

**Resources Directorate**
**7 Newington Barrow Way, N7 7EP**
**Report of: The Director of Human Resources**

<b>Meeting of:</b> Policy and Performance Scrutiny Committee	<b>Date:</b> 29 July 2021	<b>Ward(s):</b> N/A

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**SUBJECT: ANNUAL WORKFORCE REPORT**
**1. Synopsis**

- 1.1 This report sets out some context for what has been an unusual and challenging year for Islington as an Employer and for our workforce. It notes some of the challenges that the council has dealt with in its response to the global pandemic and also the way in which our priorities and plans have been further shaped by both the damaging and disproportionate impact of Covid and also our Challenging Inequality programme following the murder of George Floyd in May 2020.
- 1.2 Public authorities are required under the Public Sector Equality Duty to publish data about the workforce annually. This report provides an overview of key data as well as a summary of initiatives already underway and emerging areas for consideration as part of the next stage of our Challenging Inequality programme.

**2. Recommendations**

- 1.3 To note the workforce report attached as Appendix 1 and emerging new areas of focus.
- 1.4 To note progress against the existing 'Islington as an Employer' workstream of the Challenging Inequality Programme and plans to deliver outstanding commitments.

- 1.5 To note that officers are currently carrying out a refresh of the Challenging Inequality programme and that this dataset and further detailed analysis will inform new activities as part of that workstream.

### **3. Background**

- 1.6 The Public Sector Equality Duty places a requirement on public authorities to consider how their policies or decisions affect people who are protected under the Equality Act 2010. When public authorities carry out their functions, the Equality Act says they must have due regard or think about the need to:
- eliminate unlawful discrimination
  - advance equality of opportunity between people who share a protected characteristic and those who don't
  - foster or encourage good relations between people who share a protected characteristic and those who don't
- 1.7 One of the specific duties under the Act is to publish equality information at least once a year to show how we have complied. The span of information to be published is not specified but normally includes:
- Composition of the workforce
  - Pay (including pay gap reporting)
  - Recruitment and retention
  - Grievances and disciplinary issues
- 1.8 The data report attached at Appendix 1 sets out our workforce data for the 2020/21 period and will be produced and published annually. Published information can also include plans to address equality concerns within the workforce and information from staff surveys. This covering report therefore also summarises progress against our Workforce Strategy and Challenging Inequality Programme and plans to deliver outstanding commitments.

## **2 Overview of 2020/21**

- 2.1 When 2020/21 started, the country's first Covid lockdown was in place and we were already focused on responding to the pandemic. This year has seen an exceptional response from our workforce who have shown great flexibility and commitment in maintaining critical services and working alongside valued partners to ensure the most vulnerable in our communities have continued to receive the support they needed.
- 2.2 The pandemic has meant many staff have been redeployed to roles to assist with our emergency response such as Covid marshals and support for our testing and vaccination programmes. Many staff have parental responsibilities and have had to balance working arrangements around home-schooling and a large proportion of our workforce has had to work from home in line with government guidance. At the same time, many of our staff have continued to work across the borough throughout the whole period, building new approaches to social distancing and cleaning regimes into their work.

- 2.3 The pandemic has impacted the way that we work with the people we serve and with each other. We have seen changing work patterns and new use of technology and digital skills to help provide better customer service. Some of this shift to using different tools and channels has improved the way we work and will need to be harnessed to avoid a drift back to previous less efficient ways of working – this forms part of our FutureWork programme.
- 2.4 We know that Covid has had a disproportionate impact on our communities and also on our staff. Many of our staff have been unwell with Covid and lost close friends and family members to the virus. Some have struggled with their mental health as a result of fear, loneliness and lack of social interaction. We have made the physical and mental health and safety of our staff a priority during this year and will continue to do so.
- 2.5 In order to ensure that we are best placed to respond to the challenges of Covid and to tackle the inequality within our borough ensuring fairness for all, a reorganisation of the departmental structure of the council including senior leadership roles took place with the resulting creation of two new departments – Fairer Together and Community Wealth Building. Since the end of the 2020/21 period, recruitment into new director roles has been taking place.
- 2.6 Work continued in parallel to ensure that we were prepared for Brexit. For our workforce, this included support and advice to staff with EU Settlement applications to ensure that they and their families were able to continue living and working in the UK. At this stage, we have not seen a significant impact on our workforce in terms of leavers or difficulties recruiting. We know from our agency partners that they are starting to see shortages in HGV drivers and construction, both also exacerbated by changing lifestyles as a result of Covid, e.g. home improvement and delivery. We will continue to monitor the situation including the impact of the new points based immigration system.
- 2.7 Recruitment activity did slow down during the first half of the pandemic, but virtual interviewing has seen the market pick up. There continue to be areas that are more challenging to recruit to, such as IT and we will be building more workforce planning capacity into our HR team so that we are able to attract the best candidates to Islington while also developing career pathways for our existing staff to develop and progress.
- 2.8 We will continue to use apprenticeships and schemes such as Kickstart to provide employment opportunities for local people as well as maximising our Apprenticeship Levy spend through in-work apprenticeships such as our Islington Management Diploma and participation in the London-wide SOLACE programme for emerging leaders.
- 2.9 In addition to our directly employed workforce, we continue to use agency workers to supplement our staff and to address issues of capacity and

expertise. Data on our contingent workforce is reported separately and does not form part of this report.

### **3 Workforce Strategy and Challenging Inequality Programme**

- 3.1 In 2019, Islington agreed a Workforce Strategy which set out a range of commitments to be delivered by 2022. It recognised that a decade of austerity had resulted in some areas of staff development falling behind and also a need to accelerate work on equality, diversity and inclusion. Commitments included:
- Developing and launching management modules for existing and aspiring managers
  - Developing and launching the Islington Management Diploma
  - Increasing level of uptake on the FUSE programme (for in-work apprenticeships)
  - Rolling out a council wide staff survey
  - Providing training and awareness to promote better understanding of equality and inclusion
  - Developing a Diverse Recruiter's scheme,
  - Supporting and developing staff-led groups
- 3.2 The need to redeploy resources to respond to the global pandemic meant that some initiatives were paused in early 2020. Our current plan emerged during the summer of 2020 following the murder of George Floyd and the renewed focus on the Black Lives Matter movement. This brought fresh focus to the work programme and certain aspects were reshaped with valuable input from colleagues in particular within the council's Race Equality Network (REN); they now form part of the 'Islington as an Employer' workstream of the council's overarching Challenging Inequality Programme.
- 3.3 Islington is a diverse borough with a proud history of championing equality for all. We want our organisation to be a great place to work, where staff diversity is valued as a strength and everyone can be their authentic selves. We believe that it is everyone's responsibility to be respectful, work positively together and challenge exclusionary behaviour.
- 3.4 Our 'Islington as an employer' actions aim to empower and support professional development for all of our staff but with particular focus on those who are under-represented in certain roles and at certain levels. It will improve learning and development opportunities, develop a more modern approach to recruitment and selection that supports and increases diversity, especially at senior tiers, and equip senior leaders to embed equality, diversity and inclusion principles into practice across the organisation. This work will also complement existing progress to develop and embed our CARE values and the Be Islington programme.
- 3.5 The Council is in the process of procuring a corporate Learning Management System by the autumn, which will also incorporate our new Career Portal.

This will be critical in improving the access to learning and career opportunities amongst our staff and we will be able to report on take-up across all protected characteristics.

- 3.6 Some of the existing 'Islington as an employer' key actions are set out here. All of these are either complete or will be delivered by the autumn:

**Staff development, talent pipeline and support**

- Introduce a Management and Leadership Development programme that can identify and support staff to learn new skills, gain relevant experience and achieve a recognised apprenticeship qualification
- Introduce a training programme for aspiring managers and emerging leaders.
- Implement an ongoing programme of coaching and mentoring, including mentoring for inclusion for staff.

**Recruitment and selection**

- Review our recruitment and selection processes to ensure that they are fair and transparent and help to improve diversity at all levels.
- Ensure diversity of panels and remove grade requirements for panel members, ensuring training for recruitment panels is culturally sensitive.
- Open up opportunities for staff by developing criteria for an 'internal first' approach for roles to support internal career progression.

**Cultural awareness and competence training**

- Provide training for the Corporate Management Board and senior leadership around cultural competence and inclusive leadership.
- Introduce a mandatory, rolling training programme for staff and leaders on diversity, cultural awareness and understanding our communities and staff.

- 3.7 We have now appointed an equality, diversity and inclusion (EDI) partner to provide expertise and to support planning and delivery of some aspects of the programme. The programme will continue to work collaboratively with staff to take clear and substantial action to address equalities issues, create an inclusive workplace and foster a culture of fairness and inclusion.

- 3.8 Our partner has been engaged to support us specifically with our reciprocal mentoring programme, our cultural competence training and a review of our policies and practices, e.g. bullying and harassment, safe spaces.

- 3.9 It is important that initiatives within our Challenging Inequality Programme are regularly reviewed to ensure that we have a clear and structured plan to address issues of under-representation and barriers within the workforce across all protected characteristics. It is also important that this is informed by a current picture of the statistical data as well as insights and feedback from our staff.

- 3.10 Officers are currently carrying out a refresh of the Challenging Inequality Programme for 2021/22 and this report sets out emerging areas for further

consideration. The dataset will inform new activities as part of that workstream.

- 3.11 There are some gaps in the data that we hold, especially among staff who have transferred into the authority via TUPE, for disability generally and for those areas that were not historically collected by employers, i.e. sexual orientation and religion or belief. Work will be taking place during this year to encourage colleagues to share their data so that we can improve our understanding of our workforce by addressing gaps. We will adopt a 'share not declare' approach to this, ensuring colleagues understand how important this information can be in identifying barriers and developing initiatives.
- 3.12 An inclusive language survey was carried out at the end of 2020 which has resulted in some changes to our writing style guide. This recognises that language can reinforce prejudice and discrimination, even if we are not aware of it. For example, our guidance now states that 'LGBTQ+' is more inclusive than the term 'LGBT'. It also notes that some people find the term 'BAME' inappropriate and confusing especially when used as a label for individuals or groups of staff. How we use language to express race is important and the guidance advises that if the situation warrants it, e.g. in statistical analysis, we should be explicit and say 'Black, Asian and Minority Ethnic'. This report avoids using this term where possible, looking instead to differences across the wider groups, e.g. Black or Black British compared to Asian or Asian British and where appropriate at further sub-categories, e.g. Nigerian compared to Caribbean.
- 3.13 This report can only provide a high level overview of the data across our workforce, setting out key points of detail and differences for protected characteristics and looking at the broad themes and patterns that can be seen. Correlation of datasets can be important when considering intersectionality. However, that can result in small group sizes where individuals may be identifiable and is used at an operational level by officers to inform priorities.

## **6. Data Summary**

### **General**

- 3.14 The headcount of employees was 4,729. This excludes casual workers and others who are not directly employed such as agency workers. This is an increase of 2.09% on employee numbers in 2019-20 (4,633).
- 3.15 Islington has a similar sized workforce to boroughs such as Southwark, Tower Hamlets, Camden, Greenwich and Hackney who have similarly retained key services in-house rather than outsourcing. As a result of this, the headcount is much larger than the average of London boroughs for 2019/20 which was 2,467.

3.16 Approximately 25% of the workforce are Islington residents.

## **Race**

- 3.17 When looking at broad ethnic groups the percentages of employees from Black, Asian and Minority Ethnic (BAME) communities within Islington Council is 40.94% of employees compared to 50.77% who are White and 9.03% who have either not disclosed their data or prefer not to say. More specifically, 26.45% are of Black or Black British ethnicity, 4.76% were of Mixed Ethnicity and 8.06% of Asian or Asian British ethnicity. Those of White British ethnicity were 34.72% compared to White Other at 16.05%. This includes e.g. Irish, Polish, Albanian and Turkish.
- 3.18 Islington population data shows that the percentage of Islington residents who were from a Black, Asian and Minority Ethnic background overall was 32% so our data shows that colleagues from these backgrounds are represented in higher levels within our workforce than in our community. When resident data is broken down further, Black or Black British ethnicity was 12%, Mixed Ethnicity 7% and Asian or Asian British 10%. Islington's population has high levels of White Other at 20%. 44% of Islington residents are of White British ethnicity.
- 3.19 The percentages of employees from Black, Asian and Minority Ethnic backgrounds compared to White employees change through the salary bandings. For White and Asian or Asian British staff, there is an increase in representation through the salary bandings, for example 63.46% of those at £50-60K are White compared to a council average of 50.77% and 10.63% compared with 8.06% for Asian staff. This is not the case for Black or Black British staff within the same salary banding (15.95% compared with 26.45%) or Mixed Ethnicity (3.99% compared with 4.76%).
- 3.20 The Council's performance indicators include the percentage of Black, Asian Minority Ethnic staff within the top 5% of earners. At the end of 2020/21, this was 22% against a target of 21.7%. This demonstrated an increase on the previous year of 20.9% but this remains a top priority for the Council, i.e. to improve representation at the senior levels through a combination of recruitment and progression.
- 3.21 When representation is looked at in quartiles, the differences are not significant, e.g. in the lowest quartile, 42% of colleagues are from Black, Asian and Minority Ethnic backgrounds and in the upper quartile it is 43%.
- 3.22 Islington Council has a mean ethnicity pay gap of 10.3%. This indicates that on average, for every £10 a Black, Asian and Minority Ethnic employee earns, White employees earn £11.03.

- 3.23 The Race Equality Network (REN) has worked closely with colleagues in HR following agreement of the proposals agreed in 2020. This has included engagement and input from network members into shaping the programmes set out in section 5 above.
- 3.24 This has included tailored support for staff from Black, Asian and Minority Ethnic backgrounds to support with applications for the new management programmes and the development of safe spaces to ensure that we provide staff with access to specialist trauma support and assistance for staff who have experienced discrimination or racism.
- 3.25 Targeted development opportunities have been funded and piloted in consultation with the REN. Both the Black on Board programme for Black, Asian and Minority Ethnic staff and Thresholds career workshop for Black or Asian women were well received and also led to the promotion of school governor roles via the network.
- 3.26 In addition, The 'BAME Pay Gap Task and Finish Group' was established by a group of Black, Asian and Minority Ethnic Labour Councillors in 2020 to review the pay gap at all grades within the London Borough of Islington and make recommendations for officers' consideration as part of the Challenging Inequality Programme. These included staff feedback mechanisms, learning from best practice HR, leaver analysis as well as improvements to recruitment and career opportunities. These are all built into the programme.
- 3.27 The Black History Committee (BH365) has led a programme of events that ensure Black History is celebrated throughout the year rather than being the focus during the month of October only.
- 3.28 Recruitment data shows that 7.2% of White or White British applicants were appointed compared to 3.7% of Black or Black British, 2.32% of Asian or Asian British applicants and 4.79% of applicants of Mixed ethnicity. This varies significantly by grade, for example lower graded posts receive higher numbers of applications and therefore have higher numbers of unsuccessful candidates. 40.6% of offers were to candidates from a Black, Asian or Minority Ethnic background which is aligned to the existing workforce. Further analysis is being carried out on this dataset as part of our recruitment procedure review.
- 3.29 Our apprenticeship data for 2021/22 shows that we have been successful in attracting a range of candidates from diverse ethnic backgrounds into our placements. All applicants must be either an Islington resident, an Islington care leaver or a student at an Islington secondary school currently or within the last 12 months. During 2020/21, 52.18% of our 34 new apprenticeships were taken up by those from Black, Asian or Minority Ethnic backgrounds, with 23.53% from Mixed ethnic backgrounds and 17.65% of those from Black backgrounds.

- 3.30 Apprenticeships are also used to upskill existing staff, providing them with new skills and career opportunities as part of our 'FUSE' programme. Of our 22 in-work apprentices, 54.55% are from Black, Asian or Minority Ethnic backgrounds with 45.45% from White backgrounds. This shows that we are building a more diverse pipeline of talent for future more senior roles.
- 3.31 Our staff survey recently asked colleagues whether they feel that there are opportunities to develop their careers at Islington. 49% agreed that this is the case, which is lower than we would like although levels of dissatisfaction are 10% lower than the public sector benchmark. Responses across broad ethnic categories were very similar with the exception of those from Asian/Asian British backgrounds who were 7% more likely to agree. Amongst Black staff, colleagues from Black African backgrounds were significantly more positive than Council averages about this (e.g. Nigerian 64%, Ghanaian 62%) than their Black Caribbean colleagues (44%) who were slightly below the Council average. This emphasises the importance of looking at sub-categories of data such as ethnicity.
- 3.32 The lowest scores on this question (and consistently across the survey) were amongst those who 'prefer not to say' when asked to include their ethnicity or other data which is something we will explore further with the support of our trade unions and staff networks.
- 3.33 Islington colleagues are participating in the London Tackling Racial Inequality Programme which aims to work together across all London Boroughs to share best practice and develop toolkits for improvement across the areas of Recruitment & Selection, Leadership, Culture and Career Progression. This work includes the development of new datasets which will allow much richer benchmarking and tracking across London.
- 3.34 Improvements are also being introduced to the way we capture job changes for existing staff so that we can better track promotion and progression in future and this will be reviewed quarterly in line with other existing metrics. Career progression data has not historically been captured and reported but will form part of our future monitoring and reporting.

## **Sex**

- 3.35 Women are slightly more represented amongst our workforce at 52.76% than men at 47.24%. This is a slight variation from our resident population which has 49.09% women and 50.91% men.
- 3.36 Women are more represented than men at all salary bandings with the exception of £20-£30k which includes the predominantly male groups of public realm operatives and caretakers.
- 3.37 Islington Council has a mean gender pay gap of -2.7%. This indicates that on average, for every £10 female employees earn, male employees earn £9.73.

- 3.38 Islington's women's staff forum provides an opportunity to discuss issues affecting women in the workplace. It is a place to share learning, best practice and opportunities and to look at the support the forum can offer, particularly in helping female staff to develop their careers through training. A series of events were held to mark International Women's Day.
- 3.39 The council has developed staff policies in collaboration with networks that provide targeted support for women such as menopause and work is underway on miscarriage guidance and support for women and their partners. In addition, the Council has developed guidance to support those staff experiencing domestic violence, noting that this can be experienced by both men and women but that research shows a trend that one-in-four adult women have or will suffer from domestic violence and abuse in their lifetime. This has also seen a notable increase during Covid.
- 3.40 The pandemic has brought significant upheaval for working parents. The closure of schools and requirement to facilitate home-learning for children has had a disproportionate impact on women in particular who carry the burden of childcare responsibilities nationally. Advice and support for parents was developed and made available through the Council's wellbeing hub with line managers asked to be supportive of staff who needed to work different hours around new childcare arrangements.
- 3.41 The Council continues its partnership with Timewise. Timewise Council status is awarded to local authorities that commit to becoming more flexible as employers, meeting the future challenges of our changing workforce. This will be ever more important as we start to emerge from the global pandemic and harness the benefits of remote working while addressing the challenges it has presented through hybrid working as part of our FutureWork programme. 18% of our workforce are currently part-time and 78.3% of these are women.
- 3.42 There are some differentials when it comes to mental health absence across men and women. Men lose twice as many working days as women to depression while women lose twice as many working days as men to anxiety disorders. Absence due to stress is largely balanced across both sexes. Stress and mental health conditions remain the primary cause of sickness absence nationally. Mental Health Awareness Week this year was marked with events on Men and Mental Health with one specifically targeted towards Black men.
- 3.43 Our recent staff survey also captured anonymous data on gender. Fewer than 1% of respondents identified as non-binary.

## **Disability**

- 3.44 In the past, disability data has often been seen as being a positive 'declaration' of a disability. In more recent years, this has shifted with more encouragement for staff to let employers know either way whether they do or

don't have a disability. Further work will be carried out this year by way of our 'share not declare' campaign, encouraging staff to share information about their disability with us in order to enable the best support to be in place through initiatives such as our disability passport.

- 3.45 8.94% of our staff have shared that they have a disability while 44.58% have confirmed that they do not. This leaves 46.48% not stated. The lowest levels of known disability are at the lower pay grades (4.52%). This includes our apprentices. There are no significant variations amongst the other pay bandings with disability levels fluctuating between 6.98% and 10.27% but no other group is significantly higher or lower than the Council average.
- 3.46 Our staff survey data shows that 18% of respondents told us that they have a disability. This is more aligned to government data reported last year which indicated a gradual increase in disability prevalence amongst the working age population to 18.5%. Only 5% of respondents 'preferred not to say' with the remainder (77%) confirming that they do not have a disability.
- 3.47 Staff survey data shows that staff with disabilities are statistically less likely to be positive about their working experience at Islington – there is not such a difference for other protected characteristics. One area with lower than average scores is around learning and development and career opportunities. As we develop our new training programmes, learning management system and career portal, we will work closely with our staff forum to ensure that it is fully accessible.
- 3.48 Our staff survey provides some more data on the type of disability or long-term condition that our staff have. This provides us with useful information due to the higher rates of sharing anonymously. 29% of disabilities are due to a mental health condition, 26% due to a non-visible health condition or impairment such as cancer or HIV and 19% due to a physical impairment. 8% are Deaf or have a hearing impairment, 7% Blind or have a visual impairment and 7% have learning difficulties.
- 3.49 Islington Council has a mean disability pay gap of -1.1%. This indicates that on average, for every £10 an employee without a disability earns, an employee with a disability earns £10.11.
- 3.50 As a Disability Confident employer, we recognise the value of diversity and are committed to ensuring that people with long-term health conditions or impairments do not encounter discrimination. We are committed to achieving the next level of the Disability Confident Employer scheme, reviewing our approach to reasonable adjustments and completing a range of initiatives to challenge mental health stigma and discrimination through our Time to Change Pledge.
- 3.51 In our recent staff survey, while 66% of respondents felt supported in their mental health and wellbeing by the council and also comfortable speaking to

their line manager about it, only 48% of respondents agreed that they would 'feel comfortable giving a mental health problem as a reason for sickness absence'.

- 3.52 We will look to develop further specific commitments to support staff with disabilities through the next phase in our programme, in particular ensuring that workplace adjustments are managed swiftly and with dignity and that our FutureWork programme incorporates inclusive design principles so that future workplaces are co-designed with the requirements of those with disabilities and neuro-diverse conditions in mind.
- 3.53 We are refreshing our workforce health and wellbeing plan to take account of the impact of Covid on our staff and to ensure that we have plans in place to work towards excellence under the London Health Workplace Charter.
- 3.54 The disability staff forum enables discussion of equality issues arising in the workplace drawing on the expertise and experience of disabled staff to promote greater equality, inclusion, and normalisation. Disability champions within HR assist staff by discussing reasonable adjustments that they may require in their working environment or advising about further sources of help and support that are available.

## **Age**

- 3.55 The average age of an Islington employee is 46.7, which is marginally higher than the London average of 46.13. The largest of all the age bandings is 50-64; 41.38% of staff fall into this category. A mandatory retirement age was removed in 2011 and we continue to see staff choosing to work beyond the previous default retirement age of 65 with 190 employees (4.01%) in that category. Under the Local Government Pension Scheme, employees can presently choose to retire from age 55 (with reduced benefits).
- 3.56 53.47% of long term sickness falls within the 50-64 age group which is disproportionate given this group makes up 41.38% of the workforce. The main causes of long-term absence are recorded as Stress, Depression, Mental Health, Musculoskeletal problems, other (which includes cancer) and back and neck problems.
- 3.57 The health and wellbeing plan which is jointly delivered across teams such as HR, Public Health and Health and Safety will be prioritising initiatives that are likely to have the greatest impact on minimising absence and enabling colleagues to return and sustain attendance at work.
- 3.58 In addition, we continue to have success with our apprenticeship programmes so that we are developing a future pipeline of talent for the future to balance our ageing workforce.

## **Sexual Orientation**

- 3.59 Data on sexual orientation has generally been collected by employers since the changes under the Equality Act 2010 and data gaps have often not been filled retrospectively.
- 3.60 3.7% of employees have recorded that they are gay, lesbian, bisexual or that they prefer to self-describe. This compares with 59.61% of employees who have recorded that they are heterosexual. However, 36.69% of staff do not have a recorded sexual orientation status so this too will be an area for data quality improvement. 4.04% of these actively 'prefer not to say' and reasons for this will be further explored as part of our work with the LGBTQ+ forum. In our recent staff survey, 8% of respondents described themselves as gay, lesbian or bisexual demonstrating that there are some colleagues who have not recorded their sexual orientation.
- 3.61 The LGBTQ+ Staff Forum aims to improve the working lives of LGBTQ+ staff at the council by providing the opportunity to impact council policies and practices. It also provides a safe place to discuss issues and get support and advice.
- 3.62 The Council continues to be a Stonewall champion. A range of activities for staff and residents were held during LGBTQ+ History Month when the Rainbow flag was also flown above the Town Hall.

### **Religion or Belief**

- 3.63 Data on religion or belief was also only generally collected by employers after the Act. Our data shows that 32.48% of the workforce are Christian, 6.53% are Muslim, 7.34% are of another religion or belief, 11.57% have no religion and there is a data gap of 39.37% of staff who have not stated either way. Of those who have shared that they practise another religion, none is disclosed by more than 1% of the workforce.
- 3.64 Our staff survey results show slightly higher results for Christianity at 41% but a significantly higher number of staff confirming that they are of no religion or belief (34%) indicating that the majority of those with no data recorded do not have a religion.

### **Pregnancy & Maternity**

- 3.65 During 2020/21 60 women commenced maternity leave. We recognise that having a baby during Covid will have been very difficult due to hospital restrictions for partners and a lack of social opportunities to develop support networks and receive advice around breastfeeding etc. Our wellbeing hub includes advice and support for parents and carers and the vast majority of women (91.6%) have returned or are currently planning to.

## **7. Next Steps**

- 3.66 As set out throughout the paper, the data provides us with areas of focus for the coming year. More detailed analysis of the dataset is being carried out so that we are able to make more evidence based recommendations and to target any initiatives or barriers. This is particularly the case for recruitment and progression so that we can better understand where changes should be focused for our recruitment and selection improvements.
- 3.67 This will include the development of new reporting and metrics around staff progression that will be reported back to the committee as part of the secondary scrutiny on performance development and management.
- 3.68 Focus groups and other follow-up activity will be taking place over the summer to better understand the reasons some staff have responded differently to staff survey results.
- 3.69 As new initiatives are being developed, evaluation criteria and success factors are being built in so that we can monitor impact. This will include for example our mentoring scheme, management programmes and cultural competence training. This will include recommendations for the incorporation of any new metrics for inclusion for 2022/23.

## **8. Conclusion**

- 3.70 The workforce data and staff survey results provide us with valuable information to assist in prioritising areas of work. As set out above, our Challenging Inequality Programme already contains a range of initiatives in development that are particularly designed to remove any barriers to progression amongst our staff, to support their development and in particular to improve representation at the senior levels of the organisation from colleagues from Black, Asian and Minority Ethnic backgrounds.
- 3.71 The focus groups will provide us with a better understanding from staff to assist us in shaping our work alongside the staff networks. This will include our approach to our 'share not declare' programme to address gaps in our data, improving the experiences for staff with a disability and making sure that support for staff in managing their mental health is at the heart of our work on wellbeing.
- 3.72 As we move into the next stage of living with a global pandemic, using data to inform our programmes of work and to ensure that our workforce practice is fair and that nobody is left behind will be critical.