

**Manchester City Council  
Report for Information**

**Report to:** Human Resources Subgroup – 24 November 2016

**Subject:** Workforce Equality Update

**Report of:** Deputy Chief Executive (People Policy and Reform)

**Summary**

This report provides an update on activity in relation to the organisation’s continued commitment to workforce equality. The report also highlights those areas for improvement identified through the Equality Framework for Local Government (EFLG) assessment in relation to the workforce, and sets out the Council’s progress to address these.

**Recommendations**

The Human Resources Subgroup is asked to note the content of this report and the actions set out to further strengthen the Council’s approach to workforce equality and diversity.

**Wards Affected:** All

<b>Manchester Strategy outcomes</b>	<b>Summary of the contribution to the strategy</b>
A thriving and sustainable City: supporting a diverse and distinctive economy that creates jobs and opportunities	A strategic approach to proportionate workforce representation will provide for sustainable job and career opportunities for a diverse range of Manchester residents.
A highly skilled City: world class and home grown talent sustaining the City’s economic success	The strategic approach to workforce representation will provide opportunities for talented and skills local people from under represented groups to contribute to the city’s success.
A progressive and equitable City: making a positive contribution by unlocking the potential of our communities	We propose to continue our strategy of monitoring and targeting under represented groups for recruitment and development initiatives to achieve a proportionately representative workforce.
A liveable and low carbon City: a destination of choice to live, visit, work	Proportionate and equitable opportunities to work and contribute make Manchester a destination of choice for talented people from under represented groups.
A connected City: world class infrastructure and connectivity to	Strategies to increase representation in employment will encourage further growth in the

drive growth	city's increasingly diverse population, driven by inward migration from the rest of the UK and beyond.
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**Full details are in the body of the report, along with any implications for**

Equal Opportunities Policy  
Risk Management  
Legal Considerations

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**Background documents (available for public inspection):**

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

Manchester City Council Workforce Equality Profile 2015/2016

Local Government Association Equality Peer Challenge Report 17 -19 March 2015

Workforce Equality Update Personnel Committee, 2 December 2015

## **1.0 Introduction**

- 1.1 For Manchester City Council, equality and diversity extends beyond meeting statutory obligations. For over thirty years, Manchester has promoted and invested in equality through innovative work. Manchester is one of the most diverse cities in the country and the City Council and its partners have a national reputation for their equality and diversity work.
- 1.2 In January 2016, the Council approved the adoption of the Manchester Strategy 2016 – 2025. The Our Manchester Strategy provides the overarching framework and priorities for action by the Council and partners from all sectors over the next 10 years, replacing the 2005 Community Strategy.
- 1.3 Our Manchester is an ambitious vision for where we want to be as a city in 10 years. One of the key themes of the Our Manchester strategy is being a progressive and equitable City. As a Council, our workforce are at the heart of making this happen and to do this well we need to bring our behaviours to life and play their part in ensuring employees all feel inspired, connected and empowered workforce which reflects the community.
- 1.4 Manchester's People Strategy was initially developed and launched in 2007 and set out the Council's strategic aims and objectives for developing the organisation's current and future workforce. The Strategy was subsequently refreshed in March 2012 in light of significant changes nationally and locally to ensure it remained current and fit for purpose in setting out the organisation's strategic approach to creating and developing the workforce for the future.
- 1.5 Work is currently underway to develop a new People Strategy for the future and this will again affirm the organisation's ongoing priority to assure and strengthen workforce equality and diversity.
- 1.6 The remainder of this report sets out areas of current and future activity in relation to the Council's commitment to equality and diversity in the workplace.

## **2.0 Equality Framework for Local Government (EFLG)**

- 2.1 The Council have adopted the Equality Framework for Local Government as a tool to support the organisation in meeting both legal obligations and to measure the progress we are making towards embedding excellent equality and diversity practice. The framework assesses how well councils understand, implement and deliver services across five performance areas, with one of these five areas focusing on the development of a 'skilled and committed workforce'.
- 2.2 The Council achieved the 'Excellent' level of the Equality Framework for Local Government in March 2015 therefore achieving the Council's equality objectives. The Council is continuing to use the outcomes of the assessment to further progress the work around equality and diversity, to ensure that we continue to promote fairness and respect, and to prepare for

reassessment. A number of the specific activities noted within the remainder of this report will directly support the Council in continuing to build on excellence while addressing some of the development areas identified following the assessment.

- 2.3 In April 2016, the Council published a refreshed set of Equality Objectives. These were based on feedback gathered through a consultation process. The objectives are:  
Objective 1 – Knowing Manchester Better  
Objective 2 – Improving Life Chances  
Objective 3 – Celebrating Our Diversity

The objectives are underpinned by a number of aims which are aligned to established performance monitoring and measurement arrangements, which are as much about the workforce as they are about the City.

- 2.4 The equality objectives are being promoted through a range of equality related events and other relevant channels including intranet etc.

### **3.0 Corporate Equality Champions Group**

- 3.1 The Corporate Equality Champions Group is chaired by the Deputy Chief Executive (People, Policy and Reform) and was originally convened in April 2015 with the aim of further embedding equality and diversity activity within Directorates and responding to areas of required improvement. The group consists of strategic managers who represent each of the Council's Directorates and plays a key role in driving the delivery of the Council's equality priorities. The group's activity is focusing on a number of areas including: the delivery of the Equality Framework for Local Government action plan, ensuring equality considerations are embedded within the Council's business and budget planning process, and required equality impact assessments are undertaken and supporting improvements in equality monitoring and workforce requirements

## **4. Workforce Equality Monitoring**

- 4.1 The Council is working towards improving a range of equality monitoring across all aspects of its work. This includes monitoring equality in relation to the workforce across a number of areas, with an annual workforce equality profile accessible via the Council's website. This publication provides a rich source of data on workforce equality and diversity and demonstrates the Council's continuing commitment to this area.
- 4.2 Since 2010, the workforce has reduced by approx 40% and the table below sets out how the workforce's composition has changed over this period.

	% Representation	
	Dec-10	Sept-16
Male	37.29%	34.21%
Female	62.71%	65.79%
Disabled	4.08%	4.87%
Not Disabled	95.92%	95.13%
BME	17.20%	19.63%
Non BME	82.80%	80.37%
Heterosexual	94.25%	94.22%
Gay	2.56%	2.71%
Lesbian	1.40%	1.23%
Bisexual	0.99%	1.08%
Other	0.80%	0.76%

- 4.3 The data reported above reflects what is recorded on Manchester City Council's information systems for the Council's workforce which includes all employees who have a permanent or fixed term contract of employment with the council and excludes individuals directly employed by schools.

The percentage of the workforce for whom data was held is shown below for each equality characteristic.

- Ethnic Origin - 94%
- Disability - 92%
- Gender - 100%
- Age - 100%
- Sexual Orientation - 49%

The detailed annual publication is available via the Council's website at [www.manchester.gov.uk/info/200041/equality\\_and\\_diversity/5879/equality\\_analysis/2](http://www.manchester.gov.uk/info/200041/equality_and_diversity/5879/equality_analysis/2)

- 4.4 As the above table demonstrates, despite the significant reductions in the overall size of the workforce, base level representation across protected characteristics has either remained largely stable or improved. However, on reviewing the detailed data on workforce equality, there are a number of areas where more focused work is taking place to support increased diversity. These key areas of current and future focus are summarised below. The data will continue to be monitored to assess the continuation of this trend as more employees update their information.

#### 4.5 Improving Workforce Equality Data

- 4.5.1 With the introduction of the self-service management information system, mi people Self Service; the Council's data on the equality profile of its workforce has been enhanced. The mi people system enables Council staff to view their own personal details, including equality data in the following fields:

- Age (date of birth)
- Sex
- Ethnic origin
- Disability status
- Sexual orientation

4.5.2 The age, sex and ethnic origin fields in an employee's record are fixed and any incorrect data can be rectified through existing off-line processes. However, employees have the ability to update their personal details in relation to disability status and sexual orientation. Since implementation, there has been an increase in the quality of data held. For example there has been an increase in the number of individuals for whom the Council has sexual orientation data. In September 2016 the Council had sexual orientation data for 3,427 employees representing 49% of the workforce in comparison to July 2015 where the figure was 3,267 employees which represented 46% of the workforce

4.5.3 These early changes indicate that the continued use of the mi people system will provide the Council with more accurate equality data to inform its workforce planning activities. As the mi people system is developed further, consideration will be given to introducing fields to gather information on employees' religion or belief, and their gender identity (to assess the proportion of staff that identify as Trans.)

#### **4.6 Supporting BME Representation at a Senior Level**

4.6.1 The table above indicates that the overall BME representation has increased by 2.43% since December 2010. However, this remains below the overall level of representation in the City with the 2011 Census indicating that 33.4% of the city's population identify as BME. There remains work to do in this area and, in particular, with relation to BME representation at a senior level with currently only 6.5% of those staff at Grades 10 and above whom the Council hold ethnicity data for.

4.6.2 Supporting increased BME representation at senior levels was one of the areas highlighted within the EFLG assessment and work is currently ongoing to understand any barriers to progression for this group and to put in place mechanisms to try and address them. A number of activities are planned to support the development and recruitment of senior BME staff to support this area. These activities will include access to leadership and management development opportunities promoted via the BAME Staff Group, the implementation of a reverse mentoring scheme, and utilisation of recruitment media. In addition to supporting BME representation at a senior level, these activities will also support representation across the other protected characteristics at Grade 10 and above.

#### **4.7 Supporting Disabled Employees**

4. 7.1 Since implementation of the mi people system; there has been an increase in

the recorded representation of the Council's disabled employees (from 3.49% in July 2015 to 4.87% in September 2016). However, the organisation recognises there is more work to do in conjunction with the Equality Employee Groups to encourage employees to review and update their data.

- 4.7.2 The EFLG assessment previously highlighted a perception amongst some disabled staff the existence of barriers in the workplace, i.e. reasonable adjustments. Work has been ongoing to strengthen the provision of reasonable adjustments to disabled employees with particular focus on improving the speed that adjustments are arranged to support continued attendance and help facilitate returns to work. In addition the Council has increased the quality of online guidance for both employees and managers to support self service.

#### **4.8 Apprenticeship and Graduate Recruitment**

- 4.8.1 During 2016, the Council has recruited 36 apprentices bringing the total number of apprentices recruited since 2011 to 326 and which have successfully attracted BME people and people from the deprived areas of the City, with 53% of this years intake identifying as BME. The apprentices were recruited into a range of roles in the following areas:

- Health and Social Care
- Highways Maintenance
- Customer Care
- Business Support
- Finance
- Horticulture

- 4.8.2 All vacancies were ring fenced to Manchester residents' not in permanent full-time employment and not qualified above Level 3 (A level standard). As in previous years the opportunities were advertised in a number of ways including:

- Job Centre Plus
- Career Connect (the organisation who work with young people in targeted groups i.e. NEET)
- Barnardos Leaving Care Service
- The Virtual School
- The Big Life
- Troubled Families Team
- The Manchester College
- The Skills Company

The details of the opportunities were also cascaded internally to employees through broadcasts.

- 4.8.3 A series of open days were arranged which included service areas, representatives from The Manchester College, and the Skills Company to discuss the vacancies and the associated qualifications. Applicants were shortlisted for interview using the results of the Functional Skills tests and a

broad set of criteria based on applicants' responses to 3 basic questions on the application form. Any applicant who has identified themselves as having a disability or as a Looked After Child or Care leaver is guaranteed an interview.

#### **4.9 Graduate Recruitment**

- 4.9.1 The Council has a very proactive approach to the recruitment and development of graduates and has recruited 10 graduates during 2016. Graduates can be found across the whole of the organisation undertaking specific programmes aimed at addressing succession planning in areas such as HROD, Financial Management, Environmental Health and Highways.
- 4.9.2 Recruitment is targeted to graduates that are Manchester residents and have forged links with universities and colleges across the city.
- 4.9.3 Graduates have access to support through a number of forums which provide collective support and networking opportunities. This includes the public bubble network, which connects graduates across the public sector.

#### **4.10 Supported Internship**

- 4.10.1 The Council continues to work collaboratively with Pure Innovations on a Supported Internship Scheme offering placements for Manchester young people with learning difficulties/disabilities. The Council actively works with a range of businesses to provide employment opportunities for those who have successfully completed the internship. The scheme was nominated for and won the prestigious Skills for Business Award in 2015. A cohort of 10 young people per year are supported.

### **5. Updating HR People Management Policies**

- 5.1 The Council continues to review and update HR Policies in line with new and developing equality legislation. The Council is committed to achieving its vision for Manchester as a world class city, as competitive as the best international cities. These are the key principles that underpin all recruitment and selection activity.
- 5.2 The vision for Manchester in 2025 is to be in the top flight of world class cities. The Council believes that its people are critical to achieving this vision. It is our intention that Manchester City Council is viewed as an employer of choice and as our workforce will be integral to delivering 'Our Manchester', that the Council attract & retain people with the rights skills & behaviours.
- 5.3 A revised Recruitment and selection policy has been developed to support managers in making recruitment decisions that put in place individuals who can perform at the high level expected and demonstrate the behaviours and commitment needed by the organisation. The policy will include the broad principles and arrangements that underpin the Council's approach to recruitment and selection. Detailed guidance to support fair and effective implementation of the policy will be available on the Intranet. In addition,

those participating in recruitment panels will have access to a recruitment and selection workshop incorporating unconscious bias, how it operates and the impact it can have on recruitment and selection. This approach will develop managers' awareness of unconscious bias at every stage in the recruitment process.

## **6. Consultation and Engagement**

- 6.1 In late 2015, a third of our staff were invited to take part in the BHeard staff survey. The survey has now been repeated in October 2016 with all staff being asked to take part and share their views. Some of the high level observations from the 2015 equality analysis include :
- The gender breakdown of respondents was largely in keeping with the breakdown of the Council's workforce which was 66% female and 34% male in December 2015.
  - The age breakdown also largely in keeping with workforce
  - The Council does not currently record an employees religion/beliefs, However, the data from the survey indicated that 45.% of respondents identified as Christian, with 25.5% having no religion
  - 13% of respondents choose not to disclose their sexual orientation
  - A surprisingly high percentage of respondents declared they did not identify with the gender assigned at birth and this result is questionable
  - 12.8% of the respondents identified as having a disability which is 3 times the rate according to existing workforce data available.
- 6.2 Run by Best Companies, the "BHeard" survey is the largest employee survey of its kind in the UK. The findings from last year's survey have led to a significant amount of work to improve employee engagement across the Council and within services, including the introduction of the Listening in Action events which many employees have attended. Responses to the survey have also helped us shape Our Manchester and understand how the Council can work more effectively as a team to deliver in this new way.
- 6.3 The consideration of equalities as part of the Council's business planning process has also been strengthened last year, taking account of the views of Members and feedback from the EFLG assessment. This strengthened approach has included the inclusion of Equality Action Plans to set out equality considerations and a continued emphasis on workforce equality within the Workforce Development section of the documents.

## **7. Equality Employee Groups**

- 7.1 The Council values the views and contributions of its employees and when it comes to identifying and addressing equality issues at work, the Council's equality employee groups are a vital source of engagement and collaboration. There are currently three existing groups:

- Disabled Employee Group
- Lesbian, Gay, Bisexual and Transgender (LGBT) Group,
- Black, Asian and Minority Ethnic (BAME) Group

7.2 The groups form part of the Workforce Equality Strategy Group (WESG) chaired by the Deputy Chief Executive (People) which brings together the chairs of each employee group to identify and progress cross-cutting equality issues.

7.3 In addition, the Workforce Equality Steering Group (WESG) has agreed to the establishment of a young persons (16 – 29 years old) employee group for the Council. The Council has used the European Commission's definition of a young person (ages 16 – 29), which is consistent with the definition used by the Council's Youth Strategy team.

7.4 The data revealed that young people in the Council's workforce (6.2%) are underrepresented when compared to the proportion of young people in the city overall which is 41.8%.of the population More crucially though, analysing the equality profile of starters and leavers at the Council showed that whilst young people are healthily represented in the Council's new starter statistics (37% of all new starters due largely to the success of the apprentice and graduate trainee schemes), they are overrepresented at a ratio of over 3:1 in the leavers statistics. This indicates a clear retention issue for the Council's future workforce that requires consideration.

7.5 The development of a young persons' employee group has been identified as one way to enable the Council a structured method for connecting with representatives of its younger workforce and to understand what will make their work-life experience engaging, motivating and more likely to retain them and their skills. The Council will continue to assess this option and engage with young employees to gauge interest.

7.6 The Council works in partnership with the Equality Employee Groups to deliver a range of events to celebrate diversity across the city. This includes celebrating black history month, LGBT history month and disabled history months. The Equality Employee Groups also support key events taking place in the city including Pride.

## **8. Workforce Development**

8.1 It is recognised that there is still some way to go to have a workforce (particularly at a senior level) that reflects the community, taking into account how the workforce has reduced over recent years. However, the Council have embarked on a number of initiatives that will provide under-represented groups opportunity to gain knowledge, skills and development. These initiatives include:

## **8.2 Corporate Induction Programme**

8.2.1 The Corporate induction programme for managers has been redesigned and now includes:

- on-line resources and a tool kit to support the induction process
- a half day module exploring key Council priorities and providing newly appointed managers with a greater understanding of the Manchester manager's role and responsibilities.
- a tour of the city exploring the theme of Place.

The new induction programme has initially been trialled and will be rolled out across the Council commencing in November.

8.2.2. In addition, a refreshed corporate induction for all employees who are new in role will be rolled out from April 2017

## **8.3 Leadership and Management Development**

8.3.1 In order to ensure that the Council has a flexible and adaptable workforce that are able to meet the changing needs of public services it is essential that we equip our leaders and managers with the leadership skills and attributes they need to lead and support the workforce in delivering the Council's priorities and vision. Two new programmes have been developed which reflect the 'Our Manchester' strategy and ensure that the Council have a consistent way of managing and supporting our workforce so they feel valued, empowered and engaged to deliver their best. The new programmes were launched at the Council's Leadership summit in September with the first cohort commencing in December 2016.

## **8.4 Reverse Mentoring**

8.4.1 The Council is introducing a reverse mentoring programme that gives employees from under-represented groups the opportunity to be mentored by a senior manager, aimed at fostering a regular dialogue and interaction between senior managers and employees. The programme will enable managers who act as mentors to gain diversity expertise and a different perspective and understanding. Whilst employees as mentees have an opportunity to influence and inform managers of the challenges faced and develop skills and experience.

8.4.2 Reverse mentoring at its core is the concept that everyone plays a valuable role in the success of an organisation. The reverse mentoring programme is just one aspect of a wider talent strategy being developed. The first cohort of the programme will commence in autumn and will be promoted through the Equality Employee Groups.

## **8.5. Equality and Diversity Training**

8.5.1 The Council offers all staff the opportunity to refresh and update their equalities knowledge. "An Introduction to Equality and Diversity" forms an integral component of the corporate induction and is offered as an introductory course to the main issues surrounding equality debates and current legislation. The Council also has a comprehensive e-learning system which allows staff to access on-line equality and diversity courses at any time.

8.5.2 In addition, the Council is rolling out refreshed and enhanced Leadership and Management programmes where equality and diversity is integral to each module. The Council is also exploring innovative approaches to improve understanding of issues relating to equality and diversity. One of which is hosting a living library. The concept invites readers to come into the library and borrow a person instead of a book for a discussion. Through conversation and experience-sharing, stereotypes are challenged and social and cultural barriers are broken down. This is planned for 9 February 2017 which will take place during Hate Crime Awareness week

## **9. Conclusion**

9.1 The Council continues to support and promote equalities as a key priority and is striving to make ongoing progress in all aspects of diversity and equality. Work will continue to monitor data on workforce equality and implement initiatives to respond to any issues identified. An updated suite of workforce equality data will be made available to the public on the Council's website early in the new financial year.

9.2 The Human Resources Sub Group is asked to note the content of this report.