

THE GREEN PARK PUBLIC SERVICE LEADERSHIP 5,000

*A review of diversity
in the UK's public
and charity sectors*

2014

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GREEN PARK

Green Park is a multi-award winning supplier of executive search, interim management and business advisory solutions, operating from the UK across 52 countries. Green Park has consistently featured in the top four of the HOT 100 industry league tables by Recruiter magazine. We have a strong track record of resourcing at board level and for senior leadership teams both in the UK and internationally.

At Green Park, we care passionately about helping our customers change or grow their businesses. Our pioneering spirit and innovative approach gives us the dynamism and focus to consistently deliver new ideas and fresh solutions. Specialising in our core areas of experience and expertise is why our clients have helped the team at Green Park achieve continuous growth since conception and over 40 international award nominations.

Green Park has recently founded Green Park Diversity Analytics, a research and advisory body, chaired by Trevor Phillips, that uses unique quantitative modelling to analyse the executive labour market by specific dimensions of diversity. It is the latest addition to Green Park's range of resources and services, designed in partnership with our valued customers.

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EXECUTIVE SUMMARY

The *Green Park Public Service Leadership 5,000* maps the gender and ethno-cultural diversity of selected board and executive leaders in public organisations and charities. The sample is carefully designed to allow comparison with the Top 3 and Top 20 levels of The Green Park Leadership 10,000. In total we have examined the files of 3,465 individuals working in central government, local government, public agencies and corporations and the charity sector.

Summaries

Government Departments

- There are virtually no employees of Black or Chinese/Other Asian origin in SCS grades 1 – 4 (in ascending order of seniority, Deputy Director, Director, Director-General, Permanent Secretary).
- Ethno-cultural minorities are under-represented in the Senior Civil Service, relative to the population at large, by a factor of six to one; and compared to the ethnic minority population of the service itself, ethnic minority staff are under-represented at senior levels by a factor of four to one.
- Compared to the gender make up of both the population at large and the Civil Service itself, the senior ranks of government departments display a gender deficit of almost two to one, i.e. there are just over half the number of women in senior roles as there should be to achieve gender parity.

Local Authorities

- Gender diversity across the Top 20 positions in local government is healthy, outdoing the FTSE 100.
- There is little difference in gender diversity between London and non-London urban authorities, but women who aspire to top jobs have far better prospects in county councils.
- Ethno-cultural diversity in local authority leadership is so low that it almost defies analysis; there is just one non-White local authority Chief Executive Officer in London and none amongst the eight “Core Cities” outside London.

- There is less ethno-cultural diversity in local authority leadership across the UK than in the FTSE 100; even the most diverse area of Britain – London – has a lower proportion of visible minority executives than the FTSE 100.
- Women leaders are least likely to be found in the most powerful Chief Officer function – Corporate Resources & Finance. By contrast, insofar as they are present at all, high-status visible minorities are more likely to be found in these departments.

Charity sector

- Encouragingly, none of the 25 largest charities had an entirely male Top 20; and in fact this group's Top 20 was remarkably gender diverse, with women taking over two of every five positions. This is twice as gender diverse as the FTSE 100's Top 20.
- However, as in the more gender diverse sectors of the FTSE 100, women appear unable to break through the glass ceiling to the top job – holding senior support positions but never the key role – what might be called “silverback syndrome”.
- The paucity of female Chief Executive Officers may, in part, be explained by the fact that amongst those who lead the selection panels for the top jobs – the Chairs of charity boards – just one in five is female.
- Surprisingly, this sector suffers badly from “snowy peak” syndrome; ethno-cultural minorities are under-represented in the UK's charity sector leadership by a factor of almost four to one, and in this respect is even less diverse than the FTSE 100's Top 20.

Introduction

At Green Park, we are committed to helping to build better organisations, led by great teams. A vital aspect of our work is to maximise the energy and creativity that comes with diversity. The right mix of talent within top teams is essential if organisations are to achieve a 'diversity dividend'. With this in mind, we have created Green Park Diversity Analytics, a research and advisory body that takes a rigorous approach to the best data available, and couples it with a unique methodology to offer fresh insights into the field of diversity and inclusion.

The *Green Park Public Service Leadership 5,000* (GP PS 5,000) is an in depth analysis of gender and ethno-cultural diversity amongst the 5,000 most senior employees who serve the public directly or indirectly. This is a companion study to *The Green Park Leadership 10,000*, our analysis of the FTSE 100's top 10,000 executives, published in February 2014. These two studies will be updated regularly and will be complemented by further analyses of diversity within company sectors, public agencies and charities; benchmarking, for example, different sectors and job functions.

The organisations we have examined for this study all share two characteristics. First, they exist to serve the public rather than to earn value for a group of shareholders; and second, they are all supported in some way by the taxpayer. Some play a role in regulating the behaviour of other bodies, including private firms; and in many cases they are responsible for procurement of goods and services on the taxpayer's behalf (a market worth some £230 billion in 2013). Whilst, like private companies, these organisations are required to recruit the most capable personnel they can, they also carry a responsibility to engage the widest possible range of individuals as possible, above all in their leadership and governance.

The Green Park PS 5,000 identifies the backgrounds of many of the key individuals who lead these organisations. We believe that the most important quality of these individuals should be their personal capability, measured by their experience, achievement and potential. But we also believe that no organisation can be sustainably successful without a range of skills and outlooks in its leadership team, and that there is a clear relationship between those qualities and the identity characteristics of the team.

This principle lies at the heart of Green Park's business case for diversity, which has remained constant since its founding in 2006. We wrote in our introduction to *The Green Park Leadership 10,000* that:

...true diversity in a company lies in the range of opinion, experience, education and outlook amongst its people – what we call acquired diversity. These qualities are hard enough to measure in individuals, let alone to analyse in a group. But we do know that a mix of inherent

identities – gender, ethnicity, culture, religion, age and sexual orientation – is a great pointer to the extent of any organisation’s underlying acquired diversity.’

(Green Park Diversity Analytics, 2014)

We have developed new ways of identifying and measuring acquired diversity; but we also know that a clear sign of the presence of acquired diversity is a leadership that is demonstrably, inherently, diverse.

This study lays bare the facts about the diversity of our public leadership in four categories – central government, local government, arm’s length public bodies, and charities. The picture shows that whilst there is much that is encouraging, we still have some way to go to achieve the best public leadership mix our diverse society can offer.



Raj Tulsiani,
Chief Executive Officer, Green Park Group



Trevor Phillips OBE,
Chair, Green Park Diversity Analytics.



Scope and methodology

The scope of the review

The *Green Park Public Service Leadership 5,000* (GP PS 5,000) is designed to provide an unprecedented depth of information about the diversity of the sector's leadership.

- It is **larger** than any non-Green Park survey so far constructed for this purpose.
- It is **three-dimensional**, offering breakdowns of public service leadership by gender, ethnicity and cultural background.
- It goes **deeper**, analysing both of the top two layers of leadership rather than simply focussing on the Board of Directors, the Trustees or the Chief Officers of a council.
- It is **sector specific**, providing comparison between the various kinds of bodies, and benchmarked against The Green Park Leadership 10,000.

Methodology

We have examined the background of 3,465 individuals in total.

We have examined 525 individuals in the charity sector, 1,096 individuals in UK Central Government, 1,578 individuals in Local Government and 268 individuals in other public bodies.

The analysis by gender and ethno-cultural origin is collated using Origins, unique software tool created by Professor Richard Webber, best known as the lead developer of two of the most commonly used consumer classification systems in the world: Mosaic and Acorn. This software employs a database of 1.2 billion individual records globally. It uses 2.5 million family names and 0.8 million personal names to generate algorithms that can associate individual names with gender and ethnic or cultural identity. We have tested this against several samples where the ethnic and/or gender compositions are known through other methods and achieved accuracy in excess of 95%. For example, against a file of 40 million British adults, the software we use produces a population breakdown directly comparable to that of the 2011 census.

In some respects our breakdown differs slightly from that published by public service employers. The principal reason is that most published surveys rely on self-declaration which, in the case of ethno-cultural origin, suffers from partial or incorrect returns and differential rates of return by various ethnic groupings. Our Origins database is unaffected by any of these

difficulties. In the case of the executive level employees considered in this report, virtually all names are published on the relevant organisation’s website or annual report. Where possible, we have validated our results through other methods.

Terminology

In analysing the ethno-cultural diversity of the GP PS 5,000, we have categorised names in over 200 different classifications. To make the picture meaningful, and to approximate to common usage, we have aggregated these into five non-overlapping categories - three ethnic categories (White, Black, Chinese/Other Asian) and two cultural/religious categories (Muslim and Hindu/Sikh).

For ease of reference, this is how our categories correspond to those used by the Office for National Statistics (ONS):¹

OUR CATEGORY	ONS CATEGORY
White	White
Black	Black/African/Caribbean/Black British
Muslim	Pakistani/Bangladeshi/Arab
Hindu/Sikh	Indian
Chinese/Other Asian	Chinese/Any other Asian

We are confident that these are, in practice, the best correlates for the identity groups concerned.

In a few cases where a group is identified both by national and cultural signifiers, we have chosen what we take to be the category that most strongly predicts outcomes. For example, Indian Muslims are categorised in the broad group ‘Muslim’.

People of mixed heritage tend to be counted according to their male parental origin, though the combination of personal and family name usually offers a strong indication of the most appropriate category.

The UK Population

Our results have to be seen against the background of the country’s ethno-cultural composition.

In 2011 most of the UK population described themselves as belonging to the ‘White’ ethnic group (87%, or 55 million).

¹ <http://www.ons.gov.uk/ons/guide-method/measuring-equality/equality/ethnic-nat-identity-religion/ethnic-group/index.html#1>

The remaining 13% (8.1 million) belonged to a minority ethnic group, representing one person in eight of the UK population.

The Asian/Asian British (including Chinese) ethnic group accounted for 7% of the UK population (4.4. million people). The Black ethnic group accounted for a further 3%. The remaining 3% was composed of a variety of smaller groups.

Our database classifications - for both the overall and the working population - are consistent with those derived from the census.

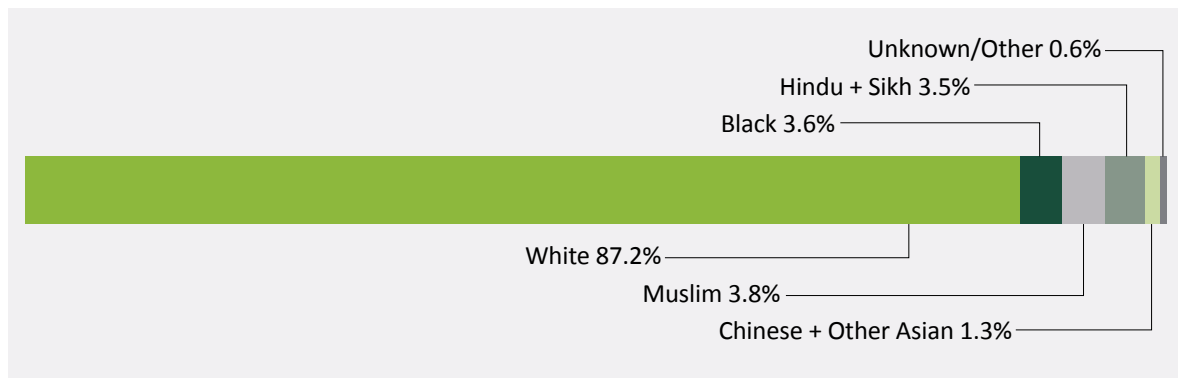
In this report we focus on local authorities inside and outside of London. In London, just 44.9% of residents describe themselves as White British, with another 14.9% accounting for other White groups, compared to the total White figure of 87% for the whole UK above. In the eight core cities, the population is divided 83:17 White/non-White on average, with minority shares ranging from 5.5% to 30%; and in the 27 county councils we examined, the mean ratio is 94:6, with a ranging between 1.5% and 13.5%

Figure 1: Ratio of White to non-White origins in the UK population



Our proportions of different ethnic groups in the UK are as below.

Figure 2: Origin UK working age population (2011)



UK Government departments

We have compiled a database identifying the most senior individuals in 24 Ministerial Departments and 22 Non-Ministerial Departments. The most senior (SCS4) are Permanent Secretaries; the least senior (SCS1) are generally speaking referred to as Deputy Directors. The total database constitutes 1,096 individuals. This corresponds, broadly speaking, to our FTSE 100 Top 20 executive cohort; we have provided comparisons below.

Gender diversity

We have analysed the Top 20 cohort of the Senior Civil Service by gender. Unsurprisingly, women are under-represented by almost two to one, compared to the population in general. Compared to the Civil Service overall, women are also under-represented by a factor of almost two to one. Table 1 illustrates that SCS outperforms the FTSE 100 in terms of gender diversity. There is little difference between Ministerial Departments and Non-Ministerial Departments.

Table 1: Comparing gender diversity in UK Government departments with FTSE 100 at Top 20 Level

GENDER	ALL CIVIL SERVANTS	MINISTERIAL DEPARTMENTS UK GOVERNMENT TOP 20 LEVEL	NON-MINISTERIAL DEPARTMENTS UK GOVERNMENT TOP 20 LEVEL	FTSE 100 TOP 20 LEVEL
Male	47.0%	72.2%	71.0%	80.2%
Female	53.0%	27.8%	29.0%	19.8%

Gender Diversity Rankings across Ministerial Departments (SCS4 – SCS1)²

1. Department for Education
2. Department for Health
3. HM Treasury
4. Department for Business, Innovation and Skills
5. Department for Work and Pensions

2 Insufficient employee records found for:

- Attorney General for Scotland
- Attorney General's Office
- Department for Culture, Media and Sport
- Department for International Development
- Northern Ireland Office
- Scotland Office
- UK Export Finance
- Wales Office

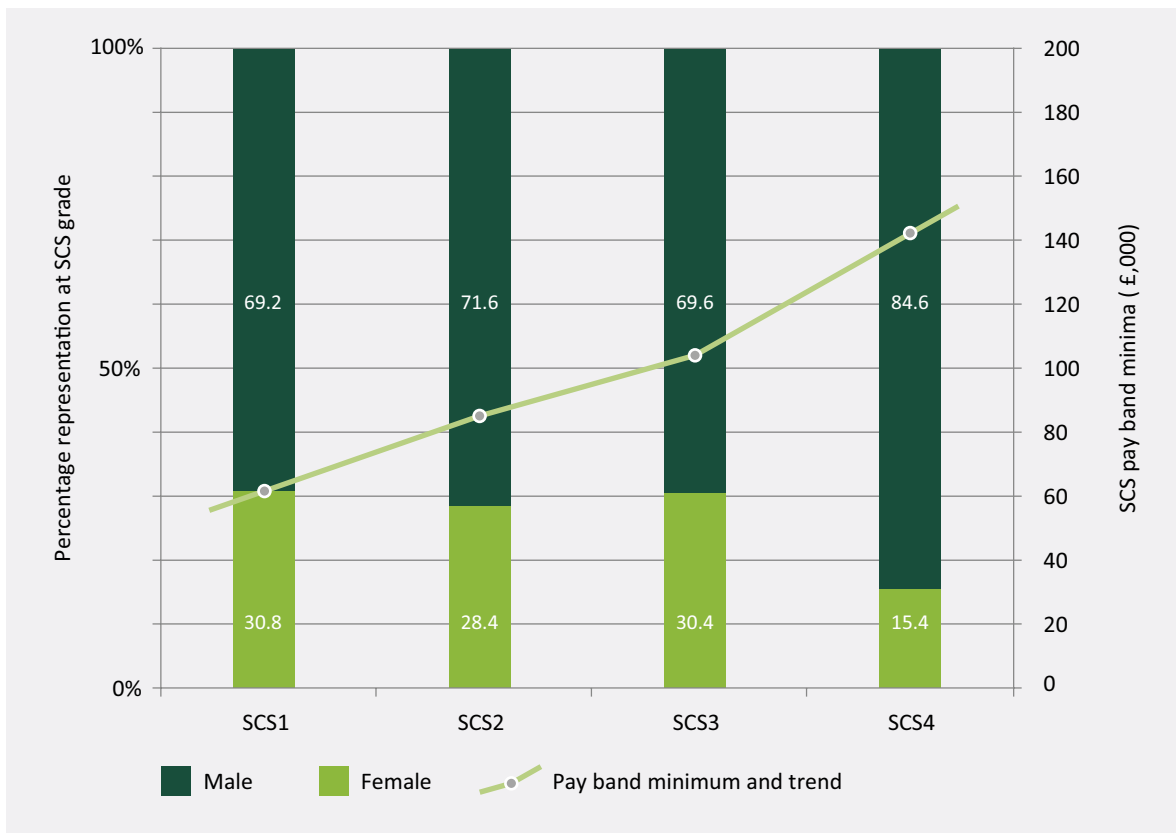
6. Cabinet Office
7. Department for Environment, Food and Rural Affairs
8. Department for Transport
9. Home Office
10. Department for Communities and Local Government
11. Ministry of Justice
12. Department of Energy and Climate Change
13. Foreign and Commonwealth Office
14. Ministry of Defence

Table 2: Gender diversity within ministerial departments – Senior Civil Service (SCS1 – SCS4)

GENDER	SCS1	SCS2	SCS3	SCS4
Male	69.2%	71.6%	69.6%	84.6%
Female	30.8%	28.4%	30.4%	15.4%

The picture of rising seniority associated with falling female participation is a familiar one.

Figure 3: Graphical representation of data from Figure 2 in relation to SCS payband minima



Note: Tier 1 SCS4 salaries in some cases exceed £200K

Table 3: Gender diversity within non-ministerial department board positions

GENDER	NON-MINISTERIAL DEPARTMENTS EXECUTIVE ROLE	NON-MINISTERIAL DEPARTMENTS NON-EXECUTIVE ROLE
Male	68.7%	75.0%
Female	31.3%	25.0%

Ethno-cultural diversity

We have analysed the Top 20 cohort in the UK Government departments by ethno-cultural background.

Even compared to FTSE 100 companies, where ethno-cultural minorities are extremely under-represented, the Senior Civil Service is even more strikingly “vanilla” than the senior levels of the UK’s top private sector companies. We found two kinds of minority Civil Servants – Black and Chinese/ Other Asian Britons – to be virtually unrepresented at senior levels.

Ethnic minorities are under-represented by a factor of almost six to one compared to the population as a whole; and even compared to the proportion of Civil Servants who identify themselves as ethnic minority – 9.6% in 2013 – they are under-represented by a factor of four to one.

The Senior Civil Service is even more strikingly “vanilla” than the senior levels of the UK’s top private sector companies

Table 4: Comparing ethno-cultural diversity in UK Government departments with FTSE 100 at top 20 level

ORIGIN	MINISTERIAL DEPARTMENTS UK GOVERNMENT	NON-MINISTERIAL DEPARTMENTS UK GOVERNMENT	FTSE 100 TOP 20 LEVEL	UK WORKING AGE POPULATION (2011)
White	96.3%	95.5%	91.7%	87.2%
Black	0.2%	1.3%	3.5%	3.6%
Muslim	0.8%	0.2%	0.9%	3.8%
Hindu + Sikh	1.0%	1.0%	2.2%	3.5%
Chinese + Other Asian	0.1%	0.7%	1.4%	1.3%
Unknown/Other	1.6%	1.3%	0.3%	0.6%

Ethno-cultural Diversity Rankings across Ministerial Departments (SCS4-SCS1)

1. Department for International Development
2. HM Treasury
3. Foreign and Commonwealth Office
4. Department for Work and Pensions
5. Department for Education
6. Department for Energy and Climate Change
7. Department for Business, Innovation and Skills
8. Ministry of Defence, Cabinet Office, Department for Communities and Local Government, Department for Environment and Rural Affairs, Department for Health, Home Office, Ministry of Justice

Local Government

Our analysis of the leadership of local government examines the two most senior layers of executive management in England and Wales. We have gathered data on the leadership of the 8 core cities, the county councils in England, and all 33 London councils. We present these results in total, and also as separate classes, i.e. London, Core Cities (Birmingham, Bristol, Leeds, Liverpool, Manchester, Newcastle, Nottingham and Sheffield) and county councils.

Our database includes: 196 individuals occupying the top two layers of leadership at the 8 core cities outside London; 534 individuals at the 27 county councils and 849 individuals at the 33 London Boroughs.

The top two layers of leadership are defined as follows:

- The Chief Executive and his direct reports – Chief Officers
- The reports to any of these individuals – Level 2

This constitutes an average 24 individuals in each of 67 authorities, which provides a basis for comparison with the Top 20 in the FTSE 100, and the Senior Civil Service.

All authorities

Gender diversity

Figure 10 illustrates that Local Government is more gender diverse at senior levels than the FTSE 100, but that it still remains well short of parity with the gender division in the population as a whole.

Table 5: Comparing gender diversity in local government with FTSE 100 at Top 20 Level

GENDER	COUNTY COUNCILS TOP 20 LEVEL	CORE CITIES TOP 20 LEVEL	LONDON BOROUGHS TOP 20 LEVEL	FTSE 100 TOP 20 LEVEL
Male	61.3%	63.5%	61.1%	80.2%
Female	38.7%	36.5%	38.9%	19.8%

Ethno-cultural diversity

We also examined the extent of ethno-cultural diversity amongst local authority leaderships inside and outside of the M25. Inevitably, London looks a little more representative, but

in the context of a White/non-White ratio of 87:13 nationally and a 55:45 ratio inside London, the presence of ethnic minorities at the highest level of local government might unkindly – but accurately - be described as derisory. Figures for the whole country are so small that they are not worth tabulating here; but a comparison between the different types of local authority yields a remarkable result – that even London, the most diverse area of the country with a 40 per cent non-White population, shows a less diverse local authority leadership, with 7.3% ethno-cultural minority representation, than the FTSE 100 does, with 8.3 per cent.

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Table 6: Comparing ethno-cultural diversity in local government with FTSE 100 at Top 20 Level

ORIGIN	COUNTY COUNCILS TOP 20 LEVEL	CORE CITIES TOP 20 LEVEL	LONDON BOROUGHS TOP 20 LEVEL	FTSE 100 TOP 20 LEVEL
White	97.3%	93.1%	92.7%	91.7%
Black	1.1%	2.7%	3.0%	3.5%
Muslim	0.3%	0.8%	1.6%	0.9%
Hindu + Sikh	1.0%	2.7%	2.1%	2.2%
Chinese + Other Asian	0.3%	0.7%	0.3%	1.4%
Unknown/Other	0.0%	0.0%	0.3%	0.3%

London boroughs

The available data for London’s boroughs allows us to make a more detailed comparative analysis, in particular, identifying the functions in which female and minority leaders are more or less successful.

Gender diversity

The figures for London’s boroughs display a familiar pattern of female under-representation; however, the male-to-female ratio at Level 2 suggests that there are women in the executive pipeline who are capable of winning appointment to the top positions in the near future.

Table 7: Gender diversity within top levels in London boroughs

GENDER	CHIEF EXECUTIVE	CHIEF OFFICER	LEVEL 2
Male	73.3%	63.4%	60.5%
Female	26.7%	36.6%	39.5%

With regards to functions within local authorities, it is hardly surprising that women leaders are (relatively) more frequently found in Children's Services and less so in Environment Services. However, it is harder to explain their relative absence in the Corporate Resources & Finance department. In this latter respect, local government shares an unexplained bias with the private sector, which showed the same pattern in our study of the FTSE 100.

Table 8: Gender diversity across London borough directorates

GENDER	ADULTS' SERVICES	CHILDREN'S SERVICES	CORPORATE RESOURCES & FINANCE	ENVIRONMENT
Male	60.0%	53.2%	68.7%	67.0%
Female	40.0%	46.8%	31.3%	33.0%

The London Borough of Barking and Dagenham Council possesses the most gender diverse leadership whereas London Borough of Redbridge displays the least gender diverse leadership.

Ethno-cultural diversity

In our examination of the ethno-cultural diversity of London's local authority leadership, one finding stands out – that in spite of the fact that some 40% of London's residents are from visible minorities, just one Chief Executive in the 33 boroughs can claim non-White ethnicity.³

Table 9: Ethno-cultural diversity within top levels in London boroughs

ORIGIN	CHIEF EXECUTIVE	CHIEF OFFICER	LEVEL 2
White	96.9%	94.0%	92.2%
Black	3.1%	2.7%	3.0%
Muslim	0.0%	2.0%	1.5%
Hindu + Sikh	0.0%	1.3%	2.4%
Chinese + Other Asian	0.0%	0.0%	0.4%
Unknown/Other	0.0%	0.0%	0.5%

When we considered the distribution of ethno-cultural leaders by department, we observed a clear contrast to our gender tables. Here, Corporate Resources & Finance is the most diverse department.

³ Since the research has been conducted, the only non-White Chief Executive is to stand down, in December 2014.

Table 10: Ethno-cultural diversity across London borough directorates

ORIGIN	ADULTS' SERVICES	CHILDREN'S SERVICES	CORPORATE RESOURCES & FINANCE	ENVIRONMENT
White	94.8%	89.3%	89.7%	94.6%
Black	4.0%	7.8%	1.6%	2.7%
Muslim	1.2%	1.6%	1.5%	2.1%
Hindu + Sikh	0.0%	1.3%	3.2%	0.6%
Chinese + Other Asian	0.0%	0.0%	0.8%	0.0%
Unknown/Other	0.0%	0.0%	3.2%	0.0%

The London Borough of Tower Hamlets displays the greatest proportion of ethno-cultural diversity in top leadership whereas the lowest figure is found at the London Borough of Hounslow.

Core Cities

Gender diversity

Here, our analysis reflects the situation in London quite closely, with one exception. Senior women leaders who want to be promoted to become a Chief Officer might find that their chances of reaching this level are much higher.

The Corporate Resources & Finance function is again largely male dominated, compared with other directorates

Table 11: Gender diversity within top levels in the Core Cities

GENDER	CHIEF EXECUTIVE	CHIEF OFFICER	LEVEL 2
Male	75.0%	73.5%	59.8%
Female	25.0%	26.5%	40.2%

In respect of the functional distribution, the Core Cities show a similar pattern to the spread in the capital. The Corporate Resources & Finance function is again largely male dominated, compared to the other directorates.

Table 12: Gender diversity across directorates in Core Cities

GENDER	ADULTS' SERVICES	CHILDREN'S SERVICES	CORPORATE RESOURCES & FINANCE	ENVIRONMENT
Male	63.2%	50.0%	81.8%	61.5%
Female	36.8%	50.0%	18.2%	38.5%

Our research shows that the most gender diverse leadership for a Core City is at Manchester City Council and the least at Nottingham City Council.

Ethno-cultural diversity

Despite the fact that the 8 Core Cities have a visible minority population share of 17.1 % it is remarkable that not one has (or to our knowledge has ever had) a non-White Chief Executive Officer. Even at Level 2, ethno-cultural minority leaders are under-represented by a factor of over two to one. ie they appear less than half as frequently as they ought to at this level

Table 13: Ethno-cultural diversity within toplevels in Core Cities

ORIGIN	CHIEF EXECUTIVE	CHIEF OFFICER	LEVEL 2
White	100%	90.4%	93.9%
Black	0.0%	5.4%	1.9%
Muslim	0.0%	1.6%	0.6%
Hindu + Sikh	0.0%	2.6%	2.7%
Chinese + Other Asian	0.0%	0.0%	0.9%
Unknown/Other	0.0%	0.0%	0.0%

The relatively small number of individuals sampled, combined with the small number of ethnic minorities would render a functional analysis here meaningless.

The least ethno-culturally diverse council leadership for a Core City was found at Bristol City Council whereas the most diverse council leadership was found at Liverpool City Council.

County councils

The top levels of county councils appear to show a better gender reflection of the population than the London boroughs or the core cities.

Gender diversity

Strikingly, women who aspire to be Chief Executive Officers or Chief Officers would do well to look away from the urban authorities, and towards the county councils, where their chances of reaching the top jobs are far higher.

Women who aspire to be Chief Executive Officers or Chief Officers would do well to look away from the urban authorities, and towards the county councils, where their chances of reaching the top jobs are far higher

Table 14: Gender diversity within top levels in county councils

GENDER	CHIEF EXECUTIVE	CHIEF OFFICER	LEVEL 2
Male	64.0%	58.5%	62.6%
Female	36.0%	41.5%	37.4%

The functional analysis for these councils differs from London Boroughs and Core Cities in that it shows a higher proportion of women leaders in Adults’ Services and a far lower presence in Environment departments. Children’s Services and Corporate Resources & Finance follow similar trends to other local authorities.

Table 15: Gender diversity across directorates in county councils

GENDER	ADULTS’ SERVICES	CHILDREN’S SERVICES	CORPORATE RESOURCES & FINANCE	ENVIRONMENT
Male	44.0%	56.8%	66.3%	81.6%
Female	56.0%	43.2%	33.7%	18.4%

The highest female representation in a county council was found at Cambridgeshire County Council. The least gender diverse county council was found at Nottinghamshire County Council.

Ethno-cultural diversity

The numbers here are tiny, and disappointingly there is little sign of minority talent in the pipeline being prepared to change the complexion of the top layer.

No major county directorate has even 4 per cent ethno-cultural minority representation

Table 16: Ethno-cultural diversity within top levels in county councils

ORIGIN	CHIEF EXECUTIVE	CHIEF OFFICER	LEVEL 2
White	96.0%	96.5%	95.0%
Black	0.0%	3.0%	0.0%
Muslim	0.0%	0.5%	0.2%
Hindu + Sikh	0.0%	0.0%	1.4%
Chinese + Other Asian	0.0%	0.0%	0.4%
Unknown/Other	4.0%	0.0%	0.0%

The functional analysis shows that none of the directorates examined show any significant degree of ethno-cultural diversity. No major county directorate has even 4 per cent ethno-cultural minority representation.

Table 17: Ethno-cultural diversity across directorates in county councils

ORIGIN	ADULTS' SERVICES	CHILDREN'S SERVICES	CORPORATE RESOURCES & FINANCE	ENVIRONMENT
White	98.9%	97.1%	96.0%	98.3%
Black	0.0%	0.0%	2.7%	0.0%
Muslim	1.1%	0.0%	0.0%	0.0%
Hindu + Sikh	0.0%	1.4%	1.3%	1.7%
Chinese + Other Asian	0.0%	1.5%	0.0%	0.0%
Unknown/Other	0.0%	0.0%	0.0%	0.0%

The least ethno-culturally diverse executive leadership for a county council was found at a number of entirely White leaderships, whereas over 15% ethnic minority representation was not found at any county council.

Other public bodies

We have compiled a database of 268 leaders in 16 of the most prominent Public Corporations and other major public bodies including the Bank of England, NHS England and the BBC.⁴ As with our other sectors this approximates to around 20 top officials in each organisation.

Gender diversity

Table 18 illustrates that the level of gender diversity in Other Public Bodies, shown in Tables 18 and 19, is similar to that in UK Central Government. These organisations outperform the FTSE 100 in terms of gender diversity. They also show a mild echo of the FTSE 100’s skew towards according non-executive roles to women, in preference to executive power.

Table 18: Gender diversity within Other Public Bodies board positions

GENDER	OTHER PUBLIC BODIES EXECUTIVE ROLE	OTHER PUBLIC BODIES TRUSTEE OR NED
Male	73.8%	68.5%
Female	26.2%	31.5%

Table 19: Gender diversity in Other Public Bodies at Top 20 level

GENDER	OTHER PUBLIC BODIES TOP 20 LEVEL	FTSE 100 TOP 20 LEVEL
Male	70.6%	80.2%
Female	29.4%	19.8%

Ethno-cultural Diversity

The numbers of ethno-cultural minority officials in this sample is so low as to make further analysis impossible. Amongst the 268 files we studied just six individuals were not White.

⁴ Full list of organisations available on request

Table 20: Ethno-cultural diversity in Other Public Bodies at Top 20 level

ORIGIN	OTHER PUBLIC BODIES TOP 20 LEVEL	FTSE 100 TOP 20 LEVEL	UK POPULATION (2011)
White	96.9%	91.7%	87.2%
Black	1.1%	3.5%	3.6%
Muslim	0.6%	0.9%	3.8%
Hindu + Sikh	0.9%	2.2%	3.5%
Chinese + Other Asian	0.5%	1.4%	1.3%
Unknown/Other	0.0%	0.3%	0.6%

Charity sector

We have studied the leadership of the top 25 charities defined by income.⁵ These organisations contain some of the most recognisable charity brands, and make a disproportionate contribution to the reputation of the sector. Our sample includes 525 senior executives, with an average of 21 per organisation, thus allowing comparison with other sectors and with the FTSE 100.

Gender diversity

Not one of the 25 organisations that we studied had an all-male Top 20. As Table 21 shows, the charity sector is significantly richer in Top-20 gender diversity than the FTSE 100.

The charity sector is significantly richer in Top-20 gender diversity than the FTSE 100

Table 21: Comparing gender diversity in the charity sector with FTSE 100 at Top 20 level

GENDER	CHARITY SECTOR TOP 20 LEVEL	FTSE 100 TOP 20 LEVEL
Male	58.7%	80.2%
Female	41.3%	19.8%

However, in contrast to virtually every other Top 20 gender profile we have published, the charity sector Top 20 is, at first sight, remarkable for its near-parity in executive roles; in other words women occupy a significant share of executive roles. This is an outcome that is even more surprising when we consider the composition of the Trustee boards which appoint to senior positions, characterised by a three to two male advantage. Just one in five Chairs of the charity sector boards we examined were women.

Table 22: Gender Diversity within charity sector board positions

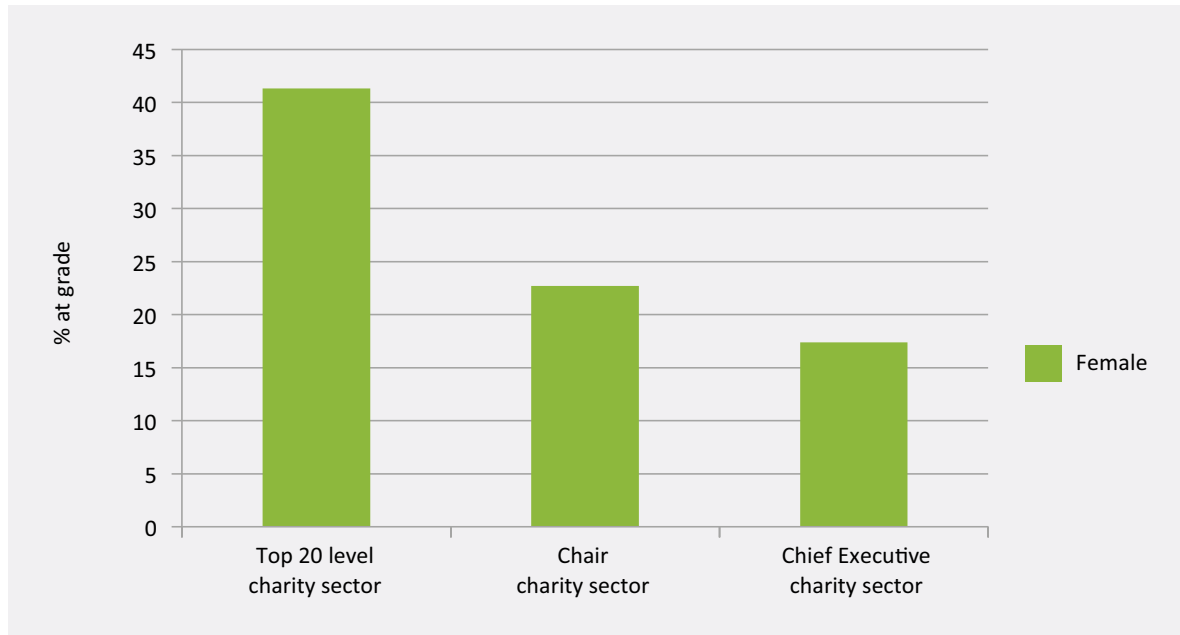
GENDER	CHARITY SECTOR EXECUTIVE ROLE	CHARITY SECTOR TRUSTEE OR SIMILAR ROLE
Male	56.0%	60.1%
Female	44.0%	39.9%

However, a deeper examination of the distribution of senior positions by gender reveals a familiar picture, not unlike that seen in the media sector of the FTSE 100. Here women showed their highest participation rate at the Top 100 level (over 34%), yet that rate was slashed to less than 20% at the Top 20 level, suggesting that women experience a career “plateau” at

⁵ The Salvation Army was not covered in this research as we could not locate official data of the leadership. Therefore, Marie Curie Cancer Care, the 26th largest charity sector organisation by income, was inserted.

that level. In the charity sector a similar phenomenon exists, in which women occur with relative greater frequency at Top 20 level, but are far less likely to be seen as Chairs or Chief Executive Officers – a phenomenon we would describe as “silverback syndrome” echoing the typical gorilla community with one dominant male supported by several females.

Figure 4: The glass-ceiling within the charity sector



Ethno-cultural diversity

Analysis of the charity sector sample in terms of its ethno-cultural diversity reveals a remarkable fact: the major institutions of the charity sector are, in general terms, less ethno-culturally diverse than the FTSE 100, with a 96.2% White Top 20 leadership, compared to the FTSE’s 94.8%. Looked at from the ethnic minority point of view, this represents an under-representation of almost four to one compared to the population at large.

Table 23: Comparing ethno-cultural diversity in the charity sector with FTSE 100 at Top 20 level

ORIGIN	CHARITY SECTOR TOP 20 LEVEL	FTSE 100 TOP 20 LEVEL	UK POPULATION (2011)
White	94.2%	91.7%	87.2%
Black	1.6%	3.5%	3.6%
Muslim	0.7%	0.9%	3.8%
Hindu + Sikh	2.2%	2.2%	3.5%
Chinese + Other Asian	0.5%	1.4%	1.3%
Unknown/Other	0.8%	0.3%	0.6%

Table 24: Ethno-cultural diversity within charity sector board positions

ORIGIN	EXECUTIVE ROLE	TRUSTEE OR SIMILAR ROLE
White	95.6%	93.9%
Black	1.6%	1.6%
Muslim	0.5%	0.7%
Hindu + Sikh	2.3%	2.2%
Chinese + Other Asian	0.0%	0.8%
Unknown/Other	0.0%	0.8%

Conclusion

Our survey of public service leadership in the UK points to some encouraging trends, for example, presence of women in numbers in the upper reaches of non-urban local authorities and the charity sector organisations. However, it broadly reveals an alarmingly disappointing response to the promptings of government, the legislature, and the change of public sentiment evident in recent years.

Increasingly, the gap between change in the private sector and the inertia of the public sector may come to be seen as unacceptable. The paltry representation of ethno-cultural minorities in all the sectors we have reported on is not just disappointing; it is alarming, given that there appears to be no change in the pipeline. Most public sector officials reach the top after two or three decades in their chosen sector. It is almost impossible to see where the minority Chief Executive Officers of 2034 or 2044 are going to come from.

We believe that our survey calls for renewed scrutiny of the processes of recruitment, retention and promotion. It may also, we hope prompt some self-examination amongst the current public service leaders. BBC leaders were recently asked by an MP at a Select Committee hearing “which of you four are prepared to fall on your swords and let a Black person have that job ... Or does it just apply to everyone else’s jobs apart from yours?”⁶ The BBC’s executives declined the invitation.

The question was brutally put, perhaps too brutally. But at the very least it may spur today’s Chairs and CEOs to think harder about who their successors might be – and to ensure that they are not replaced by someone who looks and sounds exactly the same

6 *The Daily Telegraph*, 15th July 2014

Appendix: Organisations covered

OTHER PUBLIC BODIES

1. Audit Commission
2. Bank of England
3. BBC
4. Civil Aviation Authority
5. Channel 4
6. Financial Conduct Authority
7. Financial Services Ombudsman
8. Historic Royal Palaces
9. Network Rail
10. NHS England
11. Oil and Pipelines Agency
12. Office for Nuclear Regulation
13. Pension Protection Fund
14. Prudential Regulation Authority
15. S4C
16. Transport for London
10. Department for Work and Pensions
11. Department of Energy and Climate Change
12. Department of Health
13. Foreign and Commonwealth Office
14. Her Majesty's Treasury
15. Home Office
16. Ministry of Defence
17. Ministry of Justice
18. Northern Ireland Office
19. Office of the Advocate General for Scotland
20. Office of the Leader of the House of Commons
21. Office of the Leader of the House of Lords
22. Scotland Office
23. UK Export Finance
24. Wales Office

CENTRAL GOVERNMENT

Ministerial Departments

1. Attorney General's Office
2. Cabinet Office
3. Department for Business, Innovation and Skills
4. Department for Communities and Local Government
5. Department for Culture, Media and Sport
6. Department for Education
7. Department for Environment, Food and Rural Affairs
8. Department for International Development
9. Department for Transport

Non Ministerial Departments

1. Charity Commission
2. CPS
3. Food Standards Agency
4. Government Actuary Board
5. Land Registry
6. Competition and Markets Authority
7. Forestry Commission
8. HM Revenue and Customs
9. National Crime Agency
10. National Savings and Investment
11. Ofsted
12. Office of Fair Trading

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| 13. Office of Gas and Electrical Markets | 19. Croydon |
| 14. Office of Qualifications and Examinations Regulation | 20. Ealing |
| 15. Office of Rail Regulation | 21. Enfield |
| 16. Ordnance Survey | 22. Haringey |
| 17. Public Works Loan Board | 23. Harrow |
| 18. Serious Fraud Unit | 24. Havering |
| 19. The National Archives | 25. Hillingdon |
| 20. Supreme Court of the United Kingdom | 26. Hounslow |
| 21. Treasury Solicitor's Department | 27. Kingston upon Thames |
| 22. Commissioners for the Reduction of the National Debt | 28. Merton |
| | 29. Newham |
| | 30. Redbridge |
| | 31. Richmond upon Thames |
| | 32. Sutton |
| | 33. Waltham Forest |

LOCAL GOVERNMENT

London Boroughs

Inner London boroughs

1. Camden
2. City of London
3. Greenwich
4. Hackney
5. Hammersmith and Fulham
6. Islington
7. Kensington and Chelsea
8. Lambeth
9. Lewisham
10. Southwark
11. Tower Hamlets
12. Wandsworth
13. Westminster

Outer London boroughs

14. Barking and Dagenham
15. Barnet
16. Bexley
17. Brent
18. Bromley

Core Cities

1. Birmingham
2. Bristol
3. Leeds
4. Liverpool
5. Manchester
6. Newcastle
7. Nottingham
8. Sheffield

County councils

1. Buckinghamshire
2. Cambridgeshire
3. Cumbria
4. Derbyshire
5. Devon
6. Dorset
7. East Sussex
8. Essex
9. Gloucestershire

- | | |
|----------------------|--------------------------------------|
| 10. Hampshire | 4. British Red Cross Society |
| 11. Hertfordshire | 5. British Heart Foundation |
| 12. Kent | 6. Charities Aid Foundation |
| 13. Lancashire | 7. Cancer Research UK |
| 14. Leicestershire | 8. CfBT Education Trust |
| 15. Lincolnshire | 9. Church of England |
| 16. Norfolk | 10. Girls' Day School Trust |
| 17. North Yorkshire | 11. Leonards Cheshire |
| 18. Northamptonshire | 12. Macmillan Cancer Support |
| 19. Nottinghamshire | 13. Marie Curie Cancer Care |
| 20. Oxfordshire | 14. Marie Stopes International |
| 21. Somerset | 15. Mencap |
| 22. Staffordshire | 16. MHA |
| 23. Suffolk | 17. National Trust |
| 24. Surrey | 18. Nuffield Health |
| 25. Warwickshire | 19. Oxfam |
| 26. West Sussex | 20. RNLI |
| 27. Worcestershire | 21. Save the Children |
| | 22. St Andrews Healthcare |
| | 23. United Church Schools Foundation |
| | 24. Wellcome Trust |
| | 25. Woodard Corporation |
-
- CHARITY SECTOR**
- | |
|------------------------|
| 1. Action for Children |
| 2. Age UK |
| 3. Barnardos's |



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