


<b>Cabinet</b>	 <b>TOWER HAMLETS</b>
19 February 2025	
<b>Report of:</b> Julie Lorraine, Corporate Director - Resources and Deputy Chief Executive	<b>Classification:</b> Unrestricted
<b>Workforce to Reflect the Community Strategy and Action Plan 2024-26</b>	

<b>Lead Member</b>	<b>Councillor Saied Ahmed, Councillor Mohammed Abdul Wahid Ali</b>
<b>Originating Officer(s)</b>	Anna Finch-Smith – Senior Practitioner EDI, Pauline Shakespeare Interim Head of Corporate HR
<b>Wards affected</b>	Wards - all
<b>Key Decision?</b>	No
<b>Reason for Key Decision</b>	This report has been reviewed as not meeting the Key Decision criteria.
<b>Forward Plan Notice Published</b>	No
<b>Exempt information</b>	None.
<b>Strategic Plan Priority / Outcome</b>	Priority 6 – Empower Communities and Fight Crime

## Executive Summary

This report sets out an updated Workforce to Reflect the Community Strategy (Appendix 1) and Action Plan (Appendix 2) for 2024-26. There is also a summary of the charts and graphs referred to at Appendix 3.

## Recommendations:

The Mayor in Cabinet is recommended to:

1. Agree the updated Workforce to Reflect the Community Strategy and Action Plan 2024/26

## 1 REASONS FOR THE DECISIONS

- 1.1 The previous Workforce to Reflect the Community Strategy and Action Plan ran from 2023/24. This updated Strategy and Action Plan covers the period 2024/26. They set out the Council's approach to equality, diversity and inclusion in relation to the Council's workforce.

## 2 ALTERNATIVE OPTIONS

- 2.1 The alternative options are to not agree the Strategy and Action Plan or to have something different.

## 3 DETAILS OF THE REPORT

### **Workforce to Reflect the Community and Action Plan 2023/24**

- 3.1 The previous Strategy and Action Plan were not formally agreed, although there was continuous discussion and amendments to reflect the Mayor's thinking and priorities, and therefore the actions contained in them were delivered against.
- 3.2 The following achievements have been made against the actions in the 2023/24 Strategy and Action Plan:

Area	Achievements 2023-24
1. Monitoring and Evaluation of Programme	Implemented a monthly dashboard/gap analysis tool Updated borough comparison data to reflect Census 2021 data Created a target setting framework Implemented Directorate Action Plans, including directorate/service targets
2. Recruitment and Selection	Piloted anonymised recruitment Updated EDI statement for job adverts Utilised CV only recruitment for specific roles Developed a shortened application form Updated Recruitment and Selection Guidance and training/e-learning Diverse recruitment pools required, including for senior roles Undertook targeted recruitment campaigns, e.g. for Waste and THEOs Held a general careers fairs and targeted events looking at specific professions
3. Entry Level	121 apprenticeship starts – 37% female, 69% Black, Asian and Multi-Ethnic, 12% disabled, 38% aged 16-24 12 SEND pre apprenticeship starts 9 Care Leaver apprenticeship opportunities created (including 5 in Resources) 50 work experience/internship opportunities created
4. Graduate Careers	Took on 2 National Graduates this year – 14 in total since 2017, of which 8 have been supported into Council roles
5. Talent Management, Progression and Career Development	Trained 31 employees on the Aspiring Leaders programme – 61% female, 55% Black, Asian and Multi-Ethnic, 6.5% disabled, 23% aged 25-34 Appointed 3 employees through the STEPS scheme

	<p>Provided coaching opportunities</p> <p>Signed up to cross London mentoring platform with 27 Council employees currently signed up as mentors and 57 as mentees</p> <p>Provided secondment, acting up and work shadowing opportunities</p>
6. Leadership and Management Development	<p>Run ELBA programme for general cohort (18 employees) and LGBTQIA+ cohort (7 employees)</p> <p>Delivered 360 degree feedback programme</p> <p>Delivered Managers Fundamentals programme to ? employees</p> <p>EDI objective added to all managers MARs</p>
7. Pay Gaps	<p>Reported hourly rates by ethnicity strand – mean hourly rates:</p> <ul style="list-style-type: none"> <li>• £25.73 for Asian employees</li> <li>• £22.04 for Bangladeshi employees</li> <li>• £22.53 for Black employees</li> <li>• £22.58 for Mixed employees</li> <li>• £22.71 for Somali employees</li> <li>• £24.53 for White employees</li> </ul> <p>Engaged a Data Analyst for 6 months</p> <p>Reduced the ethnicity pay gap by just under 1% (total reduction since 2018 is just over 8%)</p> <p>Also see charts below</p>
8. Increasing Corporate Representation, Senior Representation and Benchmarking	<p>Implemented Directorate Action Plans, including directorate/service targets</p> <p>Implemented a monthly dashboard/gap analysis tool</p> <p>Benchmarking data used in reports where appropriate</p> <p>Updated borough comparison data to reflect Census 2021 data</p> <p>Representation in the Council workforce as a whole has increased for:-</p> <ul style="list-style-type: none"> <li>• Asian, Bangladeshi, Black, Mixed, Somali and Black, Asian and Multi-Ethnic employees</li> <li>• Bisexual, Gay, Lesbian and LGBT employees</li> <li>• Trans employees</li> <li>• 25-34, 45-54, 65-74 and 75-84 aged employees</li> <li>• Buddhist, Hindu, Jewish, Muslim and Sikh employees</li> </ul> <p>Representation in the Council workforce at £60k plus has increased for:-</p> <ul style="list-style-type: none"> <li>• Bangladeshi, Mixed, Somali and Black, Asian and Multi-Ethnic employees</li> <li>• Disabled employees</li> <li>• Bisexual, Gay, Lesbian and LGBT employees</li> <li>• 25-34, 35-44 and 65-74 aged employees</li> <li>• Hindu, Muslim and Sikh employees</li> </ul>

	<p>Achieved the Strategic Plan KPI for top 5% earners who are Black, Asian and Multi-Ethnic – target is 35% and performance for the last 2 quarters was Q1 2024/25 37.41% and Q2 2024/25 37.30%</p> <p>Benchmarking across London (as at 31<sup>st</sup> March 2024):-</p> <ul style="list-style-type: none"> <li>• 24<sup>th</sup> for female representation in the workforce at 55%</li> <li>• 21<sup>st</sup> for top 5% earners who are female at 48.5%</li> <li>• 2<sup>nd</sup> for Black, Asian and Multi-Ethnic representation in the workforce at 62%</li> <li>• 3<sup>rd</sup> for top 5% earners who are Black, Asian and Multi-Ethnic at 41%</li> <li>• 17<sup>th</sup> for disabled representation in the workforce at 7%</li> <li>• 13<sup>th</sup> for top 5% earners who are disabled at 7%</li> <li>• 12<sup>th</sup> highest average workforce age at 47.5 years</li> </ul> <p>Also see charts below</p>
Other Achievements	<p>Rise in Stonewall Top 100 Employers Index and retained Bronze Employer status</p> <p>Finalist in 3 LGC Workforce Awards related to EDI</p> <p>Introduced Young Employees Network (YEN)</p> <p>Positive Annual Residents Survey – with 90% of respondents saying that residents get on well with people from different backgrounds (compared to 77% nationally)</p> <p>Impact and Influence Training</p>

NB percentage figures above have been rounded

3.3 The following charts show the percentage increases from May 2023 to October 2024

Council Wide Representation

<b>Equality Strand</b>	<b>Percentage Increase between May 2023 and October 2024</b>	<b>Number of employees in Council with equality strand Oct 2024 (total of 5315 employees)</b>
Asian	0.5%	345
Bangladeshi	1%	1317
Black	1%	970
Mixed	0.5%	162
Somali	0.5%	49
Black, Asian and Multi-Ethnic	3%	2911
Bisexual	0.5%	76
Gay	1.5%	74
Lesbian	0.5%	28
LGBT	0.5%	203
Trans	0.5%	2

25-34	0.5%	950
45-54	0.5%	1308
65-74	0.5%	265
75-84	0.5%	15
Hindu	0.5%	69
Muslim	2%	1528
Sikh	0.5%	30

NB percentage figures above have been rounded

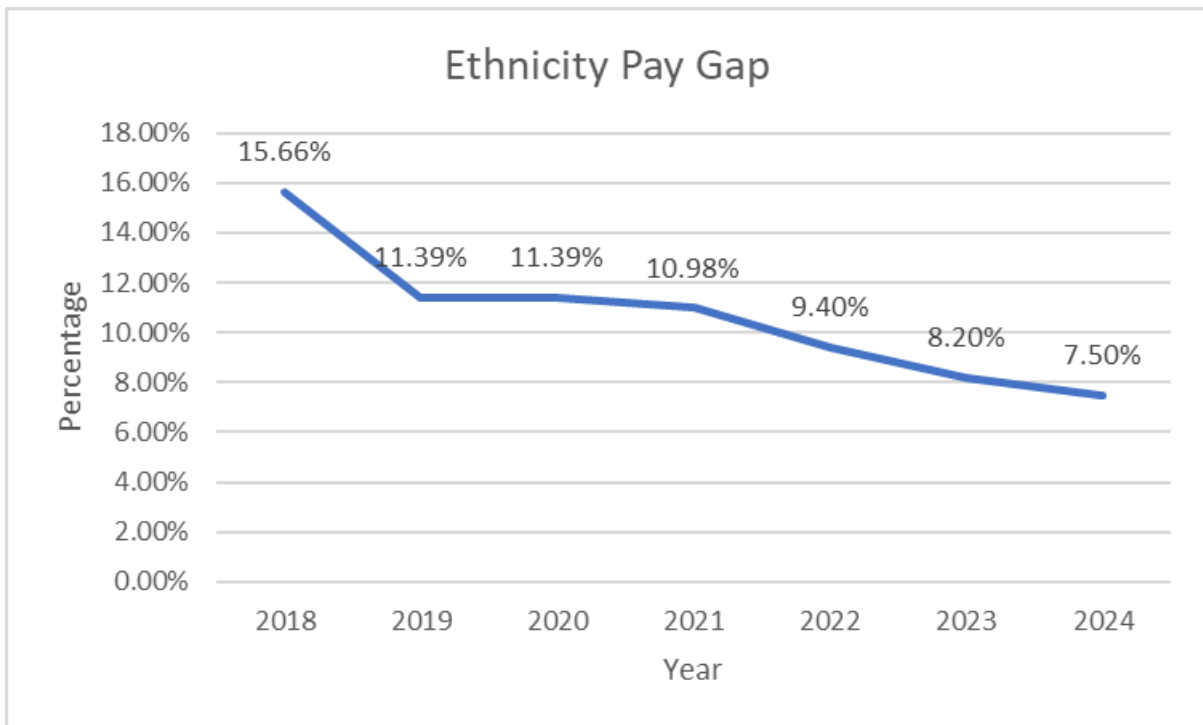
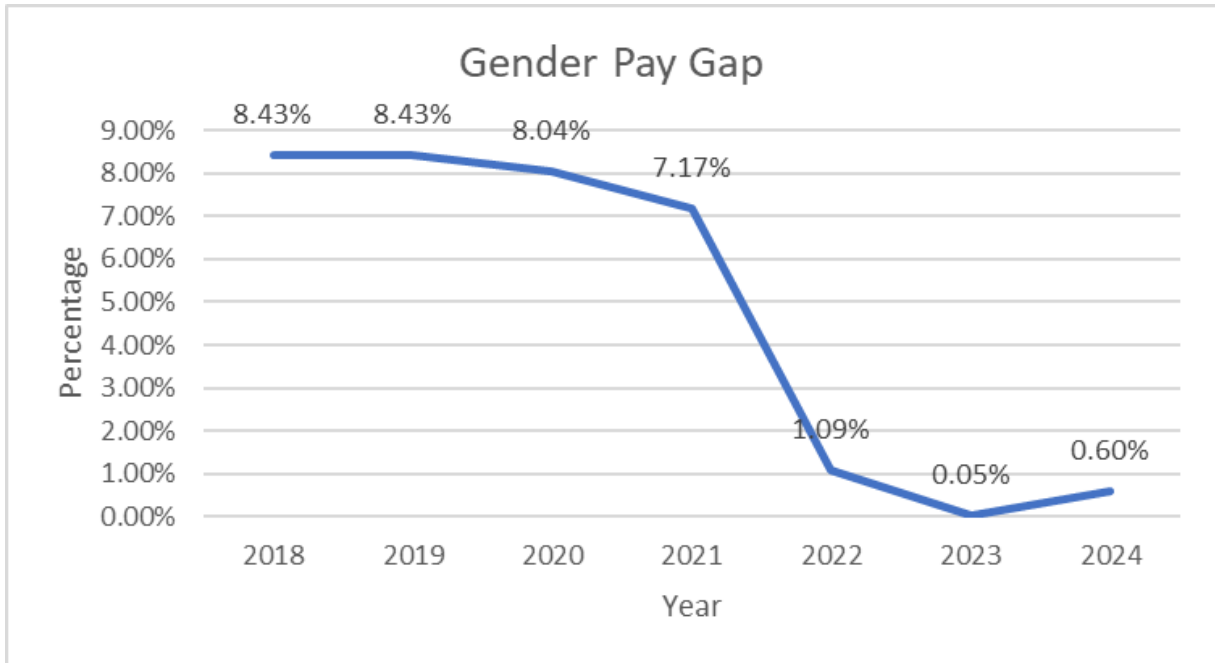
#### £60k plus representation

<b>Equality Strand</b>	<b>Percentage Increase between May 2023 and October 2024</b>	<b>Number of employees in Council with equality strand at £60k plus Oct 2024 (total of 317 employees)</b>
Bangladeshi	4.5%	55
Mixed	0.5%	7
Somali	0.5%	2
Black, Asian and Multi-Ethnic	3.5%	128
Disabled	2%	30
Bisexual	1.5%	6
Gay	2.5%	8
Lesbian	0.5%	1
LGBT	1%	18
25-34	1.5%	14
35-44	3.5%	87
65-74	3.5%	14
Hindu	0.5%	7
Muslim	4.5%	69
Sikh	0.5%	3

NB percentage figures above have been rounded

3.4 The following charts show the trends for gender and ethnicity pay gaps

#### Pay Gap Trends



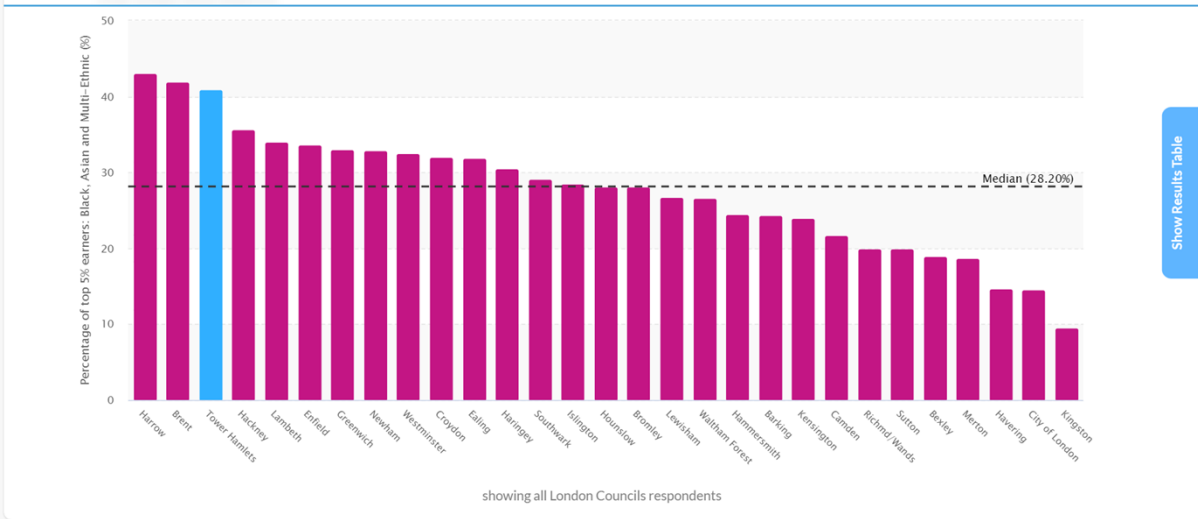
3.5 The following charts show benchmarking comparison information from London Councils

Black, Asian and Multi-Ethnic Workforce – 61.75%



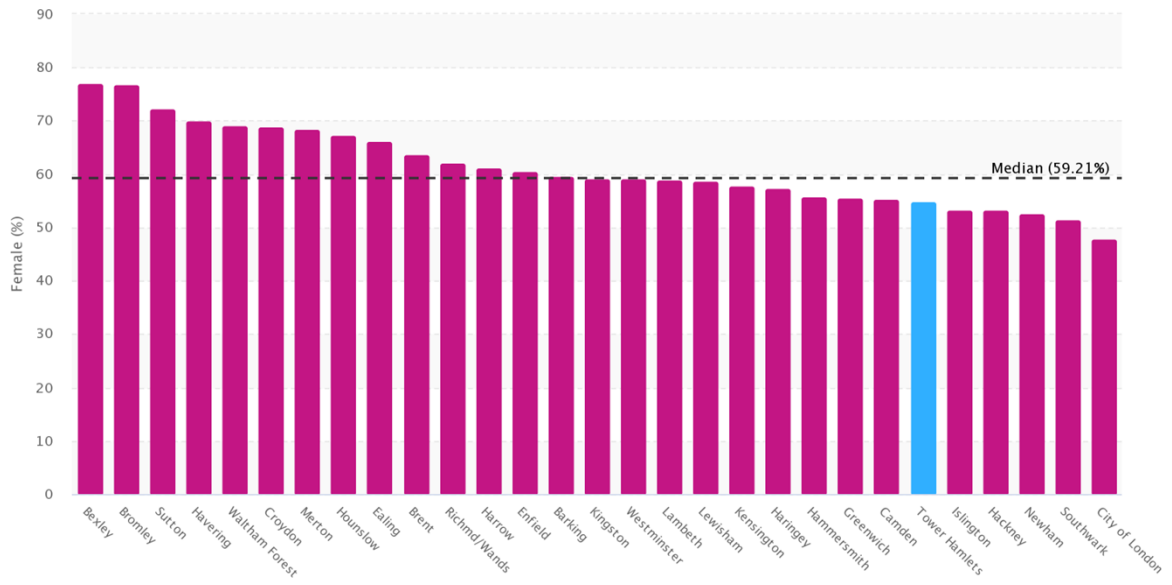
Show Results Table

**Top 5% Earners Black, Asian and Multi-Ethnic – 41%**

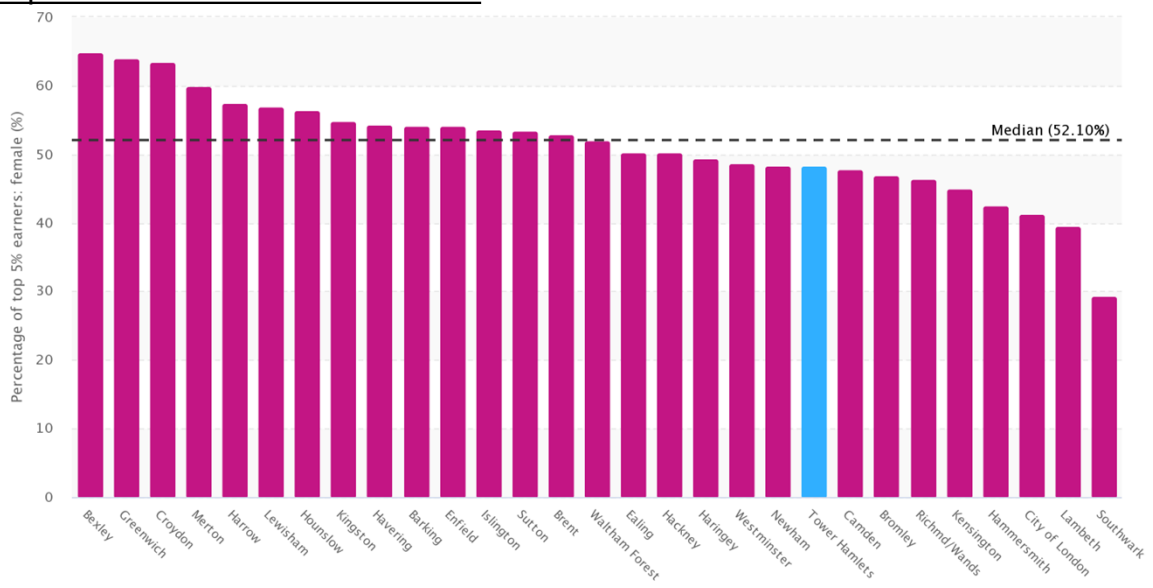


Show Results Table

**Female Workforce – 54.85%**

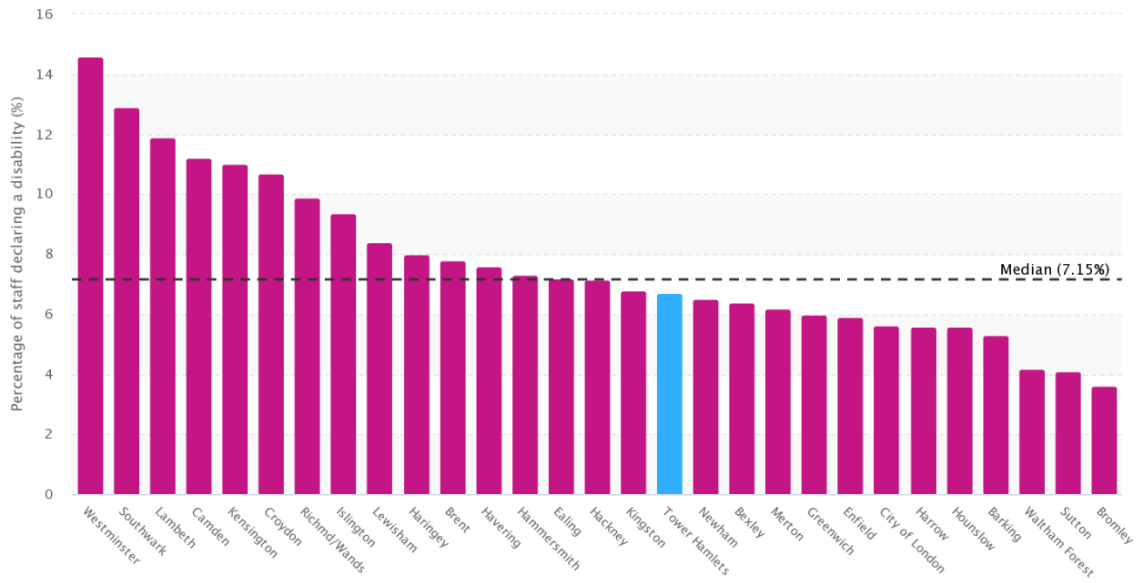


**Top 5% Earners Female – 48.28%**

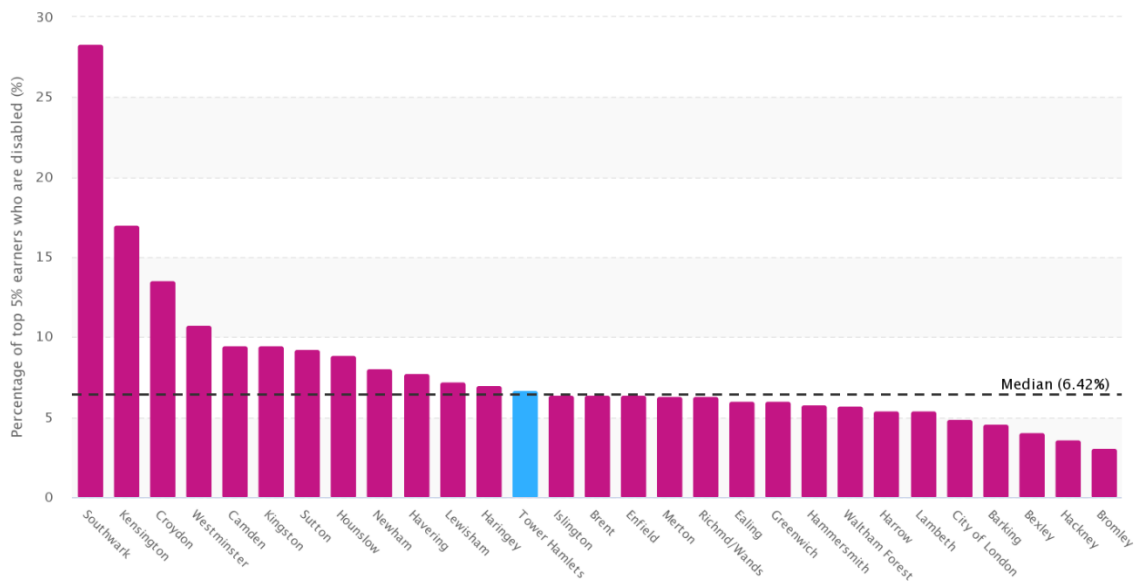


**Disability Workforce – 6.70%**

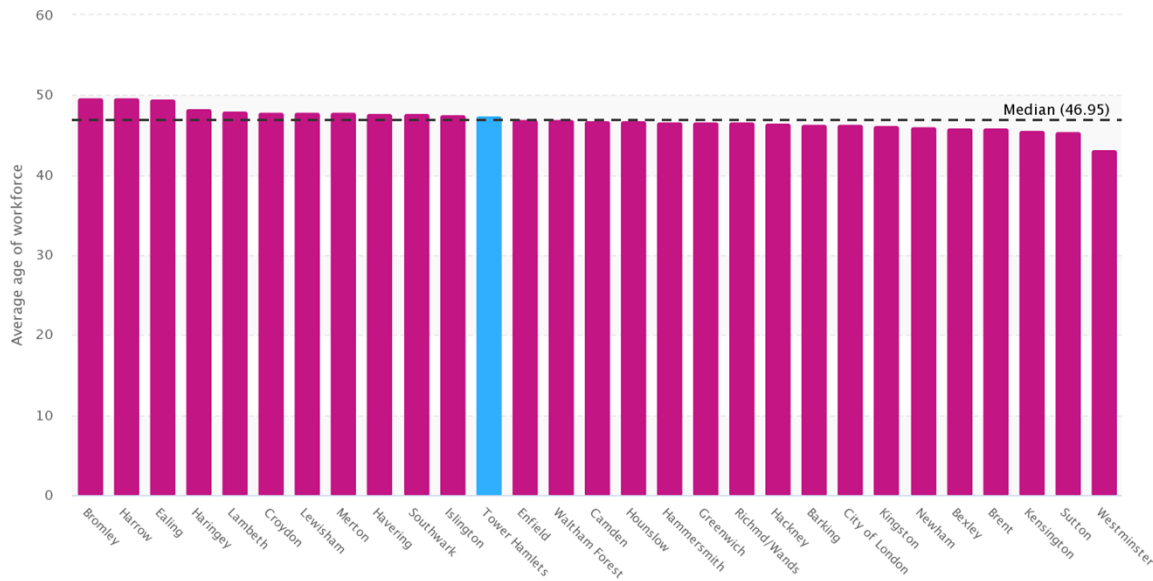




### Top 5% Earners Disabled – 6.70%



## Average Age of Workforce – 47.5 years



### Current Performance

- 3.6 Improvements in representation in terms of both the whole workforce and for £60k plus roles are set out in the table above.
- 3.7 In terms of current performance, the data is set out in Appendix 1, but in summary shows the following:

Whole workforce - Asian, Bangladeshi, Mixed, White, Other, Somali, disabled and LGBTQIA+ employees are underrepresented, as are people in the lower and higher age bands and those whose religion is Buddhist, Hindu, Muslim, No Religion and Other.

Female representation remains above representation in the borough population but has reduced and is therefore an area for action.

For £60k plus roles - female, Asian, Bangladeshi, Black, Mixed, Other and Somali, disabled and LGBTQIA+ employees are underrepresented, as are the majority of age bands (with the exception of 35-44, 45-54 and 55-64) and employees with no religion, Buddhist, and Muslim employees.

### Context

- 3.8 It is worth noting that the Council now has in place a new, permanent and diverse senior leadership team. There are still various transformation programmes taking place across the Council that could impact on delivery of this strategy, e.g. the transformation of the recruitment team and process needs to take place before the required changes in terms of improving inclusive recruitment can take place.
- 3.9 It is also worth noting that between 2023 and now, there have been a number of insourcing programmes for different services, including Housing and

Leisure. The Council workforce has grown from 4616 in May 2023 to 5315 in October 2024. The significant insourcing programmes can mean a detrimental impact in the short term to the equalities data, for example there has been a noticeable increase in decline to state and missing categories over the past few months, as employees may be transferring from organisations that are not as diverse as the Council and/or do not have good reporting levels of equalities data.

- 3.10 The Council has, since 2024 had an ER/VR programme that in general has seen employees from the higher age bands leaving, although the number of employees who left under the scheme in 2024 amounted to around 1% of the workforce.

### **Workforce to Reflect the Community Strategy and Action Plan 2024/26**

- 3.11 The Council has made good progress in delivering against the first year of the strategy and action plan. This second version of the strategy is more ambitious and builds on those successes. It is designed to continue to work towards representation but to take us beyond this.

- 3.12 It retains the following sections, which were in the 2023/24 version:

1. Monitoring and Evaluation of Programme
2. Recruitment and Selection
3. Entry Level
4. Graduate Careers
5. Talent Management, Progression and Career Development
6. Leadership and Management Development
7. Pay Gaps
8. Increasing Corporate Representation, Senior Representation and Benchmarking

- 3.13 In addition to the retained sections, which have been updated to take out actions that have been delivered and includes new actions to take those sections further, there have been 5 new sections added, as follows:

9. Culture
10. Socio-economic
11. Neurodiversity
12. Disability
13. Care Experience

- 3.14 These new sections have been added with the aim of making the Council a leader in the field of EDI and an example of best practice, to achieve equity of outcomes. They address areas that have emerged through the last years work and also take into account feedback from stakeholders, including employees and staff networks.

### **Monitoring**

- 3.15 Updates on delivery of the strategy and action plan will be provided to HR Committee, MAB, ONS and Cabinet. The proposal is to do this on a quarterly basis.

#### **4 EQUALITIES IMPLICATIONS**

- 4.1 Equality implications are embedded/integral to the Workforce to Reflect the Community Strategy and Action Plan actions. Any new policy/scheme that is introduced as a result of the strategy and action plan would be equality impact assessed.

#### **5 OTHER STATUTORY IMPLICATIONS**

- 5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.
- Data Protection / Privacy Impact Assessment.

- 5.2 N/A.

#### **6 COMMENTS OF THE CHIEF FINANCE OFFICER**

- 6.1 The Workforce to Reflect the Community Strategy and Action Plan 2024/26 will be delivered within existing resources. If additional resources are required, approval must be sought through the appropriate governance process.

#### **7 COMMENTS OF LEGAL SERVICES**

- 7.1 There are no direct legal implications arising from this report which sets out the updated Workforce to Reflect the Community Strategy.
- 7.2 When carrying out its functions, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't (the public sector duty).
- 7.3 The Council has a general duty of best value to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. The Workforce to Reflect the Community Strategy should be considered in line

with the best value duty to ensure that proposed actions meet the requirements of the duty.

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## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

- None

### **Appendices**

- Appendix 1 – Workforce to Reflect the Community Strategy 2024/26
- Appendix 2 – Workforce to Reflect the Community Action Plan 2024/26
- Appendix 3 – Charts and Graphs.

### **Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012**

- None

### **Officer contact details for documents:**

N/A