

2021 ETHNICITY PAY GAP REPORT



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Introduction

Enfield Council is committed to supporting and promoting the fair and equal treatment of all staff irrespective of 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.

Pay transparency is important to us. Enfield believes that in having insight on any disparity in pay, we are acknowledging there is an issue and we can then begin discussions about how to address the issues. For these reasons, since 2021 we have been voluntarily reporting our ethnicity pay gap, alongside our gender pay gap. This aligns with our vision to always inspire, protect and promote equality and diversity within our workforce and reduce the ethnicity pay gap.

In publishing our ethnicity pay gap, we consider there to be a number of benefits such as:

- Developing a reputation as a fair and progressive employer
- Addressing workplace inequalities
- Developing greater transparency and accountability
- Offering ethnic minority employees equal access to development and progression opportunities
- Creating more inclusive workplaces

This report provides analysis around the ethnic groups within LBE's the workforce and the respective pay gap in terms of different ethnic groups.

Enfield has for several years sought to be a leader in its approach to fair pay. We have been a Living Wage employer since 2011 and we have since set a minimum earning threshold above this rate.

We want everyone to be able to build and sustain a successful career at Enfield. We believe this requires a combination of deliberate actions and ensuring that we provide an inclusive culture and an agile, flexible working environment for people to work in.

By publishing a higher level of information, we continue to welcome and encourage open scrutiny of our data and welcome any feedback from staff, trade unions, and our residents. We want to challenge ourselves to find ways that we can make improvements and being open with our data provides an opportunity for this to occur.

Tinu Olowe

Director of Human Resources & Organisation Design



Analysis

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 1 below that shows the Ethnicity Pay Gap for each year between March 2021 and March 2018.

Table 1: Ethnicity Pay Gap Summary

Pay rates	Ethnic Minority pay gap			
	2020/21	2019/20	2018/19	2017/18
Mean hourly rate	7.3%	9.5%	10.5%	9.7%
Median hourly rate	1.7%	3%	5.8%	9.2%

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, Alevi, Bulgarian and Welsh and 'Ethnic Minority' includes all other categories.

Table 2 below shows the number and percentage of staff at the different grades within the organisation. Ethnic minority employees represent 35.3% of our workforce as of 31 March 2021, compared to 33.3% in the previous year.

Table 2: Workforce Ethnicity Profile at 31 March 2021

Ethnicity	Sc1-Sc3 & Salary Equivalents	Sc4-Sc6 & Salary Equivalents	S01-S02 & Equivalents	P01-P02 & Equivalents	MM1-MM2 & Equivalents	H0S1-H0S2 & Equivalents	Chief Executive & Directors	Total	%
Bangladeshi	9	22	12	5	13	2		63	1.71%
Black African	136	65	44	53	50	6	1	355	9.61%
Black Caribbean	81	80	59	40	47	5		312	8.44%
Chinese		2	1	3	5			11	0.30%
Greek or Greek Cypriot	22	28	20	19	13	7	1	110	2.98%
Indian	5	27	17	19	26	6	1	101	2.73%
Mixed	20	30	26	19	36		1	132	3.57%
Other Asian or Asian British	9	16	9	11	10	1		56	1.52%
Other Black or Black British	46	47	36	20	38	6		193	5.22%
Other Ethnic	18	12	7	9	7			53	1.43%
Pakistani	2	7	6	8	7			30	0.81%
Refused	4	11	7	3	4	4		33	0.89%
Turkish or Turkish Cypriot	25	25	19	19	7	2		97	2.63%
Unknown	163	38	34	21	37	8	2	303	8.20%
White	403	390	313	269	351	108	12	1,846	49.96%
Grand Total	943	800	610	518	651	155	18	3,695	100.00%

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

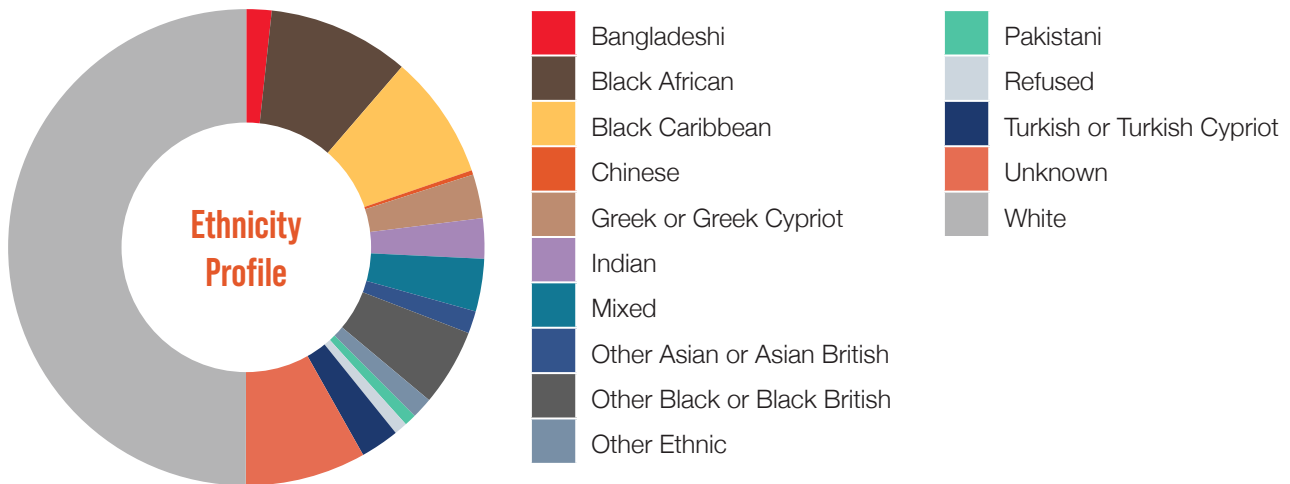


Table 3: 2021 Ethnicity Pay Gap

Ethnicity	Mean	Difference	Median	Difference
White	£19.53	–	£16.86	–
Asian	£19.47	£0.06	£17.31	-£0.45
Black	£17.15	£2.38	£16.05	£0.81
Mixed	£18.83	£0.70	£17.19	-£0.33
Other	£16.59	£2.94	£15.77	£1.09
Unknown	£19.60	-£0.07	£16.33	£0.53
All Non white	£18.10	£1.43	£16.58	£0.28

Table 4: 2021 Ethnicity Pay Gap shown as percentage difference percentage of pay

Ethnic Group	Mean		Median	
	Ethnic Pay gap (difference between Non White Ethnicity pay and White Ethnicity pay as a percentage of White Ethnicity Pay) (Minus means non White ethnicity have higher pay, positive means White Ethnicity have higher pay)	Ethnicity Pay Gap - Non White Ethnicity as a percentage of White Ethnicity Pay	Ethnic Pay gap (difference between Non White Ethnicity pay and White Ethnicity pay as a percentage of White Ethnicity Pay) (Minus means non White ethnicity have higher pay, positive means White Ethnicity have higher pay)	Ethnicity Pay Gap - Non White Ethnicity as a percentage of White Ethnicity Pay
Asian	0.3%	99.7%	-2.7%	102.7%
Black	12.2%	87.8%	4.8%	95.2%
Mixed	3.6%	96.4%	-2.0%	102.0%
Other	15.1%	84.9%	6.5%	93.5%
Unknown	-0.4%	100.4%	3.1%	96.9%
All Non White	7.3%	92.7%	1.7%	98.3%

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.

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.)

Table 5: The Office of National Statistics, Census 2011

Ethnic Group	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%

The above classifications are based on categories recorded in the 2011 Census and will be updated once the 2021 Census data becomes available. The Council has also completed a piece of work to mirror the government census categories for our workforce.

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 four years the Council has increased the number of staff from an ethnic minority background in the middle and senior tiers of leadership posts (MM1 and above) from 25.3% to 32.5%. This has enabled us to increase ethnic minority representation in our senior management structure and narrow the overall ethnicity pay gap.

Table 6: Ethnic Headcount in Middle and Senior Manager Roles

Ethnic Group	March 2021	March 2020	March 2019	March 2018
White and White other	501	438	412	402
Unknown/prefer not to say	55	35	30	27
All Non White	268	183	161	145
Total	824	656	603	574
% Ethnic Minority	32.5%	27.9%	26.7%	25.3%

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.

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 main focus of the group over the past year has included mentoring, evaluation and benchmarking, learning and 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.

To date the Council has recruited 26 returners via this programme, 96.1% were women and 61.5% were from an ethnic minority background.

Overall, the retention rate of staff who joined via the career returner programme has been exceptionally good and it has enabled the Council to recruit to roles where it has traditionally struggled. To date twenty-two returners who joined via this programme transitioned into on-going employment with the Council.

Learning and Organisational Development Activities

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:

1. Equality and Diversity in the Workplace

A mandatory module for all new starters.

2. Recruitment and Selection

This mandatory module is for all recruiting managers and panel members, combining eLearning and workshops.

3. Conscious Inclusion

The aim is to help staff be aware of unconscious bias, and to identify, acknowledge and challenge it in the workplace.

4. BLM Kickstart conversations

Workshop and toolkit available 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.

5. Black on Board Programme

Black on Board was a seven-month programme launched in March 2021, designed by Olmec to train and mentor participants from Black, Asian, and Minority Ethnic communities onto board positions to address under representation at board level. Enfield Council partnered with Islington, Richmond and Wandsworth, and Southwark councils for this pilot programme.

6. Threshold Career Development Workshops

An empowering one-day workshop gave participants tools and techniques to look freshly at their careers and devise a practical action plan to achieve their goals. Enfield Council partnered with Haringey, Barnet, Camden and Islington Councils to offer this workshop to their staff.

7. Refreshed Mentoring Programme

Our Mentoring Programme was refreshed and categorised into three streams to provide structured support to help individual employees define their own learning experience so they can improve their own leadership skills and improve their capacity to contribute to the effectiveness of their discipline, position, the organisation and their future career;

- i. *Leadership Mentoring* – Senior leaders share their knowledge and key learnings to somebody less experienced who has the desire to be a future leader at Enfield.
- ii. *Upward Mentoring* – Non-senior staff share their experiences within the workplace with senior leaders looking to expand their knowledge and insights.
- iii. *Network Mentoring* – Brings together staff from different backgrounds to form one-to-one mutual mentoring relationships in order to gain a better understanding of cultural differences or challenges, such as LGBTQ+, disabilities, ethnicities etc.

8. Inclusive Leadership Workshop

A tailored workshop delivered to Senior Leaders (Executive Team, Directors and Heads of Service) on Building Inclusion for Enfield Council in conjunction with the launch of the Fairer Enfield Policy.

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 further Career Returner Programme is being planned.
- Continue the roll out of the *Inspirational Leadership Programme and Aspirational Leadership Programme*.
- Continue to develop and review current equalities learning catalogue alongside new initiatives and events.

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



