

TOYNBEE
HALL



Our people



January 2021

Introduction

Toynbee Hall works in an incredibly diverse borough, in a very diverse city. Our borough, Tower Hamlets, also has deep and systemic inequalities. Our team work every day in partnership with the community around us to challenge these as we seek to shape a fairer and happier future.



We are fortunate to have a hugely talented, committed and diverse group of people who collectively make up our team at Toynbee Hall and who each play a part in ensuring we fulfil that ambition. Our team is a hugely important asset, and the way we value our people a constant consideration for our leadership and Trustees. In that context, this report paints a picture of who and how we are as an organisation.

In 2019 we engaged that team and our Board in some exciting thinking about our strategy and future ambition, and together formed a clear view that our relationship to the communities around us, and our ability to let those communities shape and lead our priorities, were going to be central to achieving our ambitions. At our heart we are an organisation with very strong roots in East London, with all its brilliant diversity and distinctiveness.

Over the past few months, as the world has changed enormously in the face of the pandemic and response to it, our place in this community has been thrown into even sharper relief. Our team and volunteers have responded incredibly well, and formed new partnerships, adapted how we work and sought to ensure that we not only were able to help people in crisis and need, but that we also maintained and built new platforms with them from which they could drive change.

The data in this report shows where we are now. It describes some of the things we've done over recent months and years to improve the way we recruit, support and develop our team. And it also gives us some clear ideas of where we can develop and improve, and in some cases do better. So at the end we set out a commitment – from us as an Executive Team and from our Board – about our priorities. We will be engaging all of our staff team, Trustees and others who can help us

in bringing these priorities to life and making us the organisation we need to be, and to shape that fairer, happier future, starting here.

**We look forward to
working with all of you
to make it happen.**

Jim Minton (Chief Executive)

Sian Williams, Howard Jackson (Directors)

**Julian Corner (Chair of the Board)
on behalf of Toynbee Hall Trustees**

About the data

The report is a snapshot, showing data collected in the summer of 2020.

Through a series of tables we have broken down information about our staff team showing how our team is made up by gender and ethnicity, and information on disability and sexual orientation.

We also include data on salaries, although these are grouped so that as far as possible individual pay rates can't be identified.

After the tables we include some wider commentary about the context for our team and organisation, our intention as an organisation, and our priorities to ensure we are the organisation we aspire to be. That aspiration includes reflecting the diversity of the communities we work with, demonstrating fairness as an employer; and taking advantage of the huge benefits that a diverse workforce will give us.

Key data

We have grown as an organisation over the past two years and by October 2020 had **87 members of staff**. We have also grown our Board, and now have **13 Trustees**.



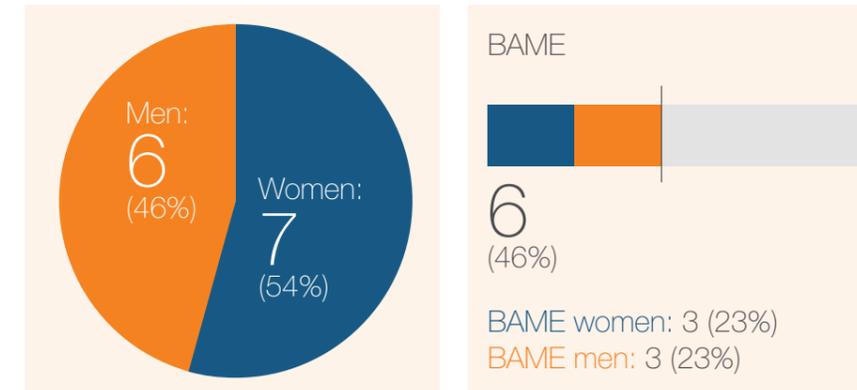
All of our people

	Number
Trustees	13
Executive (Chief Executive and Directors)	3
Senior Management	8
Managers	23
Other staff	43
Trainees	10

The following two charts show the gender and ethnicity make up of our team across the different levels of the organisation.

Our Trustees

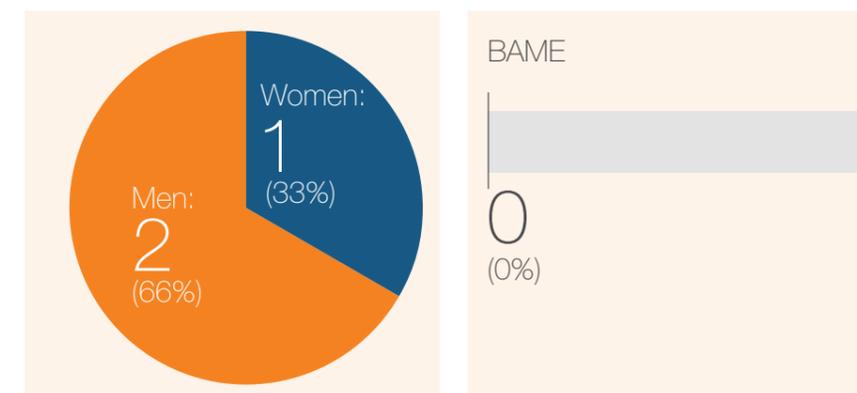
At Trustee Board level we have undergone two rounds of recruitment for new Trustees in 2019 and 2020, to add to our board, replace Trustees whose terms were ending, and to recruit more Trustees representative of the local community. As a result we now have more Trustees who have a strong connection to the local community on our board; more women; and more Trustees from BAME backgrounds.



Throughout this report we have used the term 'BAME' (Black and minority ethnic) as a heading for the presentation of data about members of our team from different minority ethnic groups. We appreciate that there are other terms that people use, and also that not everyone likes the term BAME. However, for now this is the term which sits most comfortably with our whole staff team, and for the purposes of making the report consistent, we have used BAME, and hope that our reasoning is understood. Over the course of our future work we will continue to engage our team and if there is other terminology which is preferred then we can consider using different words as our thinking and action progress.

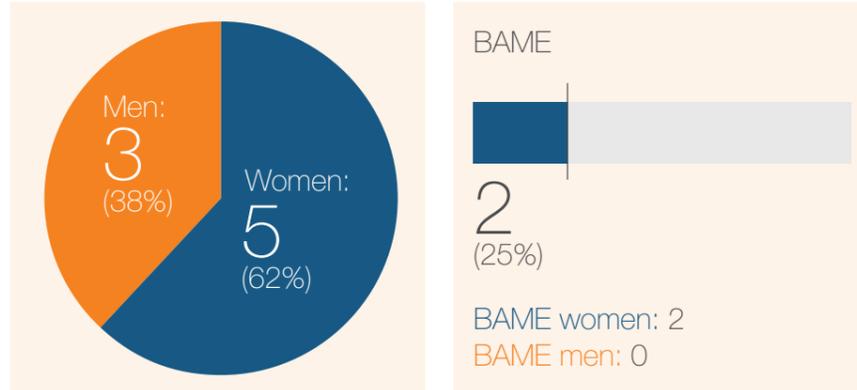
Our Executive

Our Executive team is the Chief Executive, our Director of Policy and Innovation, and our Director of Finance.



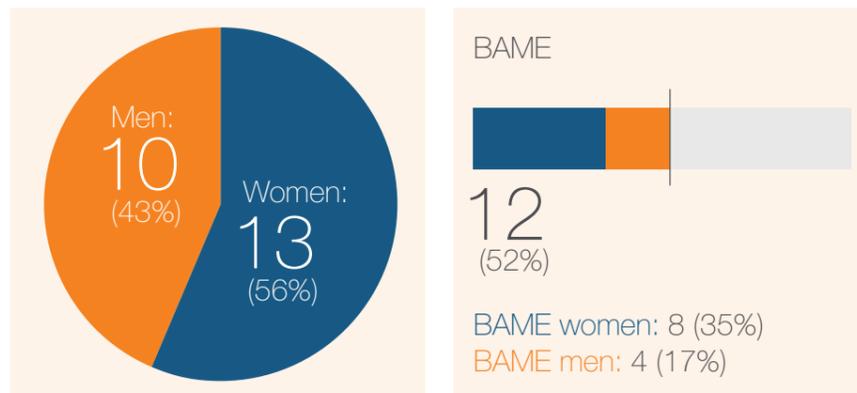
Our senior managers

Our senior managers look after the main functional areas of our organisation: HR, Fundraising, Services, Research, Learning, our commercial activities, our place and space and the Debt Free London partnership. At senior management level there is a good gender split, and a mix of backgrounds covering ethnicity and other characteristics. Two out of eight senior managers are from BAME backgrounds (25%). A number of the team are long serving, though 5 have been recruited to senior management roles in the past 3 years.



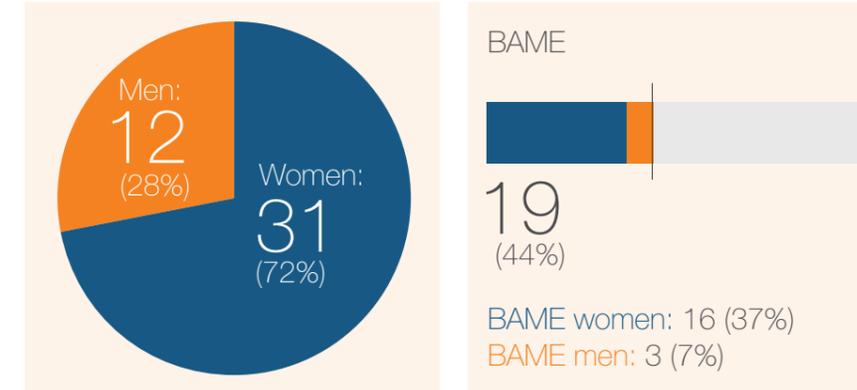
Our managers

At management level we also enjoy the benefit of a diverse and talented group of managers drawn from a range of communities: 12 of the 23 roles with some management responsibility (below Senior Management Team) are from BAME backgrounds, and 13 are women. These roles include positions such as: the Free Legal Advice Centre Manager; Two Debt Free London Partnership Managers; our Volunteer Manager; Linkage Plus Programme Manager; Finance Manager; Quality Manager and Trust and Foundation Fundraising Manager, as well as others. It should be noted that our definition of 'management responsibility' is broad – including project managers, technical supervisors and other roles, some without formal line management responsibility. But all are deemed to have a level of responsibility and complexity within our organisational framework.



Our wider team

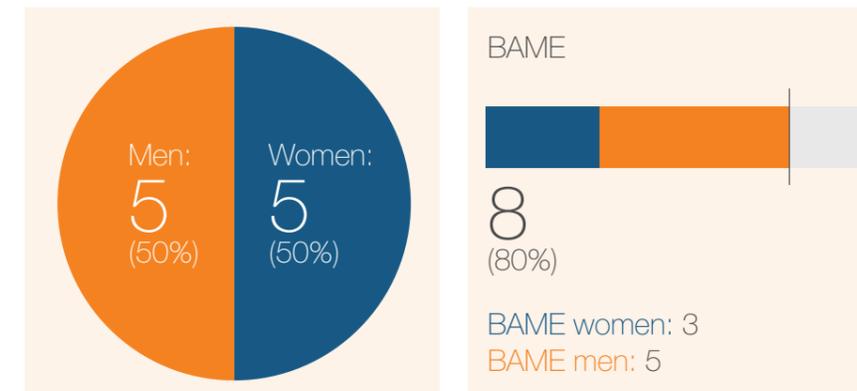
We have a wide range of roles across our organisation that are all important to how we interact with the communities around us and how we sustain and develop our organisation. These roles include advisers, community workers, assistants, project officers and many other vital functions.



Our trainees

In July 2020 we welcomed in 10 new starters to Toynbee Hall as trainee debt advisors, to work in our Debt Free London partnership. The roles were recruited as traineeships, so the applicants weren't expected to already have gained experience or qualifications; and they were recruited with a clear intention the roles would be at least partly remote/digital. Also, because we were recruiting for multiple roles at once, we could draw on a very wide range of candidates.

While these roles were not 'age specific', nor was recruitment entirely local, they nevertheless do lend themselves to young people from East London seeking to take early steps in their career. Tower Hamlets has the 4th youngest population in the UK. Almost half of the residents (46%) are aged 20 – 39 so these roles do give us an opportunity to offer some opportunities to younger people in the borough – and a number of these roles have been taken up by local young people.



In October 2020 we carried out a further extensive recruitment of trainees, bringing in a new cohort of diverse team members to Toynbee Hall. These additional trainees are not included in these numbers, but the make up of this group and its impact on our organisational profile will be reflected in subsequent reports.

Other characteristics of our staff team

We collect anonymous data on disability, sexual orientation, and other protected characteristics. In many cases these characteristics are not immediately visible or obvious.

Disability*	
Known disability	18%
No known disability	75%
Prefer not to say	7%

Sexual orientation*	
Heterosexual	62%
Gay	5%
Bisexual	3%
Prefer not to say	30%

Length of service	
Average (mean)	3 years 11 months
Average (median)	1 year 10 months
Longest	29 years 6 months

Ethnicity*

We collect data on what staff tell us about their ethnicity. This data is not broken down by grade but gives some more definition to the characteristics of 'white' and 'BAME' used elsewhere in our data. In terms of our comparisons to the local area, Tower Hamlets is ranked as the 16th most ethnically diverse local authority in England. More than two thirds of the residents belong to minority ethnic groups. Tower Hamlets is also home to the largest Bangladeshi population in the country, with 32% of the population describing their origin as Bangladeshi. 38% of residents are Muslim – the highest proportion in the UK.

The different ethnic backgrounds of our team

Asian (other)	5%
Asian (Chinese)	3%
Asian (Pakistani)	5%
Bangladeshi	9%
Black (Caribbean)	4%
Black (African)	12%
Black (other)	1%
Dual heritage	2%
White British	26%
White English	23%
White Welsh	1%
White Irish	1%
White Other	5%
Prefer not to say	1%

*(all staff without trainees and advice assistants)

Reward

It is very important that we reward our staff fairly, in terms of their roles and responsibilities, and ensure that we are also being fair in terms of pay in relation to gender and ethnicity and other characteristics across grades.

We reviewed all of our salaries and bands in 2017 and since then have introduced a system of regular review of roles by the Executive, using the market as a broad comparator in setting salaries, while maintaining oversight of fairness within the organisation in terms of responsibility and complexity of roles.

In a large organisation with many employees staying a number of years and responsibilities and roles evolving, it is inevitable that there will be some variation within salary ranges at different levels. However we want to ensure that our processes allow us the scope to look carefully at how we are rewarding our team and take steps to ensure we are – and are seen to be – fair. We are Living Wage employers and the ratio between the highest paid and lowest paid member of staff in our team is 4:1.

	Average	Average male	Average white male	Average male BAME	Average female	Average female white	Average female BAME
Senior Managers*	52,193	+3.5%	+3.5%	-	-2.1%	-0.7%	-4.2%
Managers*	35,771	-0.9%	-0.6%	-1.3%	+0.7%	+2.7%	-0.3%
Other team members*	29,050	+7.2%	+5.6%	+8.5%	-2.8%	-4.6%	-1.1%

*All based on Full Time Equivalent

The chart above was accurate as of October 2020. It does not include trainees and advice assistants, all of whom are paid £22,000. Some salaries have since been adjusted to address identified gaps.

Executive salaries

The Executive Team of the charity comprise the Chief Executive Officer, the Director of Policy and Innovation and the Director of Finance. In October 2020, the Chief Executive's salary was £81,600 for his full time role. Our Director of Policy and Innovation's salary was £71,400 for her full time role. Both these directors also received pension contributions. Our Director of Finance's salary was £62,730 for his 3 day per week contract, with no pension contribution. All three received the annual percentage pay increase alongside all other staff during the summer of 2020. Our ratio of Chief Executive pay to pay of the lowest member for staff is around 4:1. We publish information on our executive salaries and pensions each year in our Annual Report and Accounts.

Other salaries

The table below highlights key data on salaries for other groups of staff within Toynbee Hall. We have used percentages so as not to give details of individual salaries.

Using this data

The final sections of this report set out how we as an Executive and Board see this data and what we will do as a result.



Our values and intention

Our goal is to be an organisation that can reflect with some authenticity the make-up of the communities that we seek to serve, and offer opportunities to people drawn from those communities.

We want to ensure that local people – including those from communities with a significant presence in East London, such as the Bangladeshi community – are able and encouraged to join our team. This is important for a number of reasons. With approaching 90 staff we are a significant local employer. Beyond this, we work with people who face disadvantage and discrimination, often from minority communities. We have a responsibility to understand and connect with these communities; when people engage with us, we want them to see people like themselves throughout the whole organisation, from our front facing roles to our leadership team.

We want to create opportunity; not only, as described above, for people to come into our organisation, but also for our current team. We have a diverse and talented staff at all levels from a range of different backgrounds; we want to help them progress to senior roles and more responsibility, with us, or in other organisations.

We want to recruit fairly, proactively and flexibly, so that we don't create barriers for people whose circumstances require particular patterns of work, adjustments, or creative ways of managing work life balance.

We want to set our standards so that we don't need to 'make adjustments': instead, our team should expect that we will create systems that really do work for everyone.

And we want to reward fairly and progressively so that salaries keep pace with cost of living increases, over time maintaining the value of compensation we give to our team. At the same time, where we see that our structures or the requirements we have for roles are unwittingly creating inequities in terms of race, gender, disability or other characteristics, we will take prompt action.

How we have shown this intention in recent months

We have made a number of changes proactively over recent years to address some of these challenges:

- In our recruitment we have specifically added explicit encouragement that strong connections to the local community will be an advantage to all roles (as we did with our last two waves of Trustee recruitment in 2019 and 2020); and following the guidance of *Working Families* charity we have also included in our recruitment advertising that all jobs can be considered as flexible.
- We have established an internal team to look at our policies and practice in relation to diversity with specific focus on race, because of the wide interest of our team and community around us focused on the Black Lives Matter campaign; and our team and community's direct experience of the disproportionate impact of COVID-19 and subsequent measures on some BAME groups. We are collaborating with a range of external organisations and our staff team to develop our action plan.
- We have kept a focus on pay and reward, through an ongoing process of re-evaluating roles as responsibilities change. This has led to some proactive adjustments in salaries of some roles, where a pay gap was visible in the data.
- We have made staff wellbeing a priority throughout the year, and particularly over recent months during the Covid crisis. Not only has our staff-led Wellbeing Committee been very active, offering support and safe space to staff, but also all of our planning for reopening and adapting has had a strong and explicit focus on staff wellbeing. This has been very much appreciated by our team.
- And we have recognised the Trade Union, creating a formal structure (replacing an informal Staff Committee) for staff to input to decision making around terms and conditions, and hold us to account.

Our priorities now

We know there is more to do, however. Having discussed this report with our Board of Trustees, our priorities are now to:

- Define metrics by which we will measure success; and create an action plan to get us there. We will do this by the end of March 2021.
- Engage our team, Trustees and other stakeholders in delivering on that plan, and holding ourselves to account. This process has already started.

We are working with our whole management team on our own awareness of and understanding of race and diversity, to help us better plan for the future and address our opportunities for us to do better together. This work began in the autumn of 2020. Alongside this, our key areas of focus for action will include:

1) To be more proactive around recruitment locally

We want to use the long established partnerships we have – as well as those made recently – to continue to strengthen our connections locally, particularly in the Bengali community, and create opportunities for people from those communities to join us.

Building on our experience of creating the trainee debt adviser programme, we want to create a pipeline and development pathway for local young people.

And we will involve community members in our recruitment processes for more of our roles, having recently begun to do this with community facing positions.

Exploring how others have done this well – some organisations make much more use of things like cohort recruitment, where a number of posts are recruited at the same time, potentially giving more opportunities for a diverse range of candidates to be selected. Our recent Debt Free London trainee recruitment has seen the value of this approach.

2) To create more opportunities for progression

As noted, we have a very strong and diverse group of middle managers. We want to do more to equip and develop them for further leadership roles, within Toynbee Hall or elsewhere. There are a variety of options we will consider and we welcome further ideas, but some routes we may explore could include:

- Offering staff enhanced responsibilities (e.g. more seniority / responsibility either within their role or beyond it), combined with support, training and, where appropriate, enhanced salary to back this up.
- Making more use of internal recruitment and developing staff across teams, rather than just thinking of progressing 'upwards'.
- Providing coaching and mentoring opportunities for staff to help them think about their own development and give them the confidence to put themselves forward.
- Increase the range of training available to staff, helping them to build the skills and knowledge needed to apply successfully for more senior roles.



3) To seek to better understand the barriers facing staff

There are many complex historical, financial and cultural reasons why our organisation is as it is. And perhaps there are things that we are unwittingly doing – or not doing – which are causing or exacerbating some inequalities. So one of the things we need is to demonstrate change going forward. And that means that when we see things that need to change, we should act quickly. We have done this on a number of occasions recently; we hope this will continue to build trust and faith in the staff team and encourage people to be more confident themselves.

Beyond this, it is really important that we seek to understand better what the barriers are that our team face themselves. So one important strand of work for our working group on diversity will be to seek to build this understanding, so as to help us find ways of tackling the barriers with them.

4) To better use the tools at our disposal

We have a good culture of one to one support, line management training, and appraisals; and a strong and positive culture which values open communication and seeks to build a very inclusive sense of team. We can use these assets better to help us be more proactive in terms of how we support and develop our team, building skills and gaining experience which helps them both fulfil their current roles and achieve their aspirations for the future. We want everyone's time working at Toynbee Hall to act as a valuable stepping stone, enriching people's ability to build successful careers which contribute to building a happier and fairer future.



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