



City of Westminster

# Committee Agenda

Title: **Westminster Scrutiny Commission**

Meeting Date: **Wednesday 3rd May, 2023**

Time: **6.30 pm**

Venue: **Hybrid, MS Teams and Rooms 18.01-03, 64 Victoria Street, London, SW1E 6QP**

Members: **Councillors:**  
P atricia McAllister (Chair)  
Melvyn Caplan  
Paul Fisher  
Angela Piddock  
Rachael Robathan  
Karen Scarborough  
Jason Williams



**Members of the public are welcome to attend the meeting and listen to the discussion Part 1 of the Agenda**

**Admission to the public gallery is by ticket, issued from the ground floor reception at City Hall from 6.00pm. If you have a disability and require any special assistance please contact the Committee Officer (details listed below) in advance of the meeting.**

**If you require any further information, please contact the Committee Officer, Clare O'Keefe, Lead Policy and Scrutiny Advisor. Email: [cokeefe@westminster.gov.uk](mailto:cokeefe@westminster.gov.uk)**

**Corporate Website: [www.westminster.gov.uk](http://www.westminster.gov.uk)**

**Note for Members:** Members are reminded that Officer contacts are shown at the end of each report and Members are welcome to raise questions in advance of the meeting. With regard to item 2, guidance on declarations of interests is included in the Code of Governance; if Members and Officers have any particular questions they should contact the Head of Legal & Democratic Services in advance of the meeting please.

## **AGENDA**

### **PART 1 (IN PUBLIC)**

**1. MEMBERSHIP**

To note any changes to the membership.

**2. DECLARATIONS OF INTEREST**

To receive declarations by Members and Officers of the existence and nature of any pecuniary interests or any other significant interest in matters on this agenda.

**3. MINUTES**

To approve the minutes of the meeting held on Thursday 26 January 2023.

**(Pages 3 - 8)**

**4. POLICY AND SCRUTINY COMMITTEE UPDATES**

To receive verbal updates from the Chairs of the Policy and Scrutiny Committees.

**5. LEADER OF THE COUNCIL UPDATE**

To receive an update from the Leader of the Council.

**(Pages 9 - 12)**

**6. WORKFORCE UPDATE**

To receive a report on the Council workforce.

**(Pages 13 - 50)**

**7. WORK PROGRAMME 2023-2024**

To discuss the work programme of the Scrutiny Commission for the 2023-2024 municipal year.

**(Pages 51 - 60)**

**Stuart Love  
Chief Executive  
25 April 2023**



**CITY OF WESTMINSTER**

# MINUTES

## **Westminster Scrutiny Commission**

### **MINUTES OF PROCEEDINGS**

Minutes of a meeting of the **Westminster Scrutiny Commission** held on **Thursday 26th January, 2023**, Hybrid, MS Teams and Rooms 18.01-03, 64 Victoria Street, London, SW1E 6QP.

**Members Present:** Councillors Patricia McAllister (Chair), Melvyn Caplan, Paul Fisher, Angela Piddock, Rachael Robathan, Karen Scarborough and Jason Williams.

**Also Present:** Councillor Adam Hug (Leader of the Council), Stuart Love (Chief Executive), Shama Sutar-Smith (Head of Culture and Strategy), Pedro Wrobel (Executive Director of Innovation and Change) and Clare O'Keefe (Lead Policy and Scrutiny Advisor).

#### **1 MEMBERSHIP**

1.1 There were no changes to the membership.

#### **2 DECLARATIONS OF INTEREST**

2.1 There were no declarations of interest.

#### **3 MINUTES**

3.1 The Committee approved the minutes of its meeting on 6 October 2022.

#### **3.2 RESOLVED:**

That the minutes of the meeting held on 6 October 2022 be signed by the Chair  
as a correct record of proceedings.

#### **4 POLICY AND SCRUTINY COMMITTEE UPDATES**

4.1 The Commission received a verbal update from the Chair of the Communities, City Management and Air Quality (CCMAQ) Policy and Scrutiny Committee, Councillor Williams. The Commission was updated on the following:

- At the CCMAQ Committee's last meeting, Members received an update from Councillor Dimoldenberg (Cabinet Member for Cabinet Member for City Management and Air Quality) on his portfolio.
  - The Committee had an in-depth look at parking services and also the subject of flooding.
- 4.2 The Commission received a verbal update from Councillor Fisher for the Finance, Planning and Economic Development (FPED) Policy and Scrutiny Committee. The Commission was updated on the following:
- At the FPED Committee's last meeting in November, Members received updates from Councillors Barraclough (Cabinet Member for Planning and Economic Development) and Boothroyd (Cabinet Member for Finance and Council Reform).
  - The next meeting of the FPED Committee will consider the impact of COVID-19 on Council finances and potentially the Oxford Street Programme.
  - The meeting of the FPED Committee scheduled in December was cancelled as a result of congestion in the scheduling of meetings and was decided in consultation with all Members of the Committee.
  - The gap in the calendar for the annual Budget Scrutiny Task Group might not be necessary and this will be looked into for the next municipal year.
- 4.3 The Commission received a verbal update from the Chair of the Children and Adults, Public Health and Voluntary Sector (CAPHVS) Policy and Scrutiny Committee, Councillor Piddock. The Commission was updated on the following:
- Update from Councillors Nafsika Butler-Thalassis (Cabinet Member for Adult Social Care, Public Health and Voluntary Sector) and Tim Roca (Deputy Leader and Cabinet Member for Young People, Learning and Leisure).
  - At the last meeting, the CAPHVS Committee took a deep dive into the Children and Young People Plan which included youth violence, family hubs and falling school rolls.
  - In addition, Members spoke about the ongoing issue of bed blocking in the Adult Social Care portfolio.
  - There was an interesting report from the NHS on planned orthopaedic in-patient surgery in North London and this plan was met with general approval, but concerns were raised about travel and patient choice.
  - Committee Members understood that although the Children's Service team is outstanding, issues around child protection are increasing along with the complexity of cases.
  - The Committee also discussed the Adult Safeguarding Report.
- 4.4 The Commission received a verbal update from the Chair of the Climate Action, Housing and Regeneration (CAHR) Policy and Scrutiny Committee, Councillor McAllister. The Commission was updated on the following:

- The CAHR Committee received a paper on the major works programme, which Members found interesting. Discussions were held on the cycles of work and how certain areas in the North of the borough, where work is long overdue, have now been included on the programme.
- Members have found that Housing Services have given interesting sessions and have answered follow up questions promptly.
- The Committee also received a paper on Ebury regeneration which was found to be interesting, and Members were given lots of detail.

## **5 CHIEF EXECUTIVE'S REPORT**

- 5.1 The Commission received a written update from the Chief Executive of the Council on forthcoming and current issues.
- 5.2 The Commission was pleased to receive a verbal update informing them that Katherine Eaton (Special Events) received the title of Royal Victorian Order for services to the Platinum Jubilee. The Commission stated that this was very well deserved, and congratulations were offered to Katherine.
- 5.3 The Commission understood that the engagement scores for the City Survey and Our Voice Staff Survey have improved which highlights a correlation between delivery of world class services and being a world class employer.
- 5.4 The Chief Executive responded to questions on the following topics:
- The training of contact centre staff and the learning which is built into this; learning from past errors, engagement, and knowledge of estates and contractors. Some service areas have not been meeting standards due to pressures and investigations into the frequency of repeat calls have been undertaken.
  - The timeline of the review undertaken by Professor Manthorpe CBE into the Council's response to COVID-19 and, given the significance of the review and that it could impact best practice going forward, whether this will be going to the relevant Policy and Scrutiny Committee to scrutinise.
  - The scope of the Manthorpe review and whether it will be purely inward facing or if the NHS will be included, especially in relation to the vaccine rollout.
  - The Council's representation at the Local Government Association relating to the national investigation into the COVID-19 vaccine rollout and the level of detail this will go into, especially as there has historically been limited information on local vaccine rates in Westminster.
  - The specific actions being undertaken to identify hotspots of inappropriate behaviour at work which was highlighted in the Our Voice Staff Survey. Concern was raised about the percentage of those who report inappropriate behaviour, but the Commission was pleased with the transparent approach on both the results and next steps.
  - The emergency Cost-of-Living Crisis measures and whether the funds provided are adequate and if information is disseminated in the most efficient and wide-reaching way; schools were identified as a helpful tool to circulate information.

- Participation in the Church Street ballot; which residents participated and what number does the turnout of 73 percent represent.
- The increase of in-borough Temporary Accommodation and the costings of this.
- The Our Voice Staff Survey, it's position on the next Scrutiny Commission agenda in the workforce update and whether staff grievance statistics could be incorporated into the update including: number of grievances raised, the amount of grievances resolved, staff satisfaction, the number which have been settled externally and the cost to the Council.
- The organisations which conducted the City Survey and Our Voice Staff Survey, the honesty of the reports and the transparency with staff.
- The potential spending implications of the Future of Westminster Commission recommendations being unknown and the difficulty this presents when considering a Medium-Term Financial Plan.
- The officer-Member protocol relating to information sharing and the significant delays in responses. Concern was raised about the fact this has been getting progressively worse and whether the root causes had been identified.
- The effect of the Cost-of-Living Crisis on families living in Temporary Accommodation out-of-borough and ensuring that they benefit as much as possible from help that is available to those living in Temporary Accommodation in-borough.
- The reach of Green Doctors, whether more information can be given out in relation to the work they do, and their potential attendance at Ward and Housing surgeries.

#### 5.5 **ACTIONS:**

1. The review undertaken by Professor Manthorpe CBE into the Council's response to COVID-19 should be added to the CAPHVS work programme along with the suggestion that the NHS rollout is given due consideration.
2. The Commission will receive clarity on paragraph 2.3 in the report which comments on reducing the Housing Benefit burden on the Council.
3. The Commission will be provided a breakdown of the Church Street ballot, especially the number of residents the 73 percent turnout represents.
4. The Commission will be informed of the increase of in-borough Temporary Accommodation and the costings of this.
5. The workforce update coming to the Commission on 28 March 2023 will look to include information on staff grievances.
6. Councillor Caplan will provide examples of cases where the officer-Member protocol has not been followed adequately.
7. The support concerning families living in Temporary Accommodation out-of-borough and ensuring that the appropriate support is provided.
8. The publicising of Green Doctors will be investigated, as well as their attendance at Ward and Housing surgeries.

## 6 COMMUNITY PARTICIPATION

6.1 The Commission received an overview of the Community Participation report from Pedro Wrobel (Executive Director of Innovation and Change). Pedro Wrobel responded to questions on the following topics:

- The Quality Improvement Board and the role of residents on this and how they are recruited.
- The 'Register of Active Residents' might only engage with those residents the Council is already engaged with when any list should be consistently demographically diverse for it to be meaningful.
- The balance between Councillors exercising their elected roles and residents exercising their constituent roles in participatory budgeting.
- Engagement and participation across the whole borough will need multiple different processes as residents and communities represent themselves differently between and within wards.
- Managing the expectations of residents especially when it comes to decisions which are not able to be delivered in the way which has been suggested by residents.
- The wording of consultations should be considered especially when it comes to residents wishing to answer in a way which is restricted by the options on consultation forms.
- Raising the standards of consultations across the board to ensure that micro-consultations in particular are not repetitive.
- Whether it can be ensured that consultations are not only online to make sure that those who are digitally excluded, housebound, isolated or cannot afford internet are not prohibited.
- The role of amenity societies and residents associations in community participation as they can sometimes tend to represent themselves rather than residents and communities.
- The timeline for the Community Participation Charter.
- The evidence behind the decision to pilot community grant schemes in some wards in the North of the borough who may have disproportionately benefitted from this despite community participation being a wholistic piece of work.
- The apparent dearth of momentum to establish the online consultation hub.
- The presence of the Communities team in the City's schools to gain insight from not only young people but others in the community who regularly go to schools but might not go to resident's forums for instance.
- The success of the community grants programmes.
- Community languages and their verbal and written use in the community by officers.
- Examples of participatory budgeting in terms of a whole budget rather than examples of targeted funding.
- The degree of catharsis around community involvement in policy and budget setting: it is an opportunity for residents to feel heard, particularly in the areas which affect them most.

6.2 The Commission recognised that whilst Community Participation would usually be a topic for the CCMAQ Policy and Scrutiny Committee, the

Commission had spoken a number of times about participatory budget setting and community participation in priority-setting. The Commission recognised that there is a large amount of work to do to in the community participation space and that specific details in this topic will be picked up by the CCMAQ Policy and Scrutiny Committee.

6.3 The Commission acknowledged that participatory budget setting is highly innovative, especially when it comes to re-forming structures the Council has in place and taking budget setting out to residents and making it more transparent. However, an important role is garnering interest from residents in the Council's administration of funds.

## 7 **WORK PROGRAMME**

7.1 The Commission reviewed the work programme and discussed the following:

- The Emergency Preparedness report could be a written report at the next meeting of the Commission rather than a separate item. If there are any significant changes however these can be discussed.
- The Commission's meeting in June will discuss the Annual Scrutiny Report for the 2022-23 municipal year, the recommendations of the Scrutiny Independent Review by the Centre of Governance and Scrutiny and the Future of Westminster Commission recommendations.

The meeting ended at 20:29.

**CHAIR:** \_\_\_\_\_

**DATE** \_\_\_\_\_





City of Westminster

## Westminster Scrutiny Commission

**Date:** 3 May 2023  
**Classification:** General Release  
**Title:** Leader's Update  
**Report of:** Cllr Adam Hug  
**Cabinet Member Portfolio:** Leader of the Council

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### 1. Key decisions made in the preceding period since the last Policy & Scrutiny report dated 12 December 2022:

- 1.1. 2 March 2023 – Long Term Empty Residential Properties (Private Sector) Interim Strategy Statement: a new approach to tackling long term empty properties is needed in order to make the best use of Westminster's housing stock, to respond to resident concerns about long term empty properties and to develop a better understanding of the most effective ways to tackling them.
- 1.2. 13 March 2023 – Governance Arrangements between the Council and City of Westminster Charitable Trust: Community Contribution Fund: the current governance arrangements between the Council and the City of Westminster Charitable Trust for the collection and distribution of donations made through the Community Contribution Fund scheme were renewed to continue the collection and distribution of donations after 28 February 2023.

### 2. Cost of Living

- 2.1. The council is continuing to support residents through the cost-of-living crisis, with a £14m package of support which ranges from grant help for school uniforms, an expanded holidays and activities programme and additional hardship funding.
- 2.2. The council has invested an additional £2m to roll out a free school meals offer for up to 14,000 children, complemented by the existing Government free school meals offer and recent additional GLA funding:
  - From September 2023 to nurseries to provide a meal offer for targeted 2-year-olds as well as all 3- and 4-year-olds in maintained and private voluntary or independent (PVI) nursery settings offering the early years entitlements.
  - From January 2023 - September 2023 to primary schools to enable them to offer a hot meal to non-FSM pupils at £3 a day per pupil, thereby establishing a universal meal offer until the Mayor's Scheme starts in September 2023.
  - From September 2023 to secondary schools to provide a meal offer to pupils aged 11 - 14 who live in Westminster.

- 2.3. An additional £2 million cost of living support package was announced in November 2022, with the funding split into two phases, with an initial £1million going towards food banks, energy vouchers, and topping up welfare budgets over the winter.
- 2.4. The second round of funding, announced in mid-March, will see £1million go towards increased support for summer holiday activities and food for families in receipt of Free School Meals/Universal Credit, funding to help community organisations with energy bills and financial pressures and language services to help residents who don't speak English access vital support.
- 2.5. A Rent Support Fund has been launched to help social housing tenants struggling with rent payments during the cost-of-living crisis, with £1m set aside to help those in financial difficulty. The money will be used to cover some or all of the upcoming rent increases for households who are not entitled to full housing benefits. Tenants who are eligible for full benefits will receive the increase in their Housing Benefit or Universal Credit payments.

### **3. 'Westminster Against Dirty Money' Charter & economic crime**

- 3.1. The Council has launched a new charter to tackle London's international reputation as a money laundering centre, supported by business groups representing London's biggest retailers, hospitality venues and property owners.
- 3.2. It is the first of its kind in the UK and brings together the council, the New West End Company (NVEC), the Heart of London Business Alliance (HOLBA) and campaign group the Fair Tax Foundation to shine a fresh light on practices ranging from masking the real overseas owners of properties and businesses to deliberately obscuring company ownership structures.
- 3.3. The charter encourages organisations to support fair taxation with a series of commitments including:
  - Improving transparency around overseas ownership (where there is no reasonable connection to the country)
  - Being upfront about all ownership structures – understanding as fully as possible who tenants and leaseholders are, encouraging them to be as transparent as possible.
  - Working with the government and the opposition to promote reform of the business rates system – a significant move to ensure shop voids are filled quickly with high quality retailers.
- 3.4. Candy stores on Oxford Street illustrate the issues of shop voids, opaque ownership structures and the need for reform of business rates. The rash of candy shops emerged during lockdown and in most cases the traders took advantage of those who simply wanted to fill empty shops to avoid paying business rates, however many of these now owe the council around £9m in unpaid business rates.
- 3.5. Westminster has led nationally on a mix of enforcement and court action to close down candy stores, with £250,000 in unpaid business rates recovered in recent weeks and the confiscation of more than £1m in unsafe or illegal goods through raids.

- 3.6. Following a letter sent to freeholders asking them to consider what action they could take to improve the street, two have responded positively indicating that they will be serving notice of their current occupiers in the next month to vacate the property.
- 3.7. The council will continue to lobby central government to give more support to HMRC and the National Crime Agency to investigate the overseas ownership structures of companies, and to deliver Companies House with effective oversight to prevent companies being set up with no checks on who is behind them.
- 3.8. Officers have been liaising with officials on the Economic Crime Bill which is currently progressing through the House of Lords. While a step forward over current arrangements the Bill, in its current form, does not go far enough to address specific concerns around pursuing stores that owe millions in business rates. The council is exploring ways of addressing specific concerns including strengthening risk management requirements, creating a high-risk property use list and requiring the identification of a liable individual, and ensuring local authorities do not need to go through the registrar to secure relevant information when determining responsibility for corporate business rates evasion.

#### **4. Fairer Westminster delivery plan**

- 4.1. The Council has formally published a set of priorities and associated success measures for the period from April 2023 to March 2024. The Fairer Westminster Delivery Plan will communicate publicly, in a resident-friendly and engaging way, the actions the Council is taking to achieve its Fairer Westminster strategy.
- 4.2. The Delivery Plan is one part of the Council's effort to be a more transparent and inclusive organisation, and for the first time, the Council will publish updates against the Delivery Plan progress measures through the year. Residents and other stakeholders can use this information to monitor progress and impact, to hold the Council accountable, in addition to existing forums like the Audit & Performance Committee, where council services' performance is also publicly scrutinised.
- 4.3. The Delivery Plan was launched at two events in the week commencing 20 March, with a resident focused event held at Grand Junction on 21 March and a business event held at Hellenic Centre in Marylebone on 23 March.

#### **5. May Coronation and memorial to HM Queen Elizabeth II**

- 5.1. Given the ceremonial footprint for the Coronation of HMK sits within Westminster, the Council is heavily involved in the planning for the event, working alongside a range of partners. Officers are involved in the event planning for events on 6 May, with services preparing their plans to ensure the city is ready to welcome the thousands of people who are expected to make their way into central London.
- 5.2. In addition to the main ceremonial event activity, the council will be supporting street parties throughout the city - and have waived fees regarding these activities. A screening will also be hosted at Paddington Recreation Ground.
- 5.3. Officers are currently investigating an appropriate way to mark HMQ and are in discussions with the Royal Household.

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## Westminster Scrutiny Commission

<b>Date:</b>	3 <sup>rd</sup> May 2023
<b>Classification:</b>	General Release
<b>Title:</b>	<b>Workforce Update - Staff Survey 2022</b>
<b>Report of:</b>	Lee Witham
<b>Cabinet Member Portfolio</b>	Leader ( <a href="http://www.westminster.gov.uk/cabinet">www.westminster.gov.uk/cabinet</a> )
<b>Wards Involved:</b>	All
<b>Report Author and Contact Details:</b>	<b>Report Author</b> <a href="mailto:lwitham1@westminster.gov.uk">lwitham1@westminster.gov.uk</a>

### 1. Executive Summary

- 1.1 This workforce update paper summarises the headline results of the 2022 staff survey “Our Voice” and also shares key demographic information about the workforce.

### 2. Key Matters for the Committee’s Consideration

- 2.1 The paper is for the Committee’s information and to enable a discussion on Westminster’s workforce and our staff engagement.

### 3. Background to the Staff Survey

- 3.1 Westminster City Council’s staff survey, Our Voice, ran from 19 September to 14 October 2022. This is a Bi-Borough survey run in partnership with RBKC. The survey provides a measure of the level of engagement staff have with the Council and therefore highlights areas of focus for the wider people strategy, the Westminster Way. The headline measure is the Employee Engagement Index. This is a collection of 7 questions that measure the relationship between employees and the organisation, it’s about more than satisfaction. Engagement is a good indicator of how connected employees are to the organisation in helping it to achieve its goals. This year, following advice from our external partner, we included the question “I care about the future of the

council” to the engagement index which provides a holistic view of employee engagement.

3.2 Our external partner for the survey is People Insight and we carried out a full review of the question set with the Executive Leadership Team (ELT), Cllr David Boothroyd, HR senior leadership team and People Insight. Two new questions were added, and the wording of a number were amended to reflect the changes in ways of working over the past two years. Most of the questions remained the same to allow for trending. In total there are 49 questions in the survey including a small number of free text questions. We worked with our staff networks to ensure the demographic questions were fully inclusive to build on the changes made to these questions in 2021.

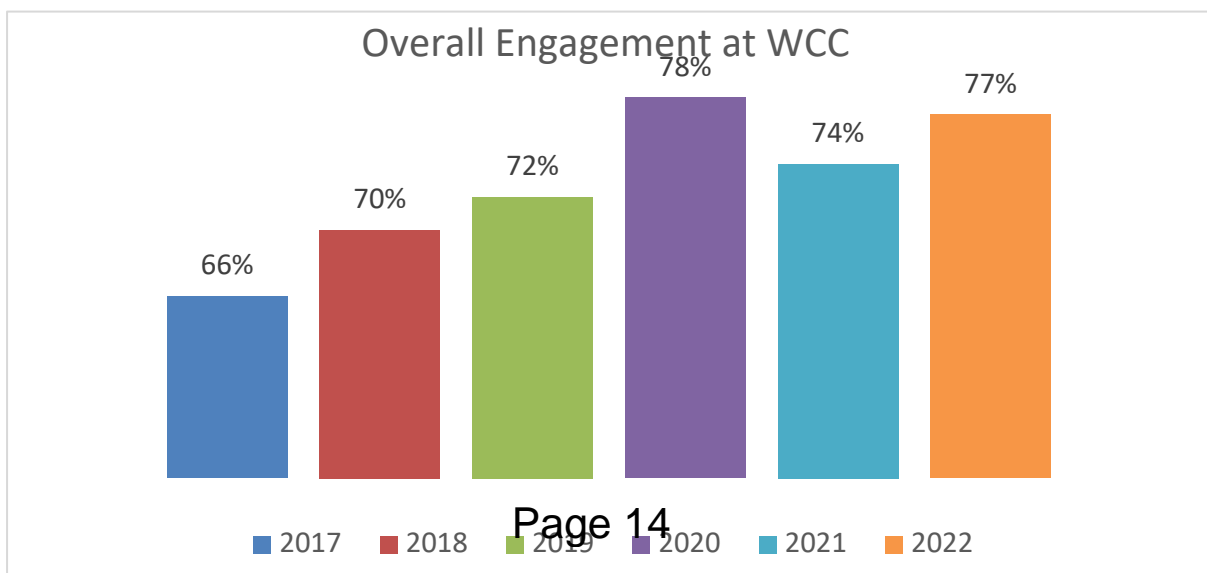
#### 4. Staff Survey Headline Results

4.1 The overall Engagement Index for 2022 is 77%. This is an increase of 3% from 2021 (74%). Overall engagement has continued to steadily increase at WCC since 2017, from 66% to 77%. In 2017, 66% engagement was benchmarked as average for a local authority. The growth in engagement over this time has been considerable and sustained.

4.2 People Insight have advised that a number of organisations have seen a dip in engagement scores this year. This is in addition to a general trend of falling engagement since 2019. Therefore for Westminster City Council to see an increase in engagement levels this year is a notable result.

4.3 The response rate (the percentage of all staff taking part in the survey) was 64% which was 3% down from 2021. Although its disappointing that this has fallen, People Insight have confirmed this remains a healthy response rate when benchmarked elsewhere.

4.4 Out of 49 questions, 32 have improved by at least 1 percentage point since 2021, 6 have stayed in line and 5 have reduced. The detail is shown in Appendix 1. Taking time to understand the results, build on the strengths and plan for improvements will be critical in continuing to achieve best in class results in the future.



4.5 Overall engagement has continued to steadily increase at WCC since 2017. It should be noted that the scores in 2020 may have been exaggerated by the timing of the survey early in the Covid pandemic. Overall, there is a clear upward trend as we can see from the 2022 result. Our people strategy The Westminster Way and our focus on colleague engagement continues to have a positive impact.

Engagement Index	2017	2018	2019	2020	2021	2022	Trend 2017 to 2022	2022 result v Local Government Benchmark (2022)
I would recommend the council as a great place to work	53%	61%	66%	76%	70%	<b>71%</b>	+18%	+3%
If I were a member of the public contacting the council, I would be confident of a good service	56%	61%	58%	67%	63%	<b>61%</b>	+5%	n/a
Working here makes me want to do the best work I can	76%	80%	81%	86%	83%	<b>83%</b>	+7%	+3%
I am proud to work for the council	70%	74%	77%	82%	78%	<b>80%</b>	+10%	+11%
I feel a strong sense of belonging to the council	50%	54%	54%	63%	60%	<b>61%</b>	+11%	n/a
I am committed to helping the council meet its goals and objectives	89%	89%	91%	93%	92%	<b>91%</b>	+2%	n/a
I care about the future of the council	-	-	-	-	89%	<b>90%</b>	+1%	0
<b>Overall Engagement Index</b>	<b>66%</b>	<b>70%</b>	<b>72%</b>	<b>78%</b>	<b>74%</b>	<b>77%</b>	+11%	+6%

4.6 The engagement index by directorate is provided below:

Engagement Index					
Department	2019	2020	2021	2022	Trend from 2021
<b>WCC Overall</b>	<b>72%</b>	<b>78%</b>	<b>74%</b>	<b>77%</b>	<b>+3%</b>
Bi Borough Adult Social Care and Health *	69%	75%	72%	76%	+4%
Bi Borough Children's Services *	75%	77%	74%	76%	+2%
Finance and Resources	68%	82%	75%	79%	+4%
Libraries and Archives	66%	67%	61%	66%	+5%
Environment and City Management	72%	79%	72%	75%	+3%
Growth Planning and Housing	71%	77%	74%	77%	+3%
Innovation and Change	68%	71%	69%	81%	+12%
People Services	81%	82%	83%	87%	+4%

\*Note the above Bi-Borough scores are combined WCC & RBKC scores

## 5. Questions with the biggest increase:

- I am kept up to date about important changes along with the reasons for them, and what is happening across the council, +6% from 2021.
- Senior leaders are sufficiently visible where I work, +6% from 2021.
- Senior leaders understand the challenges facing our service, +6% from 2021.
- Local people and service users are at the centre of our decision making, +5% from 2021.
- I think it is safe to speak up and challenge the way that things are done, +4% from 2021.
- The council is committed to delivering the best outcomes we can for our communities (residents, service users etc.), +4% from 2021.

## 6. Questions with the biggest decrease:

- Considering my duties and responsibilities, I think my pay is fair, -3% from 2021.
- I have the equipment and resources I need to do my job effectively, -3% from 2021.
- During the past 12 months have you personally experienced inappropriate behaviour at work (such as discrimination and/or bullying and harassment), +2% from 2021.
- I can access the information I need to do my job effectively, -1% from 2021.
- It is easy to get things done in my service, -1% from 2021.
- If I was a member of the public contacting the council, I would be confident of a good service, - 1% from 2021.

## 7. Westminster Way Index

- 7.1 In addition to the above indices, we also introduced a “Westminster Way” index in 2019 to measure the impact of the changes we are making as part of our people strategy. The scores are provided below.

Westminster Way Indices	2019	2020	2021	2022	Trend from 2021
Overall Westminster Way Index	63%	68%	67%	68%	+1%
Everyone is a leader	62%	65%	64%	65%	+1%
Everyone is valued	65%	71%	67%	69%	+2%
Everyone has talent	60%	63%	64%	67%	+3%
Enablers	67%	75%	79%	77%	-2%



## 8. Respect and Dignity

- 8.1 The below table shows the response for Respect and Dignity (inappropriate behaviour at work, bullying and harassment). The 'Yes' response has increased by 2%. This year we included the 'Prefer not to say' option. It was removed last year, which we have reversed. The fact that 78% have said no, which is the lowest score for the past 6 years, is a concern that will require a deep dive into teams with specific issues.

During the past 12 months have you personally experienced inappropriate behaviour at work? (The following questions are about inappropriate behaviour at work, such as discrimination and/or bullying and harassment)	2017	2018	2019	2020	2021	2022	Trend
Yes	11%	9%	12%	9%	11%	13%	+2%
No	81%	81%	80%	81%	-	78%	-
Prefer not to say	8%	10%	8%	9%	-	9%	-

## 9. Follow Up

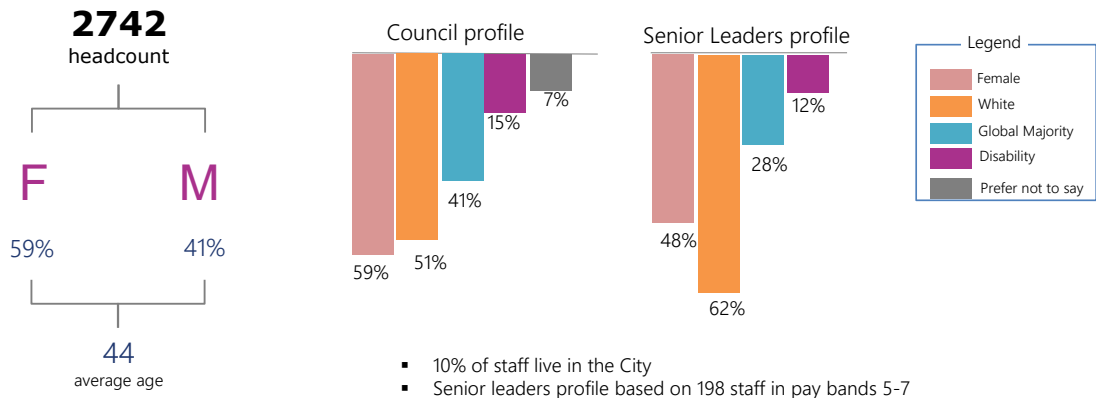
- 9.1 Executive Directors and their teams continue to work locally to review their individual results, building on areas of strength and action planning on areas that require improvement.

## 10. Workforce Demographics

- 10.1 It should be noted that the Council's absolute focus on Equality, Diversity and Inclusion over the past five years has led to real transformation in the demographics of our workforce. The Council increasingly represents the communities we serve. Our positive action policy and inclusive recruitment approach has allowed us to increasingly attract staff from a global majority background into the organisation. Since our ethnicity pay gap was first measured in quarter 4 2017/2018 the numbers of global majority staff have increased by 507 in 2022 to 1017. The proportion of our workforce that are from a Global Majority background has increased from 33% to 39% at the end of 2021/22 and is now at 41%. The key workforce demographics of the Council, as published on our website, is shown in Appendix 2.
- 10.2 The positive action we have taken has also significantly contributed to an improvement in representation at a senior officer level. There has been increased numbers of women in our most senior 200 staff from 33% to 48% and an increase in global majority representation from 4% to 28% over the

past 5 years. The most recent changes are shown in the chart and table below.

# Our Workforce



## Diversity of Senior Leadership

Year	Band 5 + Leaders (198 officers)	
	Female	Global Majority
2020 (Q4)	41%	14%
2021 (Q4)	45%	19%
2022 (Q4)	48%	28%

10.3 2022 was the fifth year the Council has published our gender and ethnicity pay gaps. During this time, our pay gaps have reduced as our representation has increased. There is still much more to do at the most senior levels in the Councils and we are committed to address this so that we are representative of the communities we serve at all levels in the Council and close our pay gaps by 2025. The Council’s most recent pay gap report is shown in Appendix 3.

10.4 Annually the Council publishes its pay policy. This is agreed at Council in advance of the new financial year. One element of the pay policy details the difference between the highest paid officer (the Chief Executive) and both the lowest paid officers and the median of all officers. In the 2023/24 pay policy recently published, Band 1 Step 1 is £25,359 and the Chief Executive’s salary is £223,707. Therefore the Chief Executive is paid 8.82 times the lowest paid officers. The median of officer pay is £41,346. This equates to a pay multiple of 5.4, i.e. the Chief Executive is paid 5.4 times the median. It is worth noting that both of these metrics are significantly lower than in 2016 when they were 10.89 and 6.3 accordingly.

If you have any queries about this Report or wish to inspect any of the  
Background Papers, please contact Report Author x0000  
[lwitham1@westminster.gov.uk](mailto:lwitham1@westminster.gov.uk)

**APPENDICES:**

Appendix 1, 2 and 3 attached.

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Theme	Question Set	WCC 2022 Result	2021 Comparison
My job & Role	My role gives me a feeling of personal accomplishment	79%	+1
My job & Role	I believe the work I do will help us to deliver a Fairer Westminster	79%	n/a
Westminster Way	In order to meet my objectives, I have the freedom to work in the way that is most productive	76%	+1
My job & Role	I'm trusted to make decisions about things that are my responsibility	82%	0
My job & Role	It is easy to get things done in my service	45%	-1
Westminster Way	I think it's safe to speak up and challenge the way things are done	58%	+4
My job & Role	I feel comfortable sharing my ideas and opinions at work	75%	n/a
My job & Role	I can access the information I need to do my job effectively	70%	n/a
Westminster Way	I have the equipment and resources I need to do my job effectively	73%	-3
Westminster Way	The environment(s) I work in, be it working in an agile way or a council building/in the city, enables me to do my job effectively	81%	0
Teamwork & Collaboration	There is a great sense of collaboration in my team	78%	+3
Westminster Way	Different teams work really well together	55%	+1
Westminster Way	I am treated fairly and with respect by the people I work with	82%	+2
Westminster Way	My People leader encourages me to come up with new and better ways of doing things	74%	+2
Westminster Way	My People leader inspires me to get involved in activities outside of my service	58%	+2
Your Line Mgr/People Leader	My People leader keeps me informed about issues that affect me directly	79%	+3
Westminster Way	My People leader gives me clear and honest feedback that helps me to improve my performance	75%	+2
Westminster Way	I have been having regular one to ones and seasonal conversations with my People leader	75%	+4
Westminster Way	I have had the development support I need to deliver my work	68%	+1
Westminster Way	I am optimistic about my opportunities for career development	49%	+3

Westminster Way	The Council cares about my health and wellbeing	65%	+2
Your Wellbeing	I feel supported in my mental health and wellbeing	62%	+1
Senior Leaders	Senior Leaders are sufficiently visible where I work	68%	+6
Senior Leaders	Senior Leaders understand the challenges facing our service	60%	+6
Senior Leaders	I am kept up to date about important changes along with the reasons for them, and what is happening across the Council	69%	+6
Senior Leaders	I trust and respect Senior Leaders in the Council	60%	+5
When Changes Happen	I feel equipped to deal with changes at work	66%	n/a
The Service we provide	The Council is well prepared to meet the challenges of the future	50%	+3
The Service we provide	The Council is committed to delivering the best outcomes we can for our communities (residents, service users etc.)	76%	+4
The Service we provide	Local people and service users are at the centre of our decision making	66%	+5
The Service we provide	I have the opportunity to improve our services by seeking and using feedback from users	60%	+3
The Service we provide	I am able to make decisions that are best for our communities (residents, service users etc.)	58%	+4
The Service we provide	What is the biggest improvement we can make for our communities?	Open Text	
Westminster Way	I believe I am valued by the Council	60%	+4
Value & Reward	Considering my duties and responsibilities, I think my pay is fair	43%	-3
Value & Reward	I am satisfied with the overall benefits package (e.g. annual leave, pension, season ticket loan, etc.)	63%	0
Respect & Dignity	I can be myself at work	78%	+1
Respect & Dignity	Where I work, different views, backgrounds and approaches are valued	80%	+2
Respect & Dignity	The Council is an inclusive place to work and provides equal opportunities for all staff	72%	+1
Respect & Dignity	During the past 12 months have you personally experienced inappropriate behaviour at work?	Yes (13%), No (78%), PNTS (9%)	Yes (+2), No (n/a), PNTS (n/a)
Respect & Dignity	How could the Council create a more inclusive place to work? In your response, please explain what you think the impact of your suggestion(s) would be:	Open Text	

<b>Engagemen t</b>	I am proud to work for the Council	80%	+3
<b>Engagemen t</b>	I would recommend the Council as a great place to work	71%	+2
<b>Engagemen t</b>	If I was a member of the public contacting the Council, I would be confident of a good service	61%	-1
<b>Engagemen t</b>	I feel a strong sense of belonging to the Council	61%	+2
<b>Engagemen t</b>	I am committed to helping the Council meet its goals and objectives	91%	0
<b>Engagemen t</b>	Working here makes me want to do the best work I can	83%	0
<b>Engagemen t</b>	I care about the future of the Council	90%	+1
<b>Belief in Action</b>	I believe that action will be taken on these survey results that I will be able to get involved in	50%	0

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## Westminster City Council Workforce Profile Report 2023

### Introduction

Westminster City Council relies on and values its diversity. The council publishes this annual report to show the diversity of its workforce<sup>1</sup> in line with the Equality Act 2010.

This report, which profiles gender, age and ethnicity will help to shape and inform policy such as talent attraction and retention, career and personal development and succession planning.

### Part-time and Full-time distribution across gender

Across the total workforce 90% of staff work on a full-time basis. There are more females than males in the total workforce, so whilst the proportion of the female full-time workers is lower (85%) than the male proportion (96%), the actual number is higher (1382 women compared to 1077 men).

TABLE 1: FULL TIME AND PART TIME EMPLOYMENT BY GENDER

	Number of Part Time Employees	Number of Full Time Employees	Part Time Distribution	Full Time Distribution
Female	236	1382	15%	85%
Male	47	1077	4%	96%
<b>Total workforce</b>	<b>283</b>	<b>2459</b>	<b>10%</b>	<b>90%</b>

### Workforce diversity headlines

In previous years, for some of the protected characteristics, there were several records where either the data had not been recorded at all, or where employees preferred not to respond and selected the “prefer not to say” option. The provision of diversity information by the employees remains voluntary, so there are still some gaps. However, in recent years, we have seen a positive trend where the voluntary disclosure of protected characteristics has improved, as shown below.

<sup>1</sup> HR system data as of March 2023, 2,742 records have been used for this report. The workforce is defined as all staff employed by Westminster City Council with the following exclusions: *casual staff, sessional workers, Westminster Adult Education Service, and the schools’ workforce.*



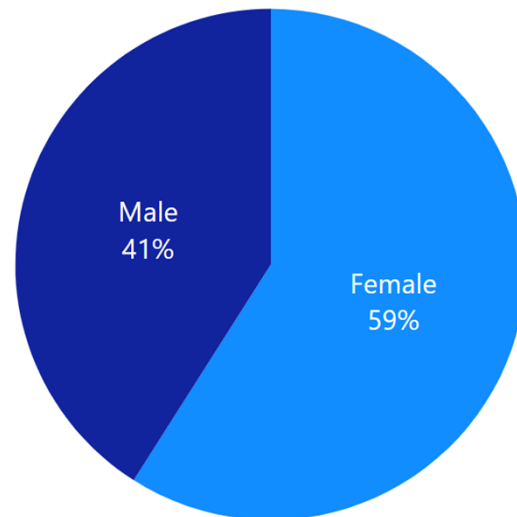
## Westminster City Council Workforce Profile Report 2023

### Gender

There are more females than males working at the Council, see Figure 1. The female representation is higher than the Westminster and London populations which account for 49% and 51% respectively<sup>2</sup>.

**Figure 1** shows the gender breakdown of our workforce.

FIGURE 1: GENDER BREAKDOWN OF WORKFORCE



<sup>2</sup> Based on 2021 Mid-Year Population Estimates, Office for National Statistics

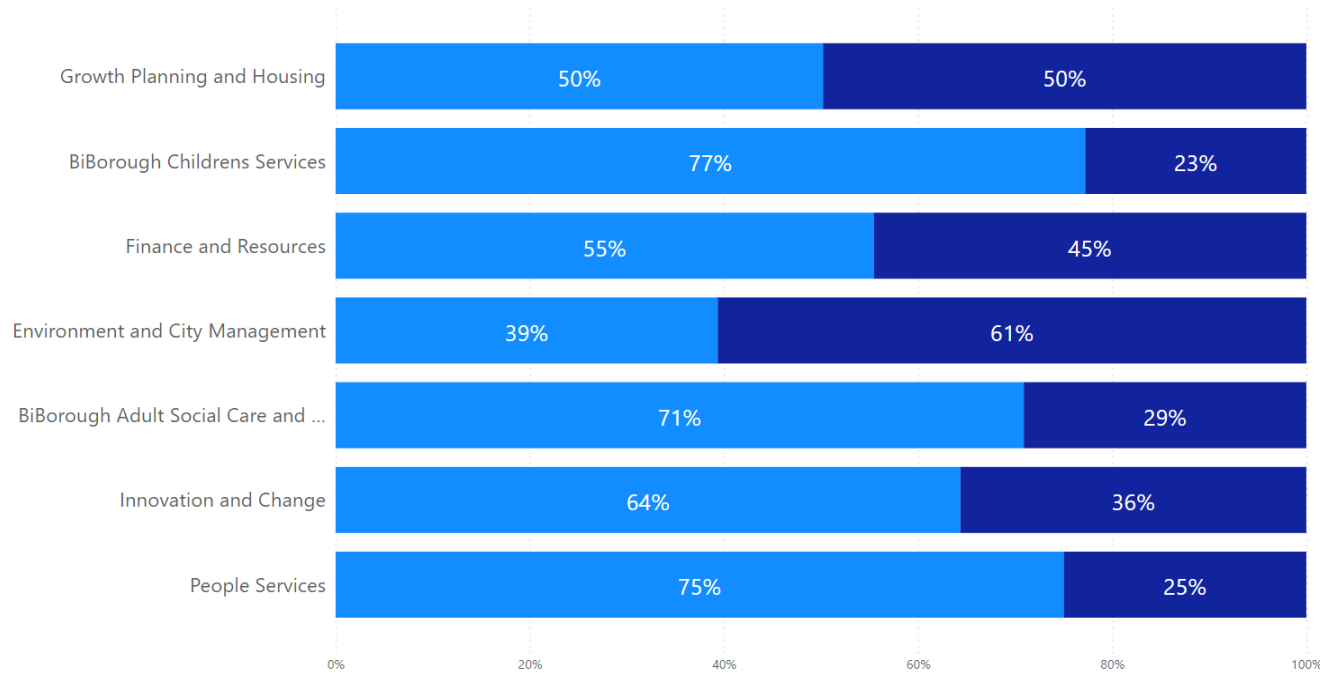


## Westminster City Council Workforce Profile Report 2023

**Figure 2** shows the proportion of males and females in each Executive Directorate. Environment & City Management has more male employees, whilst three quarters of Bi-Borough Children’s Services and People Services workforce are female. Adult Social Care & Health and Innovation & Change also have more female employees than male.

FIGURE 2: EXECUTIVE DIRECTORATE BY GENDER

● Female ● Male





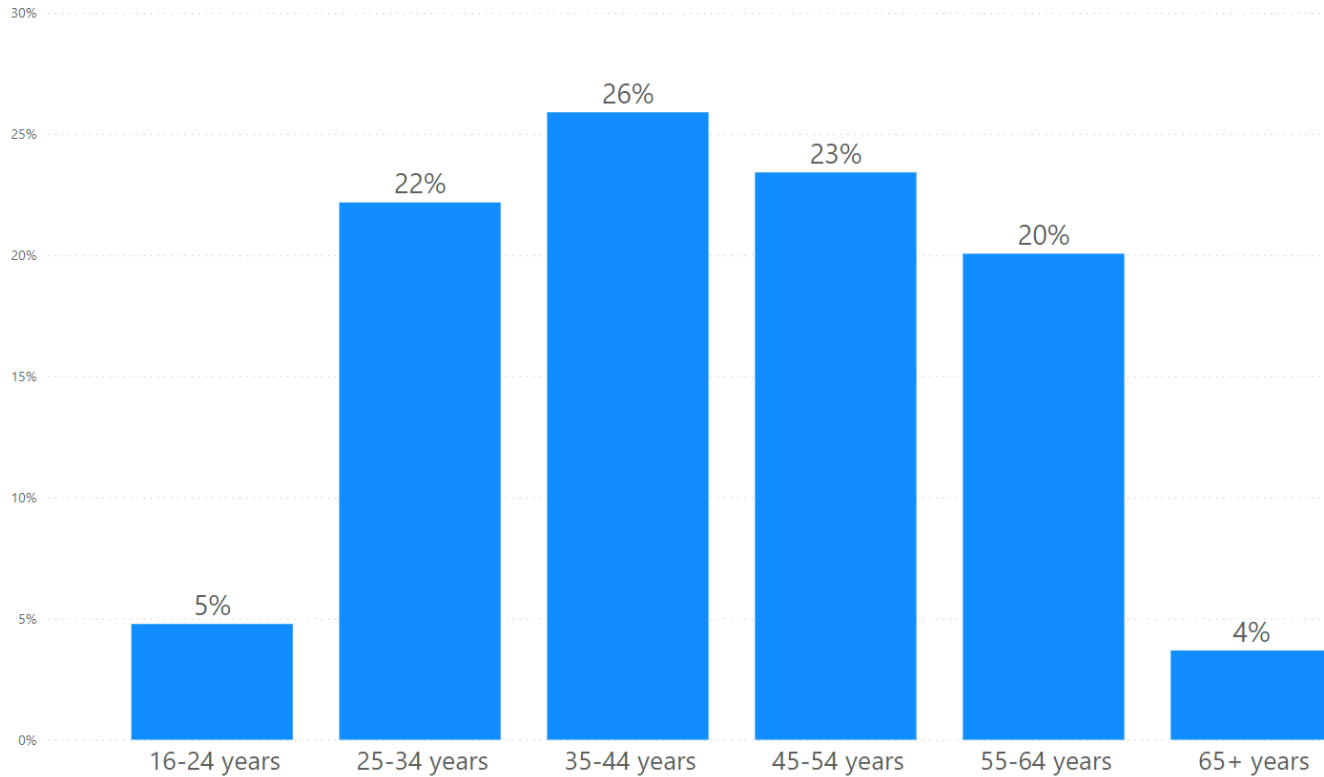
## Westminster City Council Workforce Profile Report 2023

### Age

Just under three quarters (71%) of the Council's workforce are aged between 25 and 54 years old.

**Figure 3** shows percentages of employees in each age bracket.

FIGURE 3: AGE GROUP BREAKDOWN OF WORKFORCE



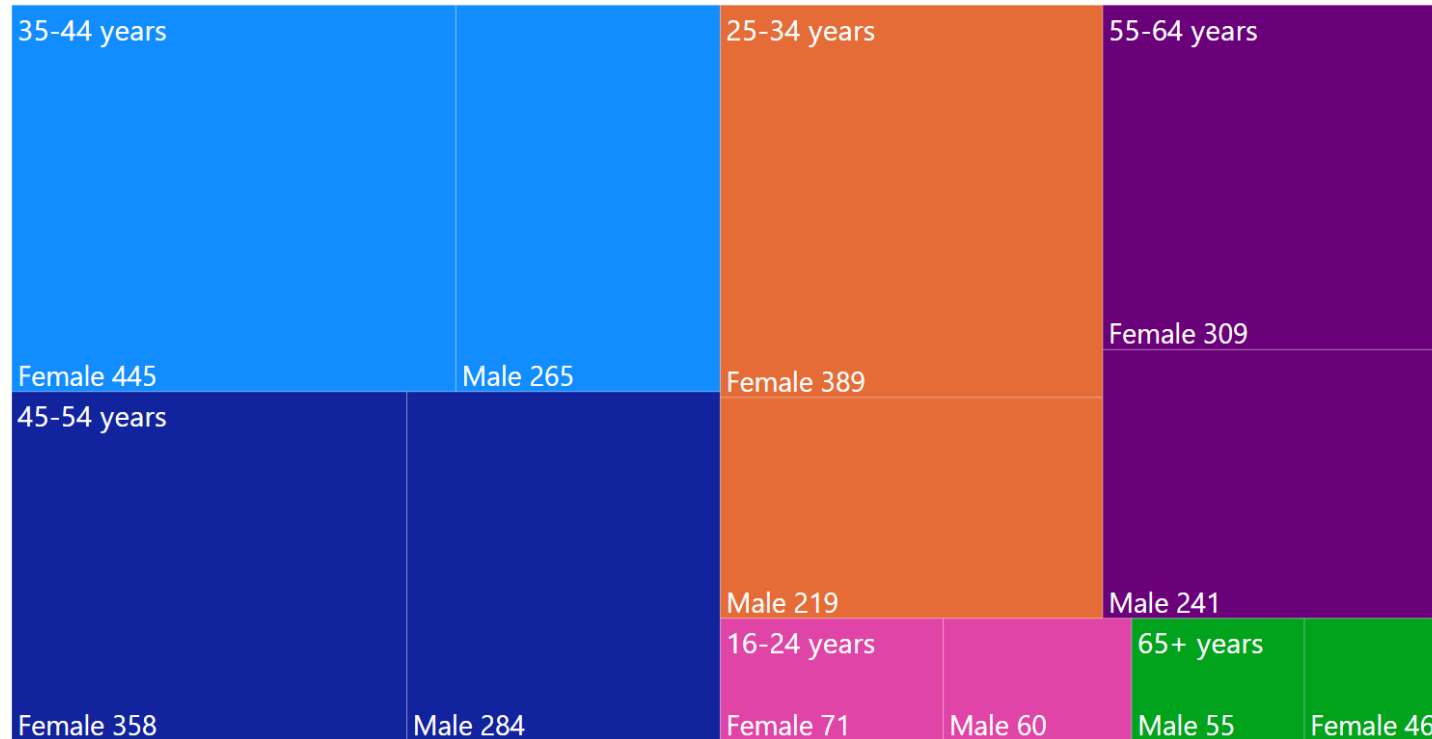


## Westminster City Council Workforce Profile Report 2023

Figure 4 shows the proportional size of the workforce for each age group and gender.

FIGURE 4: WORKFORCE AGE GROUP AND GENDER

Age Group ● 35-44 years ● 45-54 years ● 25-34 years ● 55-64 years ● 16-24 years ● 65+ years





# Westminster City Council Workforce Profile Report 2023

## Ethnicity

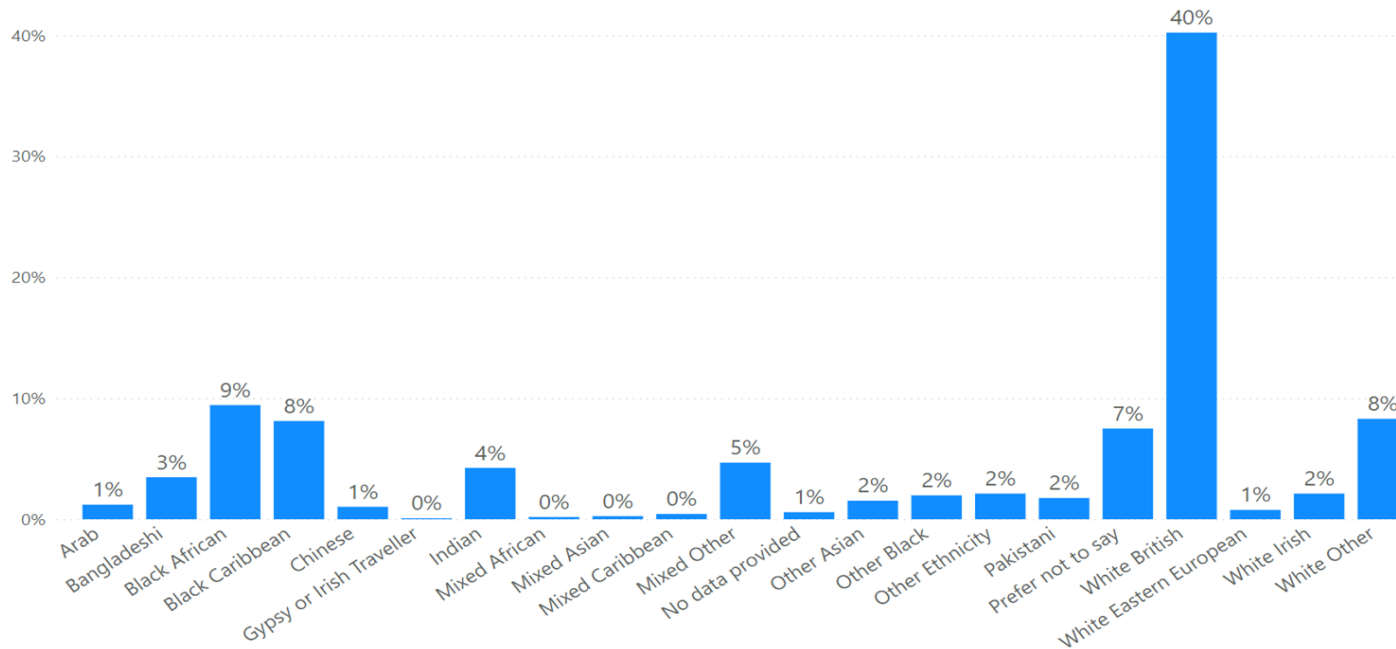
As mentioned, disclosure of diversity information remains voluntary, however we have seen a positive trend with the number of records where there was no data held falling to just 1% in 2023 from 17.9% back in 2018.

There has also been a positive decrease on the “prefer not to say” figure from 15% in 2019 to 7% in 2023.

Over half (51%) of the workforce identified as either White British, White Other, White Eastern European or White Irish and 41% of people identified as Global Majority.

Figure 5 shows the percentages across each ethnicity recorded on our system.

FIGURE 5: ETHNIC GROUP BREAKDOWN OF WORKFORCE





## Westminster City Council Workforce Profile Report 2023

### Disability

In 2023, 15% of the workforce have disclosed a disability, compared to 14% in 2022 and 12% in 2021. The remaining 85% are recorded as not assigned<sup>3</sup>. A further breakdown of the 'Not assigned' to identify the 'not disabled' and 'prefer not to say' groups would provide a more complete picture of the workforce, however this is currently unavailable on our HR system.

FIGURE 6 : DECLARED DISABILITY BREAKDOWN OF WORKFORCE

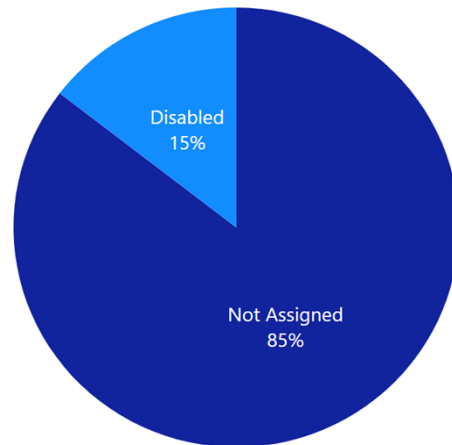


Figure 6 shows the declared disability across our workforce.

<sup>3</sup> 'Not assigned' records refer to staff who either prefer not to say, have declared themselves as not disabled or have not completed this information.



## Westminster City Council Workforce Profile Report 2023

### Profile by Bands (December 2022)

	Band 1		Band 2		Band 3		Band 4		Band 5		Band 6 and Band 7		Other		Totals	
	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%	Head count	%
Age 16 to 24	6	14%	43	8%	33	3%	5	1%		0%		0%	41	20%	128	5%
Age 25 to 34	10	24%	139	25%	283	27%	123	19%	18	12%	1	3%	28	13%	602	22%
Age 35 to 44	4	10%	127	23%	264	25%	206	32%	59	38%	11	32%	38	18%	709	26%
Age 45 to 54	9	21%	106	19%	237	23%	175	27%	45	29%	16	47%	36	17%	624	23%
Age 55 +	13	31%	146	26%	233	22%	143	22%	33	21%	6	18%	65	31%	639	24%
Average age	44		43		43		45		46		48		42		44	
<b>Grand Total</b>	<b>42</b>		<b>561</b>		<b>1050</b>		<b>652</b>		<b>155</b>		<b>34</b>		<b>208</b>		<b>2702</b>	
Disability	5	12%	85	15%	148	14%	76	12%	17	11%	3	11%	54	26%	388	15%
Global Majority	14	33%	299	53%	435	41%	225	35%	46	30%	7	21%	72	35%	1098	41%
Unknown	4	10%	48	9%	86	8%	24	4%	6	4%	2	6%	56	27%	226	7%
White	24	57%	214	38%	529	50%	403	62%	103	66%	25	74%	80	38%	1378	51%
Female	25	60%	360	64%	622	59%	394	60%	72	46%	21	62%	95	46%	1589	59%
Male	17	40%	201	36%	428	41%	258	40%	83	54%	13	38%	113	54%	1113	41%
Part-time	28	67%	91	16%	77	7%	64	10%	9	6%	5	15%	20	10%	294	11%
Bisexual		0%	9	2%	17	2%	3	0%	1	1%			2	1%	32	1%
Gay man		0%	5	1%	27	3%	20	3%	7	5%	1	3%	2	1%	62	2%
Gay woman/lesbian	1	2%	1	0%	9	1%	9	1%	2	1%	1	3%		0%	23	1%
Heterosexual (straight)	18	43%	308	55%	506	48%	340	52%	98	63%	20	59%	105	50%	1395	52%
Other	1	2%	5	1%	4	0%	1	0%		0%			2	1%	13	0.5%
Prefer not to say	2	5%	22	4%	43	4%	27	4%	5	3%	1	3%	4	2%	104	4%
Unknown	20	48%	211	38%	444	42%	252	39%	42	27%	11	32%	93	45%	1073	40%





## Westminster City Council Workforce Profile Report 2023

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# **GENDER, ETHNICITY AND DISABILITY PAY GAP REPORT**

2022

# INTRODUCTION

This is the fifth year we have published our gender and ethnicity pay gaps. During this time, our pay gaps have reduced. This year, whilst we have seen a reduction in our gender pay gap, our ethnicity pay gap has remained the same. We are disappointed that the interventions we have put in place to close our pay gaps, whilst working to a degree, have not been sufficient to eradicate the pay gaps.

Tackling our pay gaps remains our top priority. We recognise that if we do not take serious action now our pay gaps will remain. As an organisation, we must be accountable and ensure that our workforce can see the efforts we are making to close our pay gaps. This is our commitment to create an inclusive workplace where staff feel valued.

In 2021, we established a Pay Gap Taskforce working directly with senior leaders and teams where the greatest challenges exist, and interventions were required. The impact of this work has led to some reductions of pay gaps, but our challenge is to ensure that all senior leaders are prioritising this agenda. This year, we will establish a Pay Gap Forum to have strategic overview and accountability to ensure that we are making good on our commitment.

We will continue to be innovative taking meaningful action to show a downward trend. This is why our Executive Leadership Team have set ambitious targets to close our pay gaps by 2025 which is set out in our three-year Equality, Diversity and Inclusion Action plan.

We know that our pay gaps are driven by the levels of representation of diversity at all levels across the organisation. Our focus on changing representation has seen an increase in the diversity at the senior levels, particularly gender, and we are attracting larger numbers of employees from Global Majority background. We will continue to change the culture of the organisation in line with the Westminster Way through recruitment, investment in diverse talent and making the necessary interventions to ensure that our staff are able to thrive and grow across the organisation at all levels.

We have continued to hold open, honest and authentic conversations with our staff and communities that focus on the equality agenda and we are clear that actions must be part of the dialogue if we want to make a real impact and deliver lasting change.

This year, we have published our disability pay gaps to reflect our commitment to equalities, transparency and good practice.

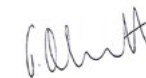
We have identified some key reasons for the ethnicity pay gaps remaining the same. These include:

- Global Majority new starters are paid less than white colleagues starting in the organisation due to predominately moving into roles at lower bands.
- Greater number of white colleagues are being promoted to senior positions than employees from a Global Majority background.

We are committed to being an inclusive employer and hold ourselves accountable to ensure that by 2025 our organisation at all levels must be representative of the communities we serve.



**Stuart Love**  
Chief Executive



**Gerald Almeroth**  
Executive Director of  
Finance and Resources



**Debbie Jackson**  
Executive Director  
of Growth, Planning  
and Housing



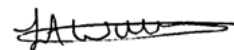
**Pedro Wrobel**  
Executive Director  
of Innovation  
and Change



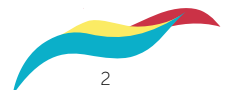
**Bernie Flaherty**  
Bi-Borough Executive  
Director of Adult Social  
Care and Health



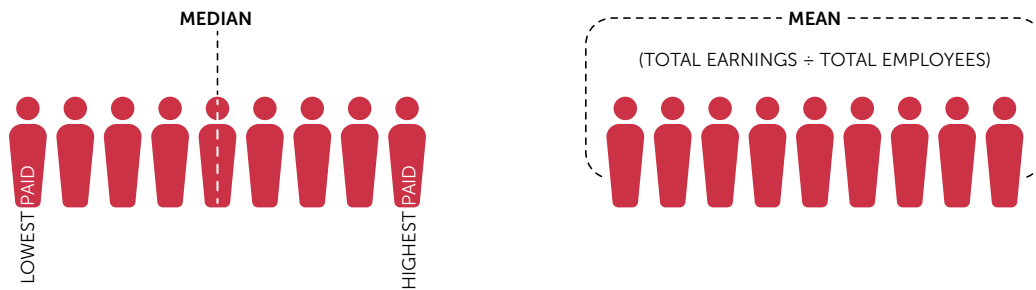
**Sarah Newman**  
Bi-Borough Executive  
Director of  
Children's Services



**Lee Witham**  
Director of  
People Services



# GENDER PAY GAP SUMMARY



## Gender Pay Gap

58% of our workforce is female. This year's report shows a reduction in the Gender pay gap. The mean pay gap has decreased from 10% in 2021 to 7% in 2022 and the median pay gap has reduced from 12% in 2021 to 10% in 2022.

## What this means

Our gender pay gap data tells us that our focus on addressing gender diversity at all levels is bringing about positive change. Recruitment plays an important role in improving gender representation and as of March 2022, 58% of our employees are females. Developing and progressing our female workforce into senior roles is equally important and 45% of our senior roles are held by females.

We are pleased that the interventions we have put in place such as greater focus on salary negotiations and taking proactive actions to examine starting salaries, has resulted in equity of starting salaries for women and men. Pay increases are also having the desired impact on the gender pay gap, as a higher proportion of females are receiving promotions and pay increases.

## These improvements have taken place due to the following actions:

- Pay Gap Taskforce working with Senior leaders, to focus on career development, succession planning and pay moderation.
- Ensuring our Executive Leadership Team are engaged on the recruitment panel of all Senior Leaders appointments.
- Encouraging senior leaders to offer sponsorship support to help accelerate female development.
- Positive action has ensured that every vacancy for middle manager and above roles include a gender balanced shortlist.
- Post interview feedback for each interviewee and hiring managers also receive coaching to ensure constructive feedback is given to applicants.
- Refreshed our own Inclusive mentoring programme which gives leaders insight of the experiences of our women to help them understand the challenges they face.
- Our agile working has enabled different working patterns and we have made this explicit as part of our recruitment process. We have held discussions across the organisation on flexible working opportunities.

# ETHNICITY PAY GAP SUMMARY

## Ethnicity Pay Gap

39% of the workforce is from a Global Majority background. This year we have seen minimal change in our Ethnicity pay gap which remains at the same level as in 2021. The mean pay gap has remained at 13% and the median pay gap has remained at 12%.

## What this means

We need to ensure that the range of interventions we have implemented is impacting on our Ethnicity pay gaps. Our focus has been on increasing representation of Global Majority employees across the organisation at all levels and as of March 2022, employees from a Global Majority background has doubled from 507 in 2017/18 to 1017. Similarly, representation at senior leadership roles increased from 5% in 2016 to 26%.

Global Majority staff are also well represented amongst those who are receiving pay increases and promotions. Over the last 12 months 47% of Global Majority employees were promoted compared to 45% in 2021. Whilst this trend is encouraging, our data shows that a higher proportion of white employees are being promoted into higher bands than Global Majority colleagues. This means that Global Majority staff are largely represented in the lower bands across the organisation.

We recognise that different communities can have different experiences, so we have provided data to understand pay gaps for our Global Majority employees compared to white colleagues which needs to be addressed. Our biggest pay gaps are Arabs (32%), Bangladeshi (21%), Black African (15%) and Black Caribbean (12%).

## We know that some of our interventions are proving successful due to the following actions:

- Pay Gap Taskforce working with Senior Leaders to focus on career development, succession planning and pay moderation.
- Ensuring equal access to our development programmes; fairness in our 'Rewarding Your Contribution' scheme; and annual pay award step-up process.
- Subscribing to Business in the Community's Race at Work Charter which has seven calls to action, including taking action that supports career progression for Global Majority groups.
- Access to a range of coaching and mentoring options which has been a key enabler towards developing an inclusive culture across the organisation and supporting staff career progression.
- Offering a wide range of learning and development opportunities and external mentoring programmes.
- We have continued to talk about Race in the organisation, for example at our weekly all Council Loop Live sessions. These sessions have supported our Global Majority employees become more comfortable and confident about telling the organisation what we need to do to ensure equity.

We will continue to monitor the effectiveness of these initiatives to achieve our targets and commitment to greater equality, diversity and inclusion.





# DISABILITY PAY GAP SUMMARY

## Disability Pay Gap

14% of our employees have self-identified as having a disability, a 2% increase from 2021. According to the Office for National Statistics, nearly one in five (18%) of people in England and Wales have some form of disability. We have been reporting our Disability pay gap internally for a number of years, but this is the first time we are publishing our Disability Pay Gap externally. The disability pay gap is the difference in average hourly rate of pay between our disabled and non-disabled employees across the organisation.

The mean disability pay gap is 4% (4% in 2021) and our median pay gap is 0% (3% in 2021). These figures are comparatively lower than our gender and ethnicity pay gap. The main reason for the reduction in the median pay gap is due to:

- The disability pay gap for starters is smaller than it is for leavers.
- Proportionally, higher levels of promotion for staff who have declared a disability compared to staff who have not declared a disability.

We have been working with staff to share their disability data to get a more accurate understanding of our disability pay gap and to ensure that we make reasonable adjustments for individuals where appropriate. We know that an increase in employees sharing their data will impact on the pay gap, but tackling the gap is important particularly for recruitment, career development and retention.

We know that our pay gaps are driven by the levels of representation of diversity at all levels across the organisation. Our focus on changing representation has seen an increase in the diversity at the senior levels, particularly gender, and we are attracting larger numbers of employees from Global Majority background. We will continue to change the culture of the organisation in line with the Westminster Way through recruitment, investment in diverse talent and making the necessary interventions to ensure that our staff are able to thrive and grow across the organisation at all level.



# THE PAY GAPS IN DETAIL

## What is the Pay Gap

The gender pay gap measures the difference between men and women's average salaries.

Under the Equality Act 2010 (gender pay gap information regulations 2017), employers with 250 or more employees are required to publish statutory calculations every year, showing the difference in the average pay of their male and female employees.

The council is confident that employees, whatever their gender or ethnic background, are paid equally for doing equivalent roles – or what's called 'equal pay'. Consequently, this report does not look at equal pay.

The ethnicity pay gap is the difference between Global Majority and white employees' pay as a percentage of white employees' pay. We have chosen to voluntarily measure the Global Majority pay gap because we want to be transparent with our workforce about the gap that one can easily see in the organisation and commit to narrow the gap over time.

The data in this report is based on a snapshot from 31 March 2022 and the results must be published on our website and a government website each year.

## How has it been calculated?

The pay gap report involves carrying out calculations that show the difference between the average earnings of men and women or Global Majority and white employees, across the following categories:

### 1. Ordinary pay

The hourly rate.

### 2. One-off contributions (bonus pay)

The difference between the one-off contributions paid.

### 3. Quartile pay

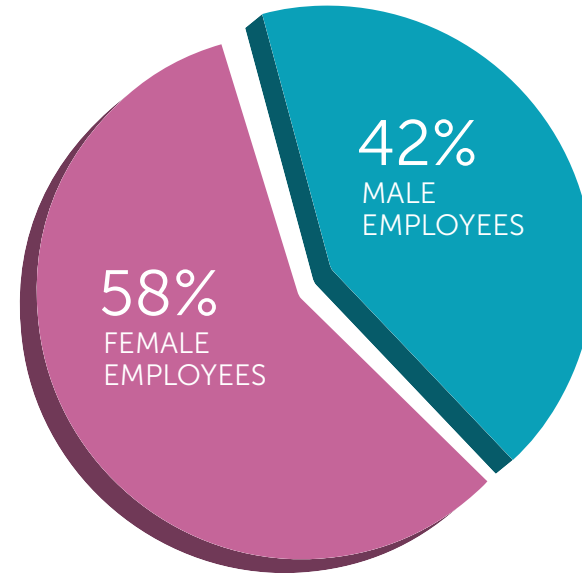
The proportion of full-pay employees in the lower, lower middle, upper middle and upper quartile pay bands.

Each category includes calculations based on two different types of average (mean and median) to give a balanced overview of an employer's overall gender and ethnicity pay gap.



## GENDER PAY GAP

Proportion of female and male employees across the council



Page 41

## Ordinary pay

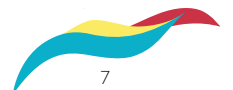
Gender pay gap – the difference between women’s pay and men’s pay as a percentage of men’s pay.

(Positive % means men have higher pay).

7% MEAN HOURLY RATE

10% MEDIAN HOURLY RATE

	HOURLY RATE OF WOMEN	HOURLY RATE OF MEN	DIFFERENCE
MEAN HOURLY RATE	£23.47	£25.25	£1.78
MEDIAN HOURLY RATE	£21.37	£23.62	£2.25



# GENDER PAY GAP

## One-off contributions

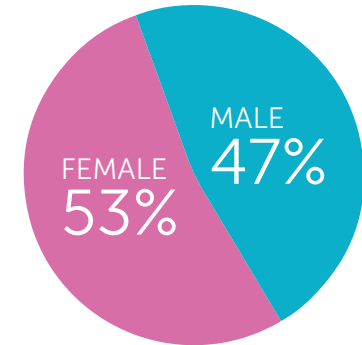
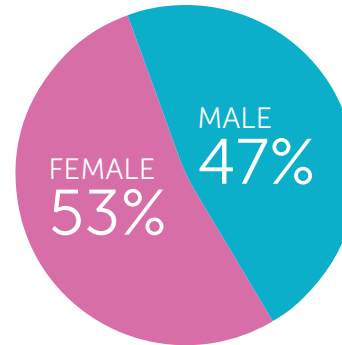
Westminster City Council does not pay bonuses. To comply with the regulations, we have used any pay that is paid annually or less frequently than monthly as a 'one-off contribution' to calculate the equivalent of bonus pay. This includes one-off 'rewarding your contribution' payments and long service awards.

## Pay by quartile

\*Only 'full pay relevant employees' are counted for these calculations.

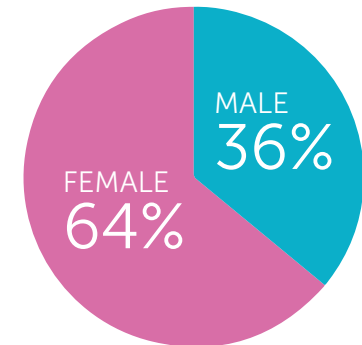
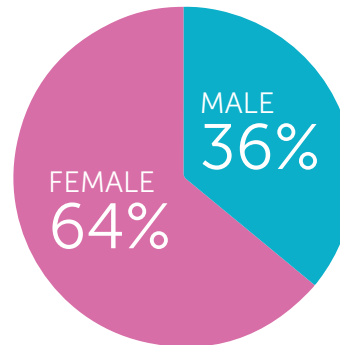
Proportion of women and men in the **upper quartile** (paid above the 75th percentile point)

Proportion of women and men in the **upper middle quartile** (paid above the median and at or below the 75th percentile point)



Proportion of women and men in the **lower middle quartile** (paid above the 25th percentile point and at or below the median)

Proportion of women and men in the **lower quartile** (paid below the 25th percentile point)



### One-off pay

One-off payments gender pay gap - the difference between women's payments and men's payments as a % of men's payments.

MEAN

-3%

MEDIAN

0%

### One off payments made

WOMEN PAID AS A % OF ALL WOMEN

14%

MEN PAID AS % OF ALL MEN

13%



## ETHNICITY PAY GAP

### Proportion of Global Majority\* and white employees across the council

\*The term Global Majority replaces the previously named B.A.M.E Network within the council and is being used on the basis that Black, Asian and multiple ethnic people make up 85% of the world's population.



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### Ordinary pay

Ethnicity pay gap – the difference between Global Majority and white employees pay as a percentage of white employees pay.

(Positive % means white employees have higher pay).

13% MEAN HOURLY RATE

12% MEDIAN HOURLY RATE

	GLOBAL MAJORITY EMPLOYEES HOURLY RATE	WHITE EMPLOYEES HOURLY RATE	DIFFERENCE
MEAN HOURLY RATE	£22.53	£25.90	£3.37
MEDIAN HOURLY RATE	£20.82	£23.70	£2.88



# ETHNICITY PAY GAP

## One-off contributions

Westminster City Council does not pay bonuses. To comply with the regulations, we have used any pay that is paid annually or less frequently than monthly as a 'one-off contribution' to calculate the equivalent of bonus pay. This includes one-off 'rewarding your contribution' payments and long service awards.

### One-off pay

One-off payments Global Majority pay gap - the difference between Global Majority payments and white payments as a % of white payments.

MEAN

7%

MEDIAN

6%

### One off payments made

GLOBAL MAJORITY PAID BONUS AS % OF ALL GLOBAL MAJORITY STAFF

13%

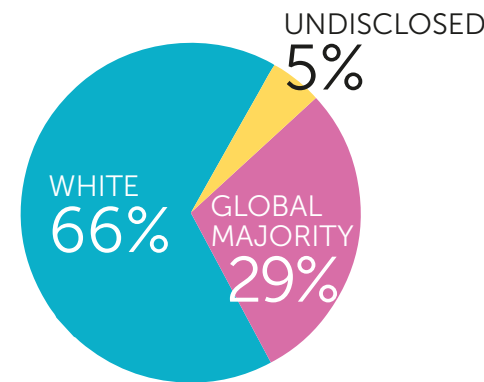
WHITE PAID BONUS AS % OF ALL WHITE STAFF

15%

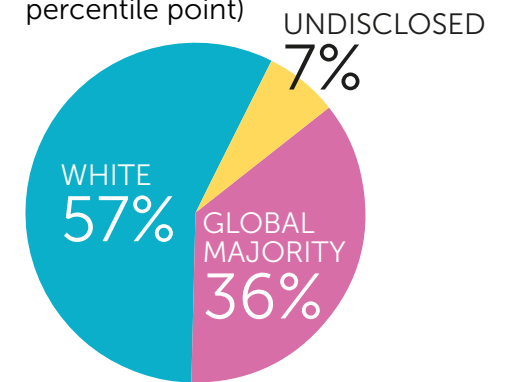
## Pay by quartile

\*Only 'full pay relevant employees' are counted for these calculations. The above figures do not add up to 100% due to 'unknown' ethnicity category.

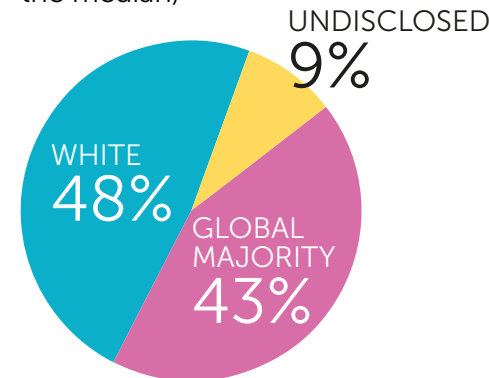
Proportion of Global Majority and white staff in the **upper quartile** (paid above the 75th percentile point)



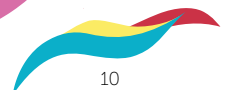
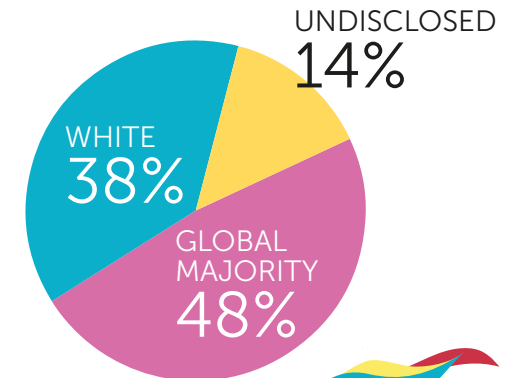
Proportion of Global Majority and white staff in the **upper middle quartile** (paid above the median and at or below the 75th percentile point)



Proportion of Global Majority and white staff in the **lower middle quartile** (paid above the 25th percentile point and at or below the median)

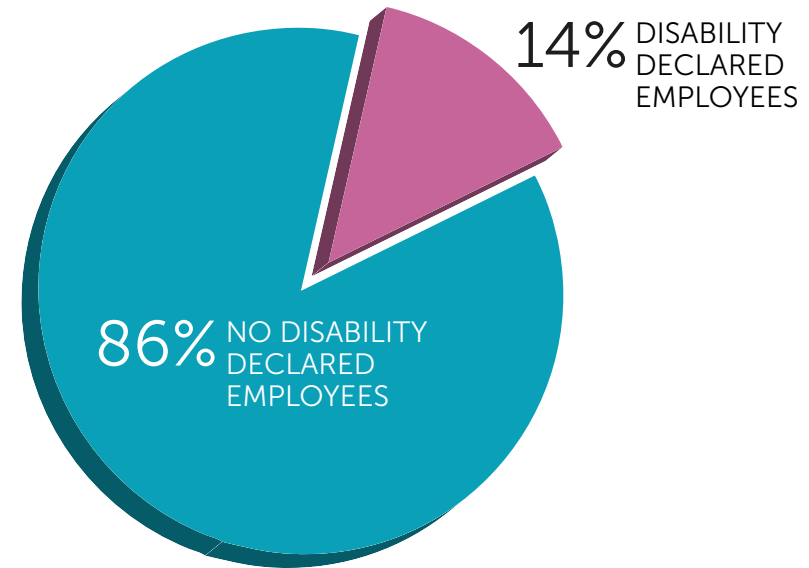


Proportion of Global Majority and white staff in the **lower quartile** (paid below the 25th percentile point)



## DISABILITY PAY GAP

Proportion of disability declared and no disability declared employees across the council



## Page 45 Ordinary pay

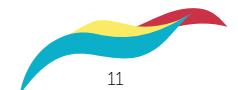
Disability pay gap – the difference between disability declared and no disability declared employees pay as a percentage of no disability declared employees pay.

(Positive % means no disability declared employees have higher pay).

4% MEAN HOURLY RATE

0% MEDIAN HOURLY RATE

	DISABILITY DECLARED EMPLOYEES HOURLY RATE	NO DISABILITY DECLARED EMPLOYEES HOURLY RATE	DIFFERENCE
MEAN HOURLY RATE	£23.36	£24.35	£0.99
MEDIAN HOURLY RATE	£22.01	£22.01	£0.00



# DISABILITY PAY GAP

## One-off contributions

Westminster City Council does not pay bonuses. To comply with the regulations, we have used any pay that is paid annually or less frequently than monthly as a 'one-off contribution' to calculate the equivalent of bonus pay. This includes one-off 'rewarding your contribution' payments and long service awards.

### One-off pay

One-off payments disability pay gap - the difference between disability declared employees payments and no disability declared employees payments as a % of no disability declared employees payments.

MEAN

**-7%**

MEDIAN

**-40%**

### One off payments made

DISABILITY STATED  
RECEIVED A BONUS  
AS A % OF ALL  
DISABILITY STATED

**13%**

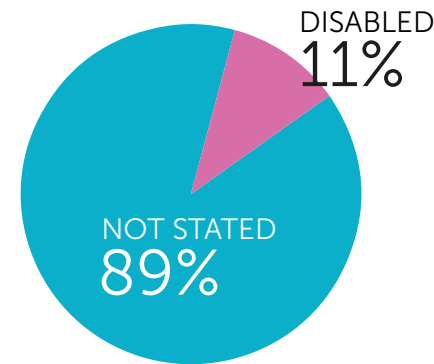
NO DISABILITY STATED  
RECEIVED A BONUS  
AS A % OF NO  
DISABILITY STATED

**13%**

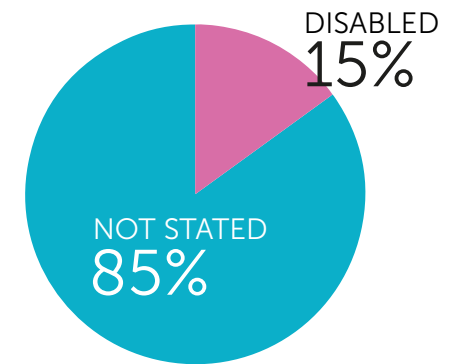
## Pay by quartile

\*Only 'full pay relevant employees' are counted for these calculations. The above figures do not add up to 100% due to 'unknown' ethnicity category.

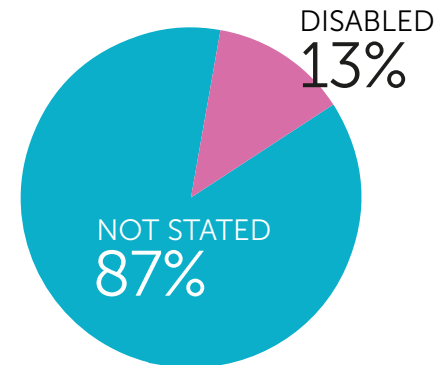
Proportion of disability declared and no disability declared employees in the **upper quartile** (paid above the 75th percentile point)



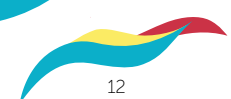
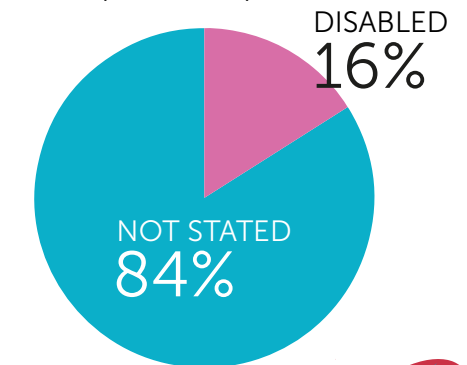
Proportion of disability declared and no disability declared employees in the **upper middle quartile** (paid above the median and at or below the 75th percentile point)



Proportion of disability declared and no disability declared employees in the **lower middle quartile** (paid above the 25th percentile point and at or below the median)



Proportion of disability declared and no disability declared employees in the **lower quartile** (paid below the 25th percentile point)



# PAY GAP BY BOTH ETHNICITY AND GENDER

## Intersectionality

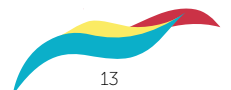
Intersectionality looks at how various social identities such as gender, race, disability and age overlap to create unique experiences of discrimination or disadvantage.

Intersectionality analysis of gender and ethnicity pay gaps is also undertaken and it shows that when compared to white males, Global Majority females and Global Majority males both have the largest median pay gap of 16% and then white females at 9%. This insight is more revealing than looking at one category in isolation. We know that we have much more work to do in the area of intersectionality and will be undertaking some further analysis as an efficient way of making further reductions of our pay gaps.

\*The calculations are made using white male as the comparator using hourly rate

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	MEAN		MEDIAN	
	FEMALE	MALE	FEMALE	MALE
GLOBAL MAJORITY	18%	15%	16%	16%
WHITE	8%	0%	9%	0%





## WHAT'S NEXT IN 2023

For us, people remain at the heart of our Equality, Diversity and Inclusion (EDI) agenda. Our relentless pursuit in this space is about creating better sustainable outcomes for everyone.

Through the three pillars of the Westminster Way, the council's people strategy, we want to ensure that we integrate equality into the day to day working of the organisation to influence a consideration for diversity and inclusion as part of everything we do. It is essential that going forward, diversity and inclusion becomes part of the structures, behaviours and culture of our organisation. As part of holding ourselves to account publicly we will continue to commit to the Business in the Community's Race at Work Charter and have been signatories since 2019 and our three-year Equality, Diversity and Inclusion Action plan, supports our commitment to the Charter. The action plan has four themes:

- Holding ourselves accountable
- Elevating the impact of inclusive recruitment
- Ambitious actions to drive equity
- Engaging everyone in diversity and inclusion



# WHAT'S NEXT IN 2023

## PILLAR 1: Everyone is a Leader

We believe that Everyone is a Leader and our aim is to develop inclusive leaders at every level of the council, who have the skills and confidence to create safe spaces for their teams. This will consequently result in staff feeling a sense of belonging and empowerment to give their best.

## PILLAR 2: Everyone has Talent

We want to ensure that everyone across the council has equal access to opportunities that aim to develop their careers, skills and talents. We will continue to improve our talent development programme to create leaders for the future who in turn will help us become a World-Class organisation.

Through a series of events, activities, and campaigns, we will be looking to further develop our offer for:

- Inclusive Leadership
- 'Leading in Colour' workshops particularly Cultural competency
- Unconscious bias
- Inclusive recruitment
- Learning from a range of external speakers
- Emerging leaders

## PILLAR 3: Everyone is valued

We value our people and diversity and as such, we will continue to be accountable and transparent, regularly publishing our data dashboard which includes our ethnicity and gender pay gaps. For the first time, we have published our disability pay gaps and will aim to publish our sexual orientation pay gaps. Our mantra is 'what gets measured, gets done' and we will continue to analyse the data, identify issues, and take action where necessary.



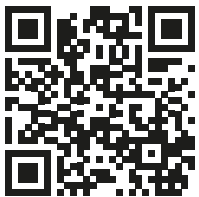
### As part of our action plan, we will:

- Continue to reduce the pay gaps developing a modelling and evidence-based approach to achieve our targets.
- Ensure dedicated leadership and accountability by setting ourselves bold targets and D&I commitments.
- Develop an Equality, Diversity and Inclusion (EDI) Toolkit to support staff and People Leaders about a range of equality, diversity and inclusion topics.
- Drive forward our inclusion agenda both internally and externally.
- Support career progression and talent.
- Engage with our staff and staff networks who will help shape our work and continue to contribute to our progress.

## HOW YOU CAN HELP

Diversity and inclusion starts with a commitment by the Executive Leadership Team – but it is everybody’s business.

We will maintain our relentless focus on closing our pay gaps and on diversity and inclusion but we need all our leaders to play their part. You can help by ensuring your personal data is up to date on IBC so we have an accurate reflection of our workforce. Get involved in our staff networks, sign up to e-learning courses and workshops to develop your cultural awareness and eliminate unconscious bias and, if you’re a manager, remember to plan early when recruiting new staff. Positive action includes diverse panels throughout the process and not just at interview stage.





## Westminster Scrutiny Commission

<b>Date:</b>	3 May 2023
<b>Classification:</b>	General Release
<b>Title:</b>	<b>2023/2024 Work Programme</b>
<b>Report of:</b>	Head of Governance and Councillor Liaison
<b>Cabinet Member Portfolios:</b>	Leader of the Council
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	All
<b>Report Author and Contact Details:</b>	<b>Clare O’Keefe</b> <a href="mailto:cokeefe@westminster.gov.uk">cokeefe@westminster.gov.uk</a>

### 1. Executive Summary

1. This meeting completes the cycle of meetings for the Westminster Scrutiny Commission (the Commission) for this municipal year. This report asks the Commission to discuss topics for the 2023/2024 work programme. The proposals set out in Appendix 2 have been developed in consultation with senior officers as well as members of the Executive (Cabinet) on their plans for the year ahead to ensure scrutiny is focused on those areas where it may have most impact.

### 2. Meeting Dates for the 2023/2024 Municipal Year

- 2.1 The Commission is advised that the scheduled meeting dates for the 2023/2024 year are:
  - 22 June 2023;
  - 5 October 2023;
  - 14 December 2023; and
  - 20 March 2024.

### 3. Background

- 3.1 Since January, the Policy and Scrutiny team has been supporting the Chair to consider the work programme for the next municipal year. The process for this included; consultation with the Leader of the Council, consultation with the

Chief Executive, Executive Directors and relevant Heads of Service, following up on items and commitments from previous meetings, consideration of forward plans in the Leader's portfolio and challenges identified across the Directorates.

3.2 The aim of this process has been to culminate in a work programme which:

- Focuses on what is important;
- Focuses on areas where performance might be improved;
- Focuses on services which are important to residents;
- Focuses on where scrutiny can make a difference and add value;
- Proactively feeds into policy development by contributing to pre-tender considerations or strategy development for example; and
- Uses the insight of backbench Members to act as critical friend to services of the City Council and our partners thereby enabling good governance and excellent services.

#### **4. Draft Work Programme for 2023/24**

4.1 The Commission is asked to consider the draft work programme for the next municipal year, 2023/2024, set out in Appendix 2. The Commission is requested to discuss the proposed topics listed as well as provide comments and suggestions.

4.2 When considering the work programme, and agreeing an overall programme of scrutiny activity, the Commission should have regard to whether the work programme is achievable in terms of both Officer and Member time, taking into account that the Commission is scheduled to meet four times per year. Members are also reminded that it is advisable to hold some capacity in reserve for any urgent issues that might arise.

4.3 Each Committee, and the Commission, has discretion to establish Task Groups to examine key issues in more detail and also to commission Single Member Studies. The Commission is asked to consider whether they would like to establish a Task Group or commission a Single Member Study. The Commission should be advised that both Members and Officers will only be able to successfully take part in and support a finite number of Task Groups at any one time.

**If you have any queries about this report or wish to inspect any of the background papers, please contact Clare O'Keefe.**

[cokeefe@westminster.gov.uk](mailto:cokeefe@westminster.gov.uk)

Appendix 1: Terms of Reference

Appendix 2: Work Programme

Appendix 3: Action Tracker

## **WESTMINSTER SCRUTINY COMMISSION**

### **COMPOSITION**

7 Members of the Council (4 nominated by the Majority Party and 3 by the Opposition Party) but shall not include a member of the Cabinet.

### **TERMS OF REFERENCE**

- (a) To carry out those duties assigned to the Westminster Scrutiny Commission as set out in the Constitution.
- (b) To carry out the Policy and Scrutiny function in respect of matters within the remit of the Council's non-executive Committees and Sub-Committees, which are within the broad remit of the Committee, in accordance with the Policy and Scrutiny procedure rules.
- (c) To be responsible for the management and co-ordination of the Policy and Scrutiny function.
- (d) To assign tasks to the most appropriate Policy and Scrutiny Committee, where the issue does not sit within the terms of reference of a particular Policy and Scrutiny Committee.
- (e) To scrutinise the work of the Leader of the Council including at public Question and Answer session(s).
- (f) To approve the Annual Report of Policy and Scrutiny activity, as required under the Constitution.

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## APPENDIX 2 – Westminster Scrutiny Commission Work Programme

<b>ROUND 1</b> <b>22 June 2023</b>		
<b>Agenda item</b>	<b>Purpose</b>	<b>Responsible Cabinet Member and officer/s</b>
Chief Executive Q&A	To update the Scrutiny Commission on key areas of work within its remit and Chief Executive’s priorities.	Councillor Adam Hug, Leader of the Council  Stuart Love, Chief Executive
Future of Westminster Commission Report	To consider the work undertaken and recommendations of the Future of Westminster Commission and the Council’s response.	Councillor Adam Hug, Leader of the Council  Stuart Love, Chief Executive  Neale Coleman (Chair of the FoWC)
Annual Scrutiny Report	To update the Commission on key areas of work within its remit that has been undertaken over the last municipal year.	Clare O’Keefe, Lead Policy and Scrutiny Advisor
Scrutiny Improvement Review Report	Following the review undertaken by the Centre for Governance and Scrutiny, the Commission will consider options to improve the Council’s approach to Policy and Scrutiny.	Richard Cressey, Head of Governance and Councillor Liaison
Work programme	To review the work programme for the 23/24 municipal year in light of events and recent discussions.	Clare O’Keefe, Lead Policy and Scrutiny Advisor

<b>ROUND 2</b> <b>5 October 2023</b>		
<b>Agenda item</b>	<b>Purpose</b>	<b>Responsible Cabinet Member and officer/s</b>
Policy and Scrutiny Committee Updates	The Commission to receive verbal updates from the Chairs of the Policy and Scrutiny Committees.	N/A
Scrutiny Improvement Progress	To briefly update the Commission on progress made on improvements to Policy and Scrutiny following the review undertaken by the Centre for Governance and Scrutiny.	Richard Cressey, Head of Governance and Councillor Liaison
Leader of the Council Q&A	To update the Scrutiny Commission on key areas of work within its remit and Leader’s priorities	Councillor Adam Hug, Leader of the Council  Stuart Love, Chief Executive
Fair Tax and Economic Crime in Westminster	To review progress made towards the Fair Tax Pledge and the Westminster Against Dirty Money campaign, as well as provide an	Councillor Adam Hug, Leader of the Council

	opportunity for the Commission to make recommendations and steer the direction of the schemes.	Councillor David Boothroyd, Cabinet Member for Finance and Council Reform  Pedro Wrobel, Executive Director of Innovation and Change
Emergency Preparedness Programme	To review the Council's Emergency Preparedness.	Mark Chalmers, Prepare and Prevent Operational CONTEST Manager
Work programme	To review the work programme in light of events and recent discussions.	Clare O'Keefe, Lead Policy and Scrutiny Advisor

<b>ROUND 3</b> <b>14 December 2023</b>		
<b>Agenda item</b>	<b>Purpose</b>	<b>Responsible Cabinet Member and officer/s</b>
Policy and Scrutiny Committee Updates	The Commission to receive verbal updates from the Chairs of the Policy and Scrutiny Committees.	N/A
Scrutiny Improvement Progress	To briefly update the Commission on progress made on improvements to Policy and Scrutiny following the review undertaken by the Centre for Governance and Scrutiny.	Richard Cressey, Head of Governance and Councillor Liaison
Chief Executive Q&A	To update the Scrutiny Commission on key areas of work within its remit and Chief Executive's priorities.	Councillor Adam Hug, Leader of the Council  Stuart Love, Chief Executive
Member Development and Training	To review the training and development provided to Members, to discuss the advantages of training and development being reactive or proactive and explore what further support can be offered to Members in recognition of the variety of roles a councillor can perform.	TBC
Work programme	To review the work programme in light of events and recent discussions.	Clare O'Keefe, Lead Policy and Scrutiny Advisor

<b>ROUND 4</b> <b>20 March 2024</b>		
<b>Agenda item</b>	<b>Purpose</b>	<b>Responsible Cabinet Member and officer/s</b>
Policy and Scrutiny Committee Updates	The Commission to receive verbal updates from the Chairs of the Policy and Scrutiny Committees.	N/A



Scrutiny Improvement Progress	To briefly update the Commission on progress made on improvements to Policy and Scrutiny following the review undertaken by the Centre for Governance and Scrutiny.	Richard Cressey, Head of Governance and Councillor Liaison
Leader of the Council Q&A	To update the Scrutiny Commission on key areas of work within its remit and Leader's priorities.	Councillor Adam Hug, Leader of the Council Stuart Love, Chief Executive
Fairer Westminster Strategy	To review progress made in the last financial year against the Council's delivery plan for Fairer Westminster as well as look ahead to priorities for the following financial year.	Councillor Adam Hug, Leader of the Council Pedro Wrobel, Executive Director of Innovation and Change
Workforce update	To present to the Committee a report which brings together the staff survey results, staff turnover, diversity and inclusion and the refreshed Council vision.	Stuart Love, Chief Executive Lee Witham, Director of People Services
Emergency Preparedness Programme (written report)	To review the Council's Emergency Preparedness.	Mark Chalmers, Prepare and Prevent Operational CONTEST Manager
Work programme	To review the work programme in light of events and recent discussions.	Clare O'Keefe, Lead Policy and Scrutiny Advisor

Unallocated items – these may either be substituted in for a substantive item elsewhere in the year or may be rolled over for future municipal years

Corporate Project Management Office	To examine the work of the Change Board, how project management works within the Council, good internal governance procedures and oversight on projects that are high risk.
City Promotions Events and Film	To receive an update on the work of the City Promotions Events and Film Team as well as their future work.
Pay Policy Review	To review the Council's Pay Policy, including staff rewards and benefits. <i>This depends on changes to the policy/ if Commission would like the opportunity to make recommendations.</i>
Public Affairs and Partner Engagement	A review of the approach that Policy and Scrutiny at Westminster has towards public affairs priorities, partner engagement, lobbying and media relations. <i>Suggested for 2024.</i>

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**Appendix 3 - ACTION TRACKER**  
**Westminster Scrutiny Commission**

26 January 2023		
Agenda Item	Action	Status/Follow Up
Item 5 Chief Executive's Update	The review undertaken by Professor Manthorpe CBE into the Council's response to COVID-19 should be added to the CAPHVS work programme along with the suggestion that the NHS rollout is given due consideration.	Completed
	The Commission will receive clarity on paragraph 2.3 in the report which comments on reducing the Housing Benefit burden on the Council.	Completed
	The Commission will be provided a breakdown of the Church Street ballot, especially the number of residents the 73 percent turnout represents.	Completed
	The Commission will be informed of the increase of in-borough Temporary Accommodation and the costings of this.	Completed
	The workforce update coming to the Commission on 28 March 2023 will look to include information on staff grievances.	Completed
	The support concerning families living in Temporary Accommodation out-of-borough and ensuring that the appropriate support is provided.	In progress
	The publicising of Green Doctors will be investigated.	In progress

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