is currently being undertaken by Organisational Development. Managers are being encouraged to discuss training needs with staff during Check-ins and submit the results. The results will be used to inform future learning and organisational development activity across the Council;
- The Organisational Development team is looking at ways of supporting the management of Hybrid working - this may involve some training, advice from a dedicated staff member and action learning sessions;
- A Managers academy covering the entire employee journey (including modules on Inclusive Leadership and Cultural Humility) was launched in October, starting with new managers.
- An AMBIT session was held with managers from across the system in November to bring together the different approaches to training and learning to help inform future approaches;
- We propose continuing to offer the Inclusive Leadership and Cultural Humility training to managers in the Council and beyond as long as there is demand;
- We plan to offer managers who have completed the Inclusive Leadership and Cultural Humility training the opportunity to participate in Action Learning Sets where they can practice applying the learning to practical scenarios;
- We have offered Peer Support sessions for staff within:
  - Children and Families;
  - Managers across the Council
  - Staff across the Council.
  - This will be piloted with staff who have experienced racialised trauma in the first instance.
- We provide regular updates to staff about where we are with our measures of success.

## **Priorities for the coming year**

In the coming year we want to ensure that inclusive leadership remains at the front of people's minds as we move to hybrid working. We need to do more to promote diverse recruitment and career progression by ensuring that the way roles are designed, advertised and recruited to, is fair. We want to ensure that each directorate has clear plans in place to ensure they become more inclusive and diverse.

We want to improve support to our staff networks, enable colleagues to raise concerns safely and develop mentoring and coaching opportunities available to staff. In view of the outcome of the recent staff survey, we need to ensure managers fully understand how to recruit and support disabled staff. We also need to improve the profile of disabled staff within the organisation.

### **6.3 Sustainability**

N/A

### **6.4 Consultations**

N/A

### **6.5 Risk Assessment**

N/A

## **7. COMMENTS OF THE GROUP DIRECTOR OF FINANCE AND CORPORATE RESOURCES**

Activities proposed in the Action Plan (workstreams 1 - 5) will be funded from the existing service revenue budget. Any consequent proposals which have financial implications will be brought back to members.

## **8. VAT IMPLICATIONS ON LAND & PROPERTY TRANSACTIONS**

None

## **9. COMMENTS OF THE DIRECTOR OF LEGAL & GOVERNANCE SERVICES**

The Council has complied with its statutory duties to report a gender pay gap as outlined in the report.

## **APPENDICES**

Appendix 1 - Gender Pay Gap

Appendix 2 - Ethnicity Pay Gap



**EXEMPT**

N/A

**BACKGROUND PAPERS**

None

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