# EQUALITY AND EQUITY ACTION PLAN

## Annual Update Report 2021

The Equality and Equity Action Plan is the Royal Borough of Greenwich's commitment to advancing equality of opportunity, eliminating unlawful discrimination, harassment and victimisation and fostering good relations within our organisation and our community

This report will provide an update on progress of the Equality and Equity Action Plan in 2021

ROYAL *borough of* GREENWICH

# Foreword from the Cabinet Member for Culture and Communities

Royal Greenwich is a diverse and vibrant borough, with many different communities that call it home. We believe our diversity is one of our greatest strengths and should be celebrated and valued.

Our ambition is to create a fairer, safer, accessible and inclusive borough where everyone feels they belong, has a voice and an equal opportunity to succeed and thrive.

Equality, diversity and inclusion is at the heart of everything we do, from providing accessible services to our residents, to fostering good relations within and between our communities and how we function as an organisation.

The Royal Borough of Greenwich has embarked on a new Equality, diversity and inclusion (EDI) journey over the past year. This started with our public commitments to this agenda – our Equality and Equity Charter and new Equality Objectives for 2020-2024.

Leadership and teams from across the organisation have come together to take greater accountability for our priorities, helping to mainstream EDI into all the work the Royal Borough of Greenwich does and enable stronger connections and support for our community organisations.

In addition, our greatly valued voluntary and community sector have taken the lead in establishing new equality groups and in enabling stronger, more resilient communities though their work.

There is much for us to proud of and celebrate, this annual update will reflect on our accomplishments and identify further opportunities for us to continue building on our ambitions.

**Cllr Adel Khaireh**

*Cabinet Member for Culture and Communities*

# Contents

This report will provide an update on the work that has taken place over the past year, which will include:

# Executive Summary

The past 18 months has seen a renewed focus on Equality, Diversity and Inclusion in the Royal Borough of Greenwich. We have listened and connected to our communities, Councillors and our staff about what is important to them and undertaken local and national research to shape our approach.

The Equality and Equity Action Plan is the Royal Borough of Greenwich's commitment for advancing equality of opportunity, eliminating unlawful discrimination, harassment and victimisation and fostering good relations within our organisation and our community. The Action Plan was agreed by Cabinet in March 2020, following the launch of our Equality and Equity Charter and our new Equality Objectives 2020-2024.

The Action Plan has been co-produced between teams from across the organisation and senior leaders and is treated as a live strategy, so that it can be responsive to new priorities as they emerge through our work. This ensures that the Action Plan and our commitments are owned corporately, are embedded into our organisation and mainstreamed into our policies and projects. The Action Plan provides detail on:

- The Equality and Equity Charter (which focuses on our work with communities) – please see Appendix A for a copy
- Our new Equality Objectives 2020-2024 (which focus on our internal work as an organisation) – please see Appendix B for our 6 Objectives
- A detailed workplan for achieving our commitments over the next four years
- An initial benchmark against the Local Government Association's Equality Framework, and
- Plans for the establishment of internal Equality, Diversity and Inclusion Steering Group and community-led Royal Greenwich Equality Network

This report will provide an update on the above, highlighting our key activities from 2020-2021 – from our work out in the community, from events such as the Great Get Together, to our internal EDI journey. We have also taken stock of our progress against the LGA's Equality Framework. The report will also explore where we have been successful in our work and the reasons for this. Such as our political and executive leadership taking ownership of our commitments and embedding them into the organisation, and also our responsiveness to current challenges, such as Women's Safety and Race Equality.

The report will also explore where we want to improve and our plans for addressing this over the coming year. This includes improving our EDI training offer and focusing on supporting under-represented groups in the organisation. A detailed progress update on our Equality Objectives, including what actions are currently being taken and which teams are responsible for delivering them, provides clear oversight over our specific commitments.

# Key activities over the past 18 months

**January 2020**

We began consultation with staff, Councillors and Trade Unions to develop our new Equality Objectives 2020-2024 for our organisation to help us drive progress

Over summer 2020, the Council co-developed a community-facing Equality and Equity Charter, our pledge to ensure our borough is a fair, safe, accessible and inclusive place for people of all backgrounds

The Equality and Equity Charter consultation received over 750 responses, which were overwhelmingly positive and supportive; staff, Cllrs and Unions participated in workshops on our new Equality Objectives

In October 2020, Cabinet agreed the organisation's new Equality Objectives for 2020-2024 and the Equality and Equity Charter

In March 2021, Cabinet agreed an Equality and Equity Action Plan for delivery of our Equality Objectives with key partners, such as HR and Comms
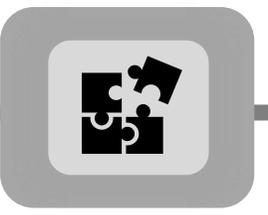
GMT agreed to form an EDI Steering Group to oversee delivery of the Equality and Equity Action Plan and to enable organisational change in EDI

To help us deliver on both our internal and external Equality, Diversity and Inclusion commitments, we developed an EDI Systems Model to provide accountability and transparency for the different internal and external commitments
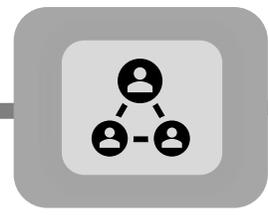
New training and development programmes have been launched, such as Unconscious Bias and Let's Talk About Race and Tackling Racism. As part of staff learning week, sessions on Being an Ally and Cultural Appropriation were well attended
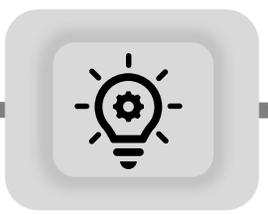
The Voluntary and Community Sector team have been working with community groups to establish community-led Equality groups, one being focussed on EDI overall and a specific Race Equality group

At Together 21, we promoted our work in Equality, Diversity and Inclusion and residents were able to show their support for the Equality and Equity Charter by taking part in an art installation

EDI work has been launched to the organisation with new intranet pages, new public web pages and an interview with the EDI Steering Group Chair

**November 2021**

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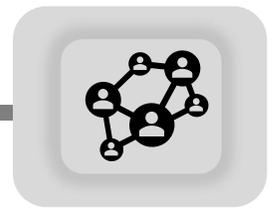
# LGA EQUALITY FRAMEWORK SCORECARD AND SELF ASSESSMENT

*The 'Equality Framework for Local Government' is the industry standard for local authorities who want to review and improve their performance for people with characteristics protected by the Equality Act 2010.*

*The framework breaks down into 4 modules with themes for each, for each of these themes there are criteria and indicators that are used to place the organisation in one of three levels: Developing, Achieving and Excellent.*

# LGA Equality Framework Scorecard and Self Assessment

| Understanding and Working with your Communities | Leadership and Organisational Commitment |
|---|---|

### Understanding and Working with your Communities

**Collecting and Sharing Information: Developing/Achieving**

- We regularly collect information on our communities, either through service reviews, equality impact assessments and monitoring and various strategies, alongside national and regional data.
- Information is shared across the organisation and with partners.

**Analysing and using data and information: Developing/Achieving**

- Services collect information, with data disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities.
- However, this is not consistent, and we have an action to improve Equality Monitoring in the Action Plan.

**Effective Community Engagement: Achieving**

- We have engagement mechanisms and structures in place to involve stakeholders, with people from protected groups encouraged and enabled to take part in policy and decision-making.
- All of the Staff Network chairs are members of the EDI Steering Group and we are strengthening our work with community organisations focused on EDI.

**Fostering good community relations: Achieving**

- We have a good understanding of the relations between different communities, regularly monitoring and analysing hate crime and harassment.
- We work with partners, such as the Police and our VCS, to respond to trends and issues.

**Participation in public life: Achieving**

- Our communities are encouraged to participate in public life or in other activities where they are under-represented, this takes place through a range of mechanisms such as Borough-wide events to issue-specific focus groups.

### Leadership and Organisational Commitment

**Leadership: Achieving**

- Our political and executive leaders have committed publicly to reducing inequality, fostering good relations and challenging discrimination.
- Vision and plans in EDI have been presented and communicated to Cabinet, Greenwich Management Team and Corporate Senior Managers.

**Priorities and Partnership Working: Achieving**

- There is a clear vision and plans in place to support our commitments as an organisation and we are working with our local VCS to develop plans with them.
- The Equality and Equity Charter and Equality Objectives 2020-2024 have been integrated into our Corporate Report template, so that all decisions must consider our priorities in addition to the Equality Act and Equality Impact Assessments.

**Assessing Equality Impact in Policy and Decision Making: Developing**

- We have reviewed and updated our Equality Impact Assessment and Equality Monitoring guidance and tools and will be publicising these to the organisation.

**Equality Objectives and Annual Reporting: Achieving/Excellent**

- Our Equality Objectives 2020-2024 have been integrated into organisational strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders.

**Performance Monitoring and Scrutiny: Achieving/Excellent**

- The Corporate Finance and Performance Panel reviews work in this area annually and the internal EDI Steering Group reviews progress every two months.

# LGA Equality Framework Scorecard and Self Assessment

## Responsive Services and Customer Care

**Commissioning and Procuring Services: Developing**

- Our procurement and commissioning processes and practice take account of the diverse needs of clients, and that providers understand the requirements of the public sector Equality Duty.

- Guidance is available for suppliers on the equality requirements for the procurement and commissioning process.

**Integration of equality objectives into service planning: Achieving**

- Our Equality Objectives 2020-2024 have been integrated into service plans across the organisation, with progress towards them performance managed by key decision makers, such as the Chair of the EDI Steering Group, GMT and the Cabinet Member for Culture and Communities.

- Our Equality Objectives have specific timescales and teams across the organisation are responsible for delivery.

- Our Equality Objectives cover a range of protected characteristics and focus in specifically on supporting underrepresented groups in our organisation, such as disabled staff.

- Our Corporate Report template includes a section on our Equality Objectives and Equality and Equity Charter, which requires services to demonstrate how these commitments have been integrated into their decisions.

**Service Delivery: Developing**

- Services have systems in place to collect, analyse and measure how satisfied all sections of the community are with services.

- We have recently refreshed our Equality Monitoring Guidance, and this will be shared with services through different engagement activities.

- Our Social Value Framework is used for commissioned services to measure outcomes which are not delivered by the organisation.

## Diverse and Engaged Workforce

**Workforce Diversity: Developing**

- We monitor and report our workforce profile annually. While there has been gradual movement towards greater diversity for some sections of our workforce (such as ethnic minority groups) this has not been the case for others (such as disabled staff) which have largely stayed the same.

- We have agreed actions to increase representation and are improving our data on recruitment and career progression.

**Inclusive Strategies and Policies: Achieving**

- Our equality objectives related to our workforce strategies are being implemented and monitored.

- There are policies and practices in place which aim to enhance workforce equality, such as flexible working. Other policies (such as reviewing reasonable adjustments and PRADs) are commitments within our Action Plan.

- Our training and development offer supports our EDI agenda.

**Collecting, Analysing and Publishing Workforce Data: Achieving**

- We monitor and report our workforce profile annually, including the Gender Pay Gap (which is reversed for Greenwich) and the Ethnicity Pay Gap data. This information is shared more regularly with the EDI Steering Group and published on RBGs website.

- Action is being taken as a result of monitoring.

**Learning and Development: Developing**

- We are reviewing and expanding our current training offer (such as including EDI within induction training) and will be mainstreaming EDI into all training.

**Health and Wellbeing: Developing**

- Staff health and well-being is promoted by HR, examples include the Wellbeing Champions programme, the Employee Assistance programme, development of a Wellbeing Strategy and achieving the Healthy Workplace Awards in 2021.

# WHAT HAS BEEN SUCCESSFUL AND WHY?

*The Equality, Diversity and Inclusion Systems Leads have discussed and identified areas of our work that have been a success and that we should be proud of, they have also explored the reasons for what we have done to make them successful.*

## 1. Improving our Leadership, Accountability and Awareness in Equality, Diversity and Inclusion

### ➡ Public commitment with clear priorities

Over the past year, our political and executive leadership have publicly committed to reducing inequality, fostering good relations and challenging discrimination. This has been demonstrated by the development and agreement of the Equality and Equity Charter and new Equality Objectives for 2020-2024 in October 2020. This has helped to set out clearly our organisation's vision, ambition and priorities for work in this area in the coming years to the organisation and our communities.

These commitments cover a range of priorities, such as recognising the importance of a diverse workforce that is representative of the Borough, understanding the diverse needs of our staff and communities and enabling a learning environment where best practice is shared across the organisation and with our partners. Please see Appendix A and B for full details of the Charter and our Objectives.

Following this commitment, the Cabinet Member for Communities and Culture, senior officers and delivery leads worked together to develop a practical plan for how to achieve these ambitions. The Equality and Equity Action Plan was agreed by the Greenwich Management Team and Cabinet in March 2021. The Action Plan provides details on the evidence base that was used and the above priorities alongside workplans for how our commitments will be delivered, including teams responsible, projected timeframes and desired outcomes. Please see the Action Plan Progress Tracker for full details to date of activities over the past year.

### ➡ Taking accountability through cross-Council working

The new focus and energy in for this agenda has led to the formation of the Equality, Diversity and Inclusion (EDI) Steering Group, which is responsible for monitoring, reviewing, reporting and overseeing the delivery and further development of the Equality and Equity Action Plan. The EDI Steering Group is Chaired by a member of GMT and brings together a range of delivery partners, such as HR managers in training, recruitment and data; Chairs of all the Staff Networks; Representatives from each Directorate; Communications officers and Continuous Improvement officers.

As well as progressing the Action Plan, the Steering Group acts as a role model, promotes a learning culture and identifies further areas for improvement. Recent examples include integrating our equality commitments into our Corporate Report template, developing an Inclusive Language Guide and leading a review of the Staff Networks.

### ➡ Political and executive oversight

Political and executive leadership have also developed an EDI Systems Model, providing transparency and shining a light on the political, strategic and operational work taking place both internally and externally on EDI and who is responsible for its success.

This model is enabling us to reach across the organisation and support Directorates to embed EDI into our long-term strategies, service priorities and day to day activities.

## 1. Improving our Leadership, Accountability and Awareness in Equality, Diversity and Inclusion

### ➡ Tackling silos

The Cabinet member, senior officers and delivery leads took time to reflect and understand barriers to this work in the past. One barrier has been that EDI work across the Council has often been siloed. Different services had EDI-related workstreams in a range of areas, but often did not share their work or findings. This hindered the organisation's ability to understand the challenges, and how to prioritise and respond effectively. It also meant that it was difficult to understand who was accountable for the success of the agenda.

Leadership understood the importance of creating a dedicated space for this work to be progressed and established the EDI Steering Group. As noted, the Group brings together a range of stakeholders working on or connected to EDI from across the organisation. This provides a forum for sharing work taking place, discussing challenges, and delivering on our commitments. The access to diverse perspectives has also improved the quality and ambition of the work taking place. In addition, the Group is using corporate project management tools to ensure accountability and transparency on the work taking place.

Leadership pushed for greater transparency and accountability for this work going forward, together developing the EDI Systems Model. The Model shines a light on the political, strategic and operational work taking place both internally and externally. It enables leadership and delivery leads to have a clear understanding of the work taking place. Please see Appendix C for the Systems Model.

### ➡ Engagement

The Charter, Objectives and Action Plan have been promoted across the organisation. Early engagement has focused on senior leadership, to ensure that our leaders can champion the work, use their role as decision-makers to ensure our services are responsive to EDI and help our organisation to develop. Presentations have been shared with Cabinet and at our Corporate Senior Managers quarterly meeting, which included a workshop to understand their experiences as service leaders and what they can do to champion EDI. In addition, during staff Learning At Work week sessions were held on 'Being an Ally' and 'What's the Harm in Cultural Appropriation'. We have also held #Ask the Leadership sessions in response to George Floyd's murder and Women's Safety.

In November 2021, the EDI work was officially launched to the organisation, using an interview with the Chair of the EDI Steering Group, new staff intranet pages and refreshed public webpages. Further communications will take place over the next year as the work develops

### ➡ Reaching staff with different protected characteristics

Senior leaders have sought to ensure that the EDI Steering Group reaches all sections of the organisation. Directorate Leads and Staff Network Chairs play a key role in connecting the Group to staff experiences, further routes (such as an EDI Champions Network) are being explored.

### ➡ Delivering more training on Equality, Diversity and Inclusion

We have offered and delivered new training for staff, such as classroom training on Let's Talk About Race and Tackling Racism, Active Bystander and Unconscious Bias and e-learning LGBT awareness in addition to our existing training on Equality and Diversity in the Workplace and Bullying and Harassment. Across these courses and the Learning at Work week events, there were over 1,800 attendees taking part.

# What has been successful?

## 2. *Working with and supporting our communities in Equality, Diversity and Inclusion*

The Royal Borough of Greenwich has continued to work closely with our communities in Equality, Diversity and Inclusion (EDI), both directly in developing our approach and understanding of EDI and more widely through fostering good relations between communities in the Borough.

### ➡ Our Equality and Equity Charter and engagement

Much of our work over the past year has stemmed from our development of our Equality and Equity Charter, which was developed following public consultation. The Charter is our pledge to ensure our borough is a fair, safe, accessible and inclusive place for people of all backgrounds to feel they belong, succeed and thrive. The Charter was agreed by Cabinet and then signed by the Leader and Cabinet Member for Culture and Communities. Since then, we have promoted the Charter at Together 21 and enabled c.60 organisations to also adopt the Charter.

### ➡ Supporting the formation of community-led EDI groups

As part of our Equality and Equity Action Plan, we recognised the need to develop our understanding of EDI in our communities and pledged to support the creation of a community-led Royal Greenwich Equality Network and Race Equality Advisory Group. These are in the early stages of being set up, with an event planned in December by the Royal Greenwich Equality Network with the support of our Voluntary and Community Sector team.

### ➡ Building community capacity through our grant-funding programmes

We continue to fund a range of local organisations to provide services locally and directly to residents, totaling £1,068,500. Many of these groups provide support to vulnerable sections of our community and have a strong EDI focus. Our funding ranges from supporting Community Centres, Information and Advice Services, Strategic Equalities and Infrastructure Support. In addition, a newly appointed bid-writer has supported these groups' access to funding beyond the Council over the past year.

# Why has this been successful?

Our work with communities on EDI is grounded in our belief that communities are often best placed to understand the diverse needs of our Borough, particularly around protected characteristics. Therefore, fostering a strong relationship with our VCS organisations has been key to co-developing our work and knowledge in this area. When developing our Equality and Equity Action Plan, we were reflected on where we could improve as an organisation and saw an opportunity to develop our understanding of community-focused EDI work.

As a result, we have actively sought to improve our understanding in this area through the establishment of community-led EDI groups (such as the Royal Greenwich Equality Network) that we can support and work with.

In addition, we have also maintained an extensive VCS grants programme, with large support being given to local organisations to continue providing vital services to residents on EDI issues such as hate crime and discrimination. This has ensured our communities can continue to thrive and also access the support they need.

## 3. Focusing in on specific equality strands, such as VAWG and Race Equality

We have strengthened our overall approach in EDI to create a corporate space for this work, with the agreement of the Charter, Objectives, Action Plan and the establishment of the EDI Steering Group. This work goes beyond looking at one protected characteristic and aims to provide a holistic approach. While this has been valuable for ensuring we have good oversight across the whole spectrum of EDI, leadership has recognised the importance of focusing in on specific equality strands. This has enabled us to have both the breadth and depth of insight, as well as being responsive to current issues within our community and our organisation.

### Women's Safety

The tragic events over the past year have reaffirmed the need for the work we are doing on women's safety and tackling violence against women and girls (VAWG). In response, we have undertaken a number of activities:

- Community Safety have worked in partnership with HER Centre to promote the Women's Safety Charter locally. The Charter sends a clear message to anyone who lives, works, studies or visits the borough that the safety of all women and girls is a priority.
- The Council has held a series of forums and an online consultation on women's safety, this includes both public forums and consultation in addition to internal forums for staff.
- Following these activities, the Community Safety team has launched a Women's Safety Taskforce with Councillors and Directorates.

### Race Equality

In response to the murder of George Floyd and the Black Lives Matter movement, a number of initiatives focusing on race equality have taken place. Internally, some Directorates have formed their own race equality groups to support learning and understanding around race and racism. Leadership are now exploring a cross-Directorate Group to support these groups and look further into structural racism in the organisation. Learning and development on Unconscious Bias and Let's Talk about Race and Tackling Racism have also been delivered, as well as #Ask the leadership sessions on racism.

There has also been service specific work leading on race equality, such as Children's Services work with Head teachers and schools to design and implement a new curriculum which incorporates Black history. In addition, the work the Voluntary and Community Sector (VCS) team is doing to set up a community-led Race Equality Advisory Board and the support they have provided to minority ethnic VCS groups in bidding for funding.

# Why has this been successful?

A number of factors have helped us respond to these events and ensure that we are working together to improve these issues locally and within our organisation:

- ➡ Leadership have listened to residents and staff, keeping connected to wider societal issues and what they mean for us locally in Greenwich. They have supported ideas brought forward by services, staff and our communities, creating a space for reflection and discussion. This has enabled us to respond quickly to local needs and be flexible within our EDI agenda to specific equality strands.

- ➡ Moreover, as senior leaders have been connected over the past year on our corporate approach to EDI, we have been able to encourage a joined-up approach across our EDI work and draw on expertise and resources as needed.

# OUR FOCUS OVER THE NEXT YEAR

*Through our EDI Steering Group and work with our Voluntary and Community Sector, we have identified areas for focus over the next year. Many of our internal commitments are embedded into our Equality Objectives 2020-2024 (as part of our long-term ambition and Action Plan).*

# What will we focus on over the next year?

## 1. Improving under-represented group's career progression and representation in the organisation

Since 2016, we have been reporting on and monitoring our workforce representation. We have gathered annual data on underrepresented groups and the proportion of these groups at senior levels of the organisation. Our data has a high collection rate, with only 1.5% of employees not declaring their ethnicity and 2.4% not declaring their disability status.

Disabled staff and staff from minority ethnic backgrounds have been identified as underrepresented in comparison to our local population.

### Disability

➡ In 2020/21, 4.9% of staff have identified as disabled with 2.4% undeclared. This decreases in leadership positions, where 2.1% of staff have identified as disabled in the top 5% of Council employees (PO7 and above). Over the past five years, there has not been much change in this position – the overall percentage of disabled staff has increased marginally by 0.3 percentage points where disabled staff in leadership positions has decreased by -0.7% percentage points

➡ Estimates on the percentage of residents who are disabled are harder to measure, some sources estimate that between 13-17% of our Borough's working age population are disabled (ONS, 2019). These might not all be economically active

➡ We are largely similar in comparison to other London Borough's (through London Councils benchmarking data): across other London Borough's, 5.4% of staff identify as disabled and 3.8% of disabled staff are in the top 5% of earners.

### Ethnicity

➡ In 2020/21, 33.3% of staff have identified as being from an ethnic minority backgrounds, with 65.1% identifying as white. This has increased very slightly over the past five years by 3.3%. In leadership positions, 25.6% of staff have identified as minority ethnic in the top 5% of employees – an increase of 6.6 percentage points since 2016/17. Nonetheless, candidates from an ethnic minority background represented 39.9% of all new appointments in 2020/21 and 44.3% in 2019/20, which means that the Council is making continued progress.

➡ In comparison, 40% of our Borough's population are minority ethnic (GLA, 2019) and 35.8% are economically active (ONS, 2011).

➡ Our proportion of ethnic minority staff who are PO7 and above is slightly higher than the London Council's average of 19.1%. To note, there are slight differences in calculation to reflect different pay scales.
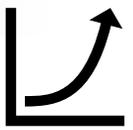
## 1. Improving under-represented group's career progression and representation in the organisation

The Equality, Diversity and Inclusion Steering Group have spent a number of their meetings discussing our workforce profile. These meetings have focused on delving into the data to understand where underrepresentation exists, discussing the reasons for it and what we can do to improve representation. Please see the Annual HR report for further detail on our workforce profile, including details of our gender and ethnicity pay gaps, as well as an overview of our diverse recruitment practices (including the use of balanced panels).

The key reasons identified for underrepresentation were:

- While our undeclared rate is low, there may be concerns from staff around disclosing their disability to managers for fear of how they may be treated by them and colleagues. In addition, many disabled staff may not realise they are protected by the Equality Act and can access support if needed.
- Increased need for targeted career development opportunities for underrepresented staff, particularly in gaining opportunities to 'act up', take on leadership opportunities and be successful in applying for more senior roles.
- Discomfort of some staff to engage with issues around equality, diversity and inclusion – particularly around ethnicity and disability. This is partly for fear of causing offence, not knowing what language is acceptable to use and lack of understanding of these issues. This makes it more challenging for staff to understand the barriers underrepresented groups face and think about their role in supporting staff.
- Comparison to other London Councils' data revealed that the Royal Borough of Greenwich has a low turnover rate amongst staff, which means addressing imbalances may be slower.

### ➡ Reverse/inclusive mentoring

The Steering Group will explore establishing a reverse mentoring scheme. Reverse mentoring is where staff from underrepresented groups are matched as 'mentors' with senior officers, to share their experiences and increase understanding of the barriers they may face. This approach is used to increase learning, encourage more dialogue around different protected characteristics and to connect senior leaders directly to staff experience. This idea received broad support from the Group and has been used with positive results by other organisations in both the public and private sector.

### ➡ Learning and development

Learning and development initiatives were discussed by the EDI Steering group, as a result we will explore integrating EDI into our induction offer for new staff and build on our training offer to improve understanding of EDI issues. This includes more sessions on Unconscious Bias, Let's Talk About Race and Tackling Racism and new training on how to support disabled staff.

### ➡ Leadership opportunities

Also discussed by the EDI Steering Group, was the need for increased opportunities for ethnic minority and disabled staff to access and experience working in more senior roles. Currently, opportunities for 'acting up' can be limited and often dependent on managers being proactive in developing their staff. We will be exploring how to increase leadership opportunities for minority ethnic and disabled staff.

# What will we focus on for the next year?

## 2. Linking our internal and external work on Equality, Diversity and Inclusion
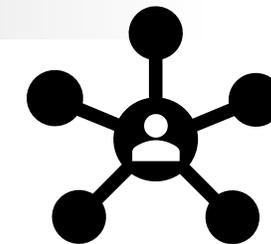
Over the past year, we have established the internal Equality, Diversity and Inclusion (EDI) Steering Group and have also made progress in setting up the community-led Royal Greenwich Equality Network (chaired by MetroGavs) and the Race Equality Advisory Board (chaired by Greenwich Inclusion Project).

These groups are helping us build a solid foundation of networks that are working on EDI, as each of the groups bring together a range of stakeholders that are involved in EDI. This includes senior leaders, such as the Cabinet Member for Culture and Communities, members of GMT, Staff Networks, HR, and our community groups that are focused on this work. Now that these groups have been established in their own right and are operating, the next phase is to enable better links between these groups.

Creating better partnership working across our EDI networks will provide clear oversight across our work. More importantly, it will provide increased opportunity to collaborate and improve the work we are doing in EDI.

## What will we be doing?

**Building partnership working**

We will take a number of steps to help link our internal and external work on EDI so that we can foster greater partnership working and collaboration between networks. Firstly, one of the options we are exploring is to establish a six-monthly meeting between networks working on EDI. This will be an opportunity to link internal and external leaders, providing them space to share their work, identify areas for joint working and collectively discuss EDI.

The six-monthly meetings will bring together:

- The Cabinet Member for Culture and Communities (Chair)
- Director of Communities, Environment and Central
- Chair of the Equality, Diversity and Inclusion Steering Group
- Chair of the Royal Greenwich Equality Network
- Chair of the Race Equality Advisory Board

Once these meetings have been established, there will be further opportunities to take part in activities across networks, such as events, discussion and focus groups and research.

# What will we focus on for the next year?

## 3. Embedding EDI into the organisation

We will build on our work over the past year and develop further ways to embed EDI into our organisation. We have made good progress towards this goal, but we believe we can go further. We have been successful in gaining support from senior leadership, politically and internally. In addition, we have established a representative EDI Steering Group to oversee and drive implementation of the Equality and Equity Action Plan and integrated our EDI commitments into our corporate reporting process.

Our next step is to build greater capacity, knowledge and understanding at different levels of our organisation, from heads of service to entry level staff. We believe that this is crucial to ensure that EDI is properly embedded into our organisation and our practices. Our aim is for:

- All staff to have a foundational knowledge and a clear understanding of our organisation's commitment to Equality, Diversity and Inclusion (EDI) and the work we are doing in this area

- Managers to gain operational knowledge and have a clear understanding of how to utilise EDI policies and tools within services and service planning, understanding how EDI policies and tools can improve their services and make informed and evidence-based decisions regarding service changes

- Managers to have the confidence to lead and support their teams and individuals with different needs, with awareness of barriers and unconscious bias

# What will we be doing?

- We will ensure that our work in EDI is communicated effectively to the organisation. We have recently launched a new section on the staff Business Continuity pages, where an overview of the work has been shared alongside an interview with the Chair of the EDI Steering Group, links to our Plans and downloadable guidance. As work develops, our communications will be tailored to suit different audiences so that all staff are engaged in this work.

- We will increase understanding and use of our EDI policies and tools (which have recently been refreshed), such as our Equality Impact Assessment Guidance and Equality Monitoring Guidance. This will enable services to understand the needs of residents and service users, which can be used to change and improve services as well as understanding any impacts that could affect people with protected characteristics.

- Our developing Inclusive Language Guidance will be shared through staff news and with services, with appropriate engagement activities to help support understanding and how it can used.

- Our Training and development offer is being enhanced further, building on the new training introduced last year on Unconscious Bias, Let's Talk About Race and Tackling Racism and Active Bystander. The EDI Steering Group discussed training and development needs and as a result we will be exploring Reverse Mentoring, an EDI Champions Model, training on how to support disabled staff and integrating EDI into our induction training.

# PROGRESS ON EQUALITY OBJECTIVES 2020-2024

*This section provides detailed progress updates on each Equality Objective and the specific SMART Actions attached to each, including recent actions and lead teams. In addition, links to the Equality and Equity Charter and the LGA Equality Framework have been embedded throughout.*

# Equality Objective 1: *Ensuring that equalities policies and procedures are applied consistently and sensitively across the Council*

**Link to Equality and Equity Charter: Creating a fairer Borough through promoting inclusion, participation and equal access**
**Link to LGA Framework: Diverse and Engaged Workforce; Responsive Services and Customer Care**

| # | SMART Action | Lead | Progress | Time |
|---|---|---|---|---|
| IA | Investigate and develop a Champion model to take the SMART Objectives forward of the Council Equalities Action plan. This will also enable the Champions to bring up any live issues and drive new initiatives forward. | HR | • Best practice research has been conducted and an EDI Steering Group Meeting was used to understand how we could use EDI Champions<br>• Meetings took place in September to discuss drafting a Champion model, similar to Wellbeing Champions. HR are currently developing a model. | Medium |
| IB | Mainstream EDI into our existing Staff News (previously worded as 'Develop and trial a Council equalities newsletter, to encourage the difficult conversations around Equality. This could be primarily focused on educating on specific issues but also provide a platform for our networks to have a say and update on their current work') | Comms | • After discussions with the Comms team and the EDI Steering Group, it's been decided that the best channel for communicating EDI work and EDI issues to the organisation is through our existing Staff Newsletter. It was felt that creating a standalone newsletter risks keeping EDI side-lined, rather than mainstreaming it into our communications.<br>• Monthly meetings are taking place with Comms to develop a forward comms plan for organisational engagement in EDI | Medium |
| IC | Ensure that managers take up equalities training and review their knowledge on a yearly basis | HR | • We have offered and delivered new training for staff, such as classroom training on Let's Talk About Race and Tackling Racism, Active Bystander and Unconscious Bias and e-learning LGBT awareness. In addition to our existing training on Equality and Diversity in the Workplace and Bullying and Harassment. Across these courses and the Learning at Work Week events, there were over 1,800 attendees taking part.<br>• 586 managers have undertaken Bullying and Harassment training.<br>• At the EDI Steering Group in September, we discussed which training should be mandatory for managers and what training should be available to all staff as part of their induction. | Medium |
| ID | Ensure that 1:1s and PRADs incorporate equalities, both allowing staff to bring up their specific issues and to improve their knowledge of issues to better support their colleagues and staff they manage. | HR | • The Performance Review and Development Scheme will be reviewed and refreshed to reflect priorities from the Future of Work and EDI action plans. This is a longer-term piece of work influenced by the development of other policies. | Long |
| IE | Review the Staff Networks | HR | • Best practice research has been conducted<br>• Workshop with Staff Networks held in September and October to co-develop with HR a new TOR, these are now being developed | Short |
| IF | Develop an Inclusive Language Guide | Comms | • Draft Guidance has been completed<br>• Activities being planned to help disseminate the Guidance | Short |
| IG | Investigate informal mediation as a pathway to challenge bias | HR | • The EDI Steering Group identified this as a priority to provide more informal support and pathways to challenge bias.<br>• Work has taken place to review current pathways and develop informal ones.<br>• Informal mediation is currently offered as part of the grievance process, however expanding this to offer a wider support to staff will be a priority going forward. This is a complex policy change which will require further work to understand how it will function. | Long |

# Equality Objective 2: *Ensure that the Council's workforce, including senior leadership, are representative of the wider population and to report on how well the Council is achieving this*

**Link to Equality and Equity Charter:** Continually review the diversity of our workforce and ensure its representative of our local community across all levels
**Link to LGA Framework: Diverse and Engaged Workforce**

| # | SMART Action | Lead | Progress | Time |
|---|---|---|---|---|
| 2A | Make recruitment more inclusive and attract a wider range of talent through less restrictive essential Person Specification criteria, ensure that Job Descriptions and Person Specifications are written without Jargon and with the thinking of an applicant which may be outside of the organisation | HR | • We are already Disability Confident, Good Work Standard and Healthy Workplace Award employers and have recently become Stonewall Diverse Workforce Champions. The Council has also signed up to the Race at Work Charter.<br>• Guidance on ensuring person specifications and job descriptions are more inclusive will be regularly refreshed.<br>• Reviewing the processes by which job descriptions and person specifications are updated, to ensure that inclusive criteria and templates are incorporated to refresh older JDs. | Medium |
| 2B | Ensuring there is genuine flexible working with all appropriate roles being promoted as flexible (including home working, job share and compressed hours) and monitor job adverts to ensure of this. Senior management need to actively encourage this culture change throughout the organisation | HR | • We are reviewing corporate flexible working guidance for job adverts in light of Future of Work programme, to maximise flexibility of roles.<br>• Recruitment team will identify ways of automating inclusion of flexible working statements in job advertisements based on job types. | Medium |
| 2C | To work with our job centres and GLLaB to ensure opportunities are signposted to our residents to ensure our workforce is representative of the Greenwich Borough population. | HR GLLAB | • RBG roles are posted to GLLaB's site and Job Centre Plus' site to ensure roles are signposted to residents, as well as taking part in local job fairs such as the University of Greenwich.<br>• In 2020/21, 2,474 new service users signed up through GLLaB, 1,202 service users have completed training, 827 have been supported into work and 1,028 new vacancies have been secured with external providers. | Short |
| 2D | To publish information on new hires and leavers within the organisation as part of the existing HR dashboards. | HR | • Recruitment and retention data is regularly analysed by demographics and shared with Directorates. Please see the Annual HR report for further detail.<br>• The next EDI Steering Group will focus on diverse recruitment and our current practices. | Medium |
| 2E | To develop directorate level dashboard reporting on key indicators quarterly, such as staff workforce breakdown by ethnicity, disability, gender etc. To have specific grade breakdown by protected characteristics to understand if there is inequality within the organisation | HR | • Quarterly HR reports are provided to Directorates which contain EDI information, higher level data is shared on the Councils HR Intranet.<br>• The Steering Group and team have been exploring whether there could be a specific EDI dashboard/report that could be uploaded to the EDI business continuity pages and also our external site.<br>• The Annual HR report contains more detail on our workforce profile. | Medium |
| 2F | To create a culture of measuring and rewarding "outputs" rather than presenteeism; re-thinking what we value as an organisation to become a more flexible and future proof employer | HR | • The Future of Work (FOW) programme has helped us to move away from a 'presenteeism' culture with hybrid working being offered to teams, where suitable for service needs.<br>• The FOW survey will provide insight directly from staff on our organisational culture and how we can become a more flexible employer.<br>• This is a long-term priority for the organisation and the FOW team will be drawing out the benefits from these changes | Long |

# Equality Objective 3: *Ensure that senior management take the lead in promoting equality and provide a model of behaviour for embedding and championing these values throughout the organisation*

**Link to Equality and Equity Charter: Inspiring trust and confidence in all the Borough has to offer; recognising, valuing and celebrating diversity and actively promoting equality**
**Link to LGA Framework: Leadership and Organisational Commitment**

| # | SMART Action | Lead | Progress | Time |
|---|---|---|---|---|
| 3A | Senior level management to undertake equalities training and any other relevant training. Senior management to actively shape their services based upon these values. | HR | • Workforce development will be undertaking a deep-dive analysis of training attendance data, including for senior managers.<br>• In the past year, GMT have completed training together on Unconscious Bias and Let's Talk About Race and Tackling Racism. In addition, Bullying and Harassment training is mandatory for managers.<br>• At the EDI Steering Group in September, we discussed other relevant training for senior managers (such as Reverse Mentoring) and this will be used to commission and develop further training. | Medium |
| 3B | Encourage Directorates to share their stories and achievements in EDI through Staff News | Comms | • Review as part of a wider Comms plan for the EDI Steering Group and how we can mainstream EDI into Staff News and business continuity/intranet. | Medium |

# Equality Objective 4: *Remove silos within Council to encourage knowledge sharing, resource sharing and the development of best practice to support staff and our most vulnerable residents achieve the best outcomes in life.*

**Link to Equality and Equity Charter: Share good equality practice with our partners**
**Link to LGA Framework: Leadership and Organisational Commitment**

| # | SMART Action | Lead | Progress | Time |
|---|---|---|---|---|
| 4A | Develop an EDI knowledge bank via the business continuity pages and in the future the intranet, to be accessible to all staff (previously worded as 'To develop a knowledge bank within teams to be shared within the team but also outside of the team so that best practice can be shared.') | CI Comms | • Identify what is needed in EDI knowledge bank, such as Guidance, contacts and best practice.<br>• The EDI Steering Group has discussed with Comms development of a guidance section to be added and built on via business continuity pages and intranet. | Medium |
| 4B | Encourage team members to shadow and take on roles for career development and to improve knowledge sharing | HR | • Shadowing has already been set up; however, it has been found that perhaps more is needed to improve career development and knowledge sharing.<br>• Other career development options alongside shadowing are being reviewed by the Workforce Development team<br>• This could include opportunities such as Inclusive Mentoring | Long |
| 4C | Consider what information and best practice we could share with our partner organisations to support their work in providing for our residents. This can include encouraging our partner organisations to sign up to schemes to ensure they are a good employer e.g. the Good Work Standard | CI Comms | • Alongside our internal Knowledge Bank, develop an external knowledge bank that is accessible for our partner organisations and the public so that we can share best practice through our public webpages<br>• Next steps are to work with Comms to identify what should be included within this and discuss with our VCS partners. | Long |

# Equality Objective 5: *Ensuring services better meet the needs of our residents, with a focus on residents with protected characteristics, through taking feedback and using this as part of service improvement*

**Link to Equality and Equity Charter: Listening to and understanding the diverse needs of all people**
**Link to LGA Framework: Understanding and Working with your Communities**

| # | SMART Action | Lead | Progress | Time |
|---|---|---|---|---|
| 5A | Develop a consistent approach to equalities monitoring as an organisation which is inclusive and reflective of our residents in Greenwich. This will allow for monitoring and compliance. | CI | • Equality Monitoring Guidance has been developed using up to date best practice (from sources such as Stonewall, Scope and the ONS).<br>• Guidance has been checked by our EDI Steering Group and Stonewall<br>• Guidance is included with the Inclusive Language Guide, ready to be shared with stakeholders once this has been approved. | Short |
| 5B | Publish, where we have asked for resident opinions, a report outlining the actions taken based upon feedback with a timeframe for the delivery of these actions. Also, a "You said, We did" could be part of Greenwich Info emails and the paper edition | Comms | • Explore with Comms whether this can be part of the external webpages on EDI to demonstrate best practice<br>• Need to identify what do we currently do and understand if we are effectively engaging residents through consultation and whether consultation is always required if decisions are already made | Medium |
| 5C | Ensure EIAs are completed to ensure that services are inclusive for all | CI | • Guidance is in the process of being refreshed, using best practice.<br>• Once Guidance has been agreed organise ways to promote conducting EIAs, such as via the business continuity pages and engagement sessions. | Long |
| 5D | Review EIA process to ensure it is a useful corporate tool with learning shared corporately | CI | • Guidance is in the process of being refreshed, using best practice.<br>• Once Guidance has been agreed organise ways to promote conducting EIAs, such as via the business continuity pages and engagement sessions. | Medium |

**Equality Objective 6:** *Ensuring that managers receive training to enable disabled staff, including those with "invisible" disabilities, to be supported in their roles and develop their careers. Managers should also promote this understanding through their teams to allow those with disabilities to feel supported by all staff*

**Link to Equality and Equity Charter:** Put equal opportunity at the heart of our recruitment, employee development and service delivery
**Link to LGA Framework:** Diverse and Engaged Workforce

| # | SMART Action | Lead | Progress | Time |
|---|---|---|---|---|
| 6A | All managers to receive training to support staff with disabilities, including "invisible" disabilities, and will be asked to refresh this yearly as part of equalities training specifics. | HR | • Workforce Development team has reviewed providers and has met with the Disability Business Forum (DBF) to scope training.<br>• HR is currently reviewing the adjustments procedure policy. Once completed, training will be commissioned to support the roll out of this and other disability awareness training, including supporting staff with invisible disabilities. | Medium |
| 6B | Inform staff of "invisible" disabilities and what they can do to support their colleagues who have them through Staff News and EDI business continuity/intranet pages | HR | • HR are working with the BBF to identify suitable content and will consult the Council's Disability Forum staff network to support with the content.<br>• Integrate into Staff News and EDI pages. | Medium |
| 6C | HR to develop guidance to enable managers to ask appropriate questions to establish support that a disabled member of staff may need relating to their disability to enable them to succeed in their role but also as part of their career development | HR | • HR is reviewing our current policy for reasonable adjustments and other policies related to supporting disabled staff.<br>• This will form part of the review described above in SMART Action 6A in conjunction with the Disability Business Forum. | Long |
| 6D | A central HR pot for reasonable adjustments to reduce bias when employing potential disabled candidates. The purpose of any adjustment is to alleviate disadvantage faced by disability | TBC – will involve a number of teams | • Important to note that this has been proposed before and so previous work can be revisited.<br>• Current actions include understanding how much funding is currently spent on reasonable adjustments for staff and reviewing our current processes. | Long |
| 6E | Provide the option for "on the job" interviews for those with disabilities. This is due to previous discrimination leading to these individuals having less work experience than those without disabilities so would be disadvantaged in a traditional hiring process | HR | • HR is currently in the process of reviewing our disability policies.<br>• Discussions with HAS this has been identified as a complex area, where work is being undertaken to support disabled people into work across a number of teams and organisations. Mapping this work will be a crucial next step.<br>• Preparatory work is being undertaken in relation to attracting and recruiting candidates with disabilities. | Long |

# APPENDICES

**FAIRER**  **SAFER**  **ACCESSIBLE**  **INCLUSIVE**

Royal Borough of Greenwich
# Equality and Equity Charter
Everybody counts – a pledge for equality across Royal Greenwich

Royal Greenwich is a vibrant borough with a growing diverse population.
We share an ambition to create a fairer, safer, accessible and inclusive borough where everyone feels they belong, has a voice and an equal opportunity to succeed and thrive.

## We are committed to making a real difference by:

- making Royal Greenwich a welcoming borough where everyone feels they belong

- inspiring trust and confidence in all the borough has to offer

- recognising, valuing and celebrating diversity

- listening to and understanding the diverse needs of all people

- building good relations and understanding between people

- creating a fairer borough through promoting inclusion, participation and equal access

- challenging discrimination, harassment, bullying, hate crime and victimisation

- eliminating barriers, encouraging a growth mindset, raising aspirations and creating opportunities for growth beyond limit.

## As an organisation we will:

- actively promote equality

- work with partners and the community to make our information, services and products more accessible and inclusive

- put equal opportunity at the heart of our recruitment, employee development and service delivery

- continually review the diversity of our workforce and ensure it's representative of our local community across all levels

- address all allegations of discrimination, harassment, bullying and victimisation

- promote good relations between people from different backgrounds

- share good equality practice with our partners

- measure and share our progress and success.

ROYAL *borough of* GREENWICH

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# **Equality Objectives**

## *What are our Equality Objectives for 2020-2024 (Agreed by Cabinet in October 2020)*

1. Ensuring that equalities policies and procedures are applied consistently and sensitively across the Council.

2. Ensure that the Council's workforce, including senior leadership, are representative of the wider population and to report on how well the Council is achieving this.

3. Ensure that senior management take the lead in promoting equality and provide a model of behaviour for embedding and championing these values throughout the organisation.

4. Remove silos within Council to encourage knowledge sharing, resource sharing and the development of best practice to support staff and our most vulnerable residents achieve the best outcomes in life.

5. Ensuring services better meet the needs of or residents, with a focus on residents with protected characteristics, through taking feedback and using this as part of service improvement and development.

6. Ensuring that managers receive training to enable disabled staff, including those with "invisible" disabilities, to be supported in their roles and develop their careers. Managers should also promote this understanding through their teams to allow those with disabilities to feel supported by all staff.

# EDI Leadership & Governance

To enable effective leadership, governance and oversight of the Equality, Diversity and Inclusion (EDI) agenda there will be meetings every six months to monitor progress, outcomes and impact of the EDI Steering Group, our external EDI engagement and partnership working and our use of best practice evidence. Informal catch ups will be held every two months between the Chair, Chief Officer and Cabinet Leads.

**Chair: Cllr Adel Khaireh**
**Cabinet Member for Culture and Communities**
**Supported by Mirsad Bakalovic, Director  Communities, Environment and Central**

**Equality and Action Plan 2021 – 2024 and beyond**

*RBG Corporate*

Lead: GMT member

**EDI
Steering Group**

The Steering Group is Chaired by a member of GMT and includes representation from HR, Staff Network Chairs, Comms and all Directorates. The Steering Group is responsible for the Organisation's internal Equality, Diversity and Inclusion-related activities, including oversight, monitoring and delivery of the Equality and Equity Action Plan, embedding our plans into the organisation, our legal duties and developing our internal organisational approach to EDI.

Updates on progress will be shared at the six-monthly meetings.

*External*

Lead: Assistant Director Corporate and Central Services

**External EDI Engagement and Partnership Working**

The Council works closely with our Voluntary and Community sector partners in fostering good community relations and promoting equality, diversity and inclusion, through grants awarded to different community groups to carry out activities, commissioning groups to provide EDI-related services for our residents and supporting the development of two community-led groups – the Royal Greenwich Equality Network and the Race Equality Advisory Board.

Updates on progress and impact will be shared at the six-monthly meetings.

*The scope of this is shown in the following systems model

*Directorates*

Lead: Directors/Lead Member

**Best Practice Evidence**

Our approach has been informed by the Runnymede research and findings. Directorates should have consideration for this research and other EDI best practice for their service planning and development including with their partners.

The Runnymede Race Equality Scorecard (2019) provides a baseline of research on the experiences of ethnic minority groups using indicators under the following themes: Criminal Justice, Housing, Education, Health and Community Participation. The findings were shared across the Council and with partners, such as the Police and the NHS.

Equality and Equity Charter (external facing) and the Equality and Equity Action Plan (internal facing) should also be used by services as best practice and guidance in their planning and development

# EDI System Model

## POLITICAL

Overall political responsibility resides with the Cabinet Member for Culture and Communities

Overview and Scrutiny also review our progress against our legal duties, such as our Equality Objectives

## STRATEGIC

Officer accountability for the Equality, Diversity and Inclusion agenda resides with the Director of Communities, Environment and Central

GMT provide collective corporate leadership and nominates a Director that leads on the internal aspects of EDI work

## OPERATIONAL

Overall operational responsibility for Equality, Diversity and Inclusion resides with specific chairs and delivery leads of the four 'pillars' of EDI-related work

### Key
Formal reporting for all external resident-facing EDI-related work

Formal reporting for EDI Steering Group

Advisory and informal reporting relationships between bodies

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**Overview and Scrutiny**

**Cabinet**

**Cllr Race Equality Information Group**
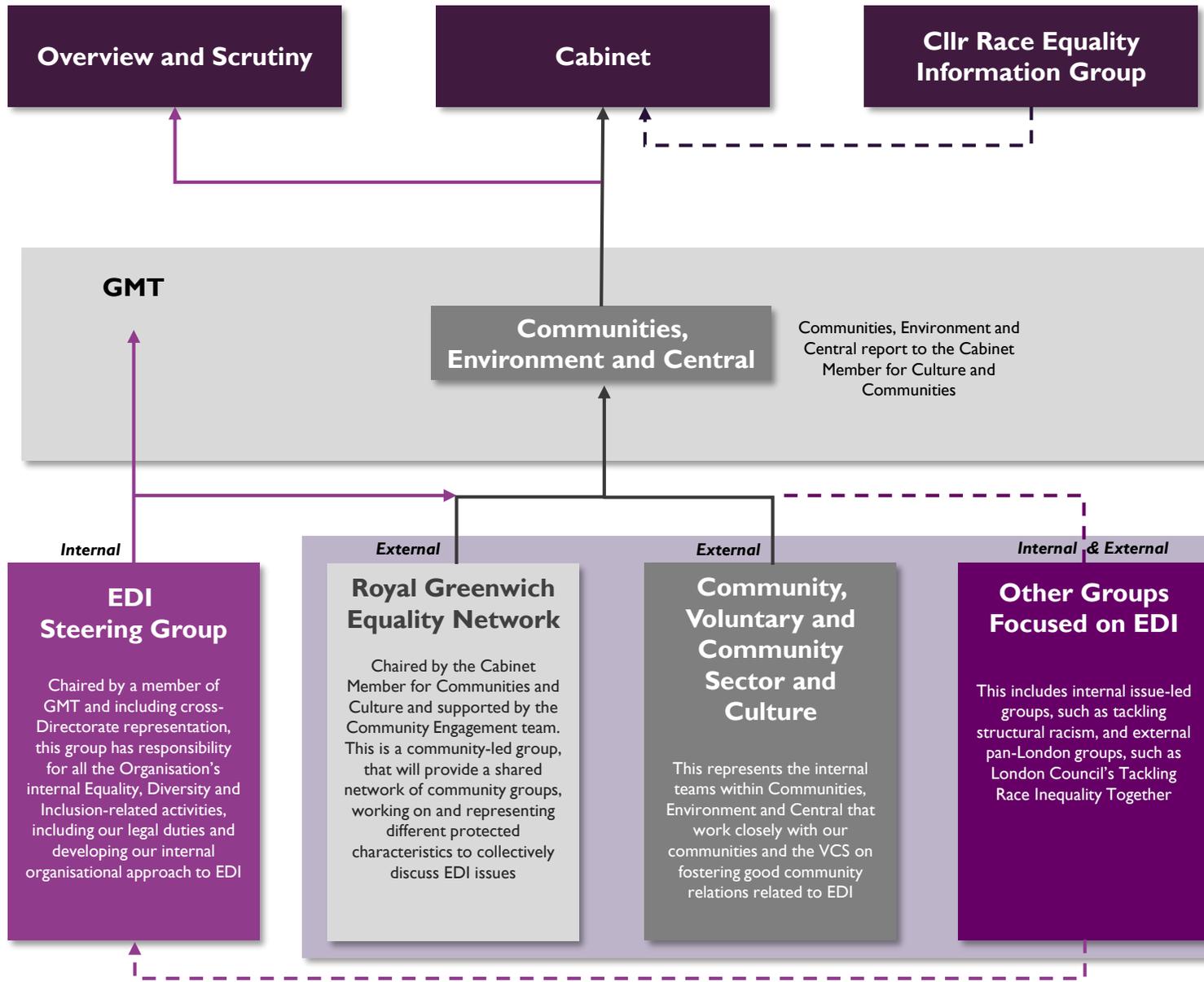
The working group will provide advice on Race Equality to the Cabinet Member for Culture and Communities. The Information Group is currently in development, supported by Communities, Environment and Central

**GMT**

**Communities, Environment and Central**

Communities, Environment and Central report to the Cabinet Member for Culture and Communities

*Internal*

**EDI Steering Group**

Chaired by a member of GMT and including cross-Directorate representation, this group has responsibility for all the Organisation's internal Equality, Diversity and Inclusion-related activities, including our legal duties and developing our internal organisational approach to EDI

*External*

**Royal Greenwich Equality Network**

Chaired by the Cabinet Member for Communities and Culture and supported by the Community Engagement team. This is a community-led group, that will provide a shared network of community groups, working on and representing different protected characteristics to collectively discuss EDI issues

*External*

**Community, Voluntary and Community Sector and Culture**

This represents the internal teams within Communities, Environment and Central that work closely with our communities and the VCS on fostering good community relations related to EDI

*Internal & External*

**Other Groups Focused on EDI**

This includes internal issue-led groups, such as tackling structural racism, and external pan-London groups, such as London Council's Tackling Race Inequality Together

# Disability and Ethnicity data 2016-2021

| % Council employees declaring a disability | | | | | London Councils |
|---|---|---|---|---|---|
| 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2020/21 |
| 4.7% | 4.8% | 4.9% | 5.0% | 4.9% | 5.4% |

| % Ethnic minority Council employees | | | | | London Councils |
|---|---|---|---|---|---|
| 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2020/21 |
| 29.5% | 30.4% | 31.8% | 32.7% | 33.3% | Unavailable |

| Top 5% Council employees declaring a disability | | | | | London Councils |
|---|---|---|---|---|---|
| 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2020/21 |
| 2.8% | 2.8% | 2.2% | 2.1% | 2.1% | 3.8% |

| Top 5% Ethnic minority Council employees | | | | | London Councils |
|---|---|---|---|---|---|
| 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2020/21 |
| 19.0% | 22.8% | 25.2% | 28.9% | 25.6% | 19.1% |