

Manchester City Council Report for Information

Report to: Resources and Governance Scrutiny Committee - Human Resources (HR) Subgroup - 4 October 2018

Subject: Workforce Equality

Report of: Director of HROD

Summary

This report outlines the key workplace equality priorities that the Council has identified for specific action in 2018-19 and beyond in support of both the Council's corporate Equality Objectives and the Our People Strategy. A number of initiatives and approaches that will be adopted to progress these priorities are set out in the context of an overarching aim to have a more representative, better supported and equally satisfied workforce at all levels. The priorities and approaches presented here, in the main, build on work that has already been taking place and are complemented by new activities that demonstrate the Our Manchester behaviours in action.

The report describes how these activities align with the Council's successful re-accreditation at the 'Excellent' level of the Equality Framework for Local Government and indicates how the outcomes of the re-accreditation will contribute to further improving our approach to workforce equality.

Recommendations

Members are recommended to consider and comment on the contents of this report.

Wards Affected: All

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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.

- Finance Scrutiny Committee: Human Resources Sub-Group; 26 October 2016 - *Workforce Equality Update*
- Economy Scrutiny Committee; 3 January 2018 - *Apprentices in Manchester*
- Personnel Committee; 7 March 2018 - *Pay Policy Statement 2018/19*
- Workforce Equality Information (online),
http://www.manchester.gov.uk/info/200041/equality_and_diversity/5879/equality_analysis/3

1.0 Introduction

- 1.1 The Council's long-standing commitment to equality and inclusion is a central feature of Our Manchester, and the principles of Our Manchester are similarly at the heart of the Council's people strategy, Our People. These documents not only articulate the type of place that Manchester wants to be but also the type of workforce that will help enable it; a workforce which reflects the strengths, capabilities, identities, cultures and aspirations of the city's population across all Services and at all levels.
- 1.2 There is a great deal of good practice in the Council's overall approach to equality, providing a solid platform to build on. This is most clearly evidenced by the Council's re-accreditation at the 'Excellent' level of the Equality Framework for Local Government (EFLG) following a comprehensive peer review process in June 2018 (see *section 3*). It is recognised though, that excellence is an ongoing objective and this report identifies a range of improvement priorities in relation to workforce equality.
- 1.3 The main priorities that have been identified for improvement centre around underrepresentation of some groups in the workforce overall, and more so at higher pay grades. There are also significant opportunities to improve equality-related engagement with the workforce, supporting the day to day management of equality matters and enhancing the workplace experience of employees with protected characteristics. Additionally, there is an opportunity to strengthen and diversify the content and impact of the Council's equality-related learning and development offer.
- 1.4 There is a crucial role for leaders and managers across the organisation to realise these opportunities. Approaches that are devised and driven Corporately require organisational buy-in to ensure that they are accessed and experienced by the wider workforce. The equalities governance arrangements described in section 11 of this report are important mechanisms for Corporate approaches to be shared and coordinated at Directorate level, and can support the confidence and capability of leaders and managers to deliver satisfactory equality outcomes more effectively.
- 1.5 The Council is clear that its aim is for a workforce that is more representative of the city's diverse communities, and that all individuals are appropriately and equitably supported to fulfil their potential as employees. This includes a commitment to giving due consideration to those instances where different or innovative approaches will be required to achieve a more equitable outcome. Progressing this aim will support the Our People Strategy objectives, the Council's social value priorities as an employer, and will complement associated work as a commissioner and influencer. Examples of the work currently being delivered or planned are outlined in this report.

2. Background: Workforce Representation Priorities

- 2.1 Data from the 2011 Census (the most statistically reliable demographic data set available for Manchester across most characteristics) illustrates that circa

17% of residents indicated that they were living with a 'long-term illness, health problem or disability' that limited day to day activities (either a little or a lot). The proportion of people identifying as disabled in the Council's workforce is low by comparison, currently 5% in total (the same proportion as in 2016-17). This level of underrepresentation is fairly consistent throughout the grading structure up to leadership level roles, where disabled employee representation falls to less than 1% at each grade from 11 upwards.

- 2.2 Despite an increase in the overall representation of disabled employees over recent years (from 3.4% in January 2015), there is some concern that these statistics may not be wholly reliable; engagement with disabled officers in recent years has indicated that some employees with impairments and conditions that meet the Equality Act 2010 definition of disability do not regard themselves to be disabled, or that they elect not to disclose this for personal reasons. This is supported by information from the Council's BHeard Survey which suggests a figure more in the region of 14%. Work to address this, such as promoting the opportunity to self-report disability status through the mi-self portal and engagement with the Disabled Officers Network Group, is ongoing.
- 2.3 The Council also experiences an underrepresentation of BAME employees compared to Manchester's population, although the current figure of 25% is a very significant improvement on the 2016-17 figure of 20% and supported by a significantly higher proportion of BAME new recruits (comprising 31% of new recruits between 1 February 2017 and 31 January 2018). Notwithstanding the increase, the proportion of BAME Manchester residents in the 2011 Census was circa 33% and the Annual Population Survey forecasts that Manchester's BAME population will have risen to circa 43% by the next Census in 2021. As with disabled employees, this underrepresentation is further emphasised at grade bands 10 and over.
- 2.4 The Council experiences positive trends in relation to some characteristic groups, for example 66% of the workforce is female and there is a higher proportion of women than men at all grade bands. However, there continue to be challenges in achieving greater representation of young people in what has been for some time an ageing workforce, with an average age of 47. It is anticipated that the ongoing apprenticeship programmes will help to achieve a more balanced age profile in the workforce in future and is also having a positive impact on bringing a higher proportion of BAME (42% of external apprentices with equality data recorded) and Disabled (6% of external apprentices with equality data recorded) people into the Council.
- 2.5 2017-18 data shows a slight improvement in the rate of sexual orientation monitoring arising from the ability to self-report via the mi self system. However, almost 50% of the workforce has not disclosed its sexual orientation on the system making statistically viable analysis of this data unreliable. This continues to be progressed through ongoing promotion of the mi self portal.
- 2.6 In line with the Equality Act (2010) the Council produces and publishes on its website an annual data set of key workforce equality metrics. This data set

provides an in-depth evaluation of the Council's workforce profile at 1 March 2018 and is available at:

https://secure.manchester.gov.uk/info/200041/equality_and_diversity/5879/equality_analysis/3

3. Workforce Equality Performance Measurement - EFLG

- 3.1 The Council originally achieved the 'Excellent' accreditation against the Equality Framework for Local Government (EFLG) in 2015, making it one of the few local authorities in England to achieve the award. Accreditation against the EFLG, which is produced and owned by the Local Government Association (LGA), lasts for three years and is based on an independent review of local authorities' equality outcomes across five performance areas covering our approach to equality both externally and internally as detailed in *appendix A* of this report.
- 3.2 In May 2018 the Council submitted for re-accreditation at the same level of the framework. A peer review team comprising an LGA coordinator and peers from other EFLG Excellent authorities visited in June to undertake an on site deep-dive assessment and conduct stakeholder interviews. The Council was subsequently successful in achieving its 'Excellent' level re-accreditation, and is one of a very select number of authorities to have retained the award in consecutive terms.
- 3.3 The peer review found that the Council was comfortably above the threshold for EFLG Excellence. Overall, the review confirmed the Council's own understanding of its equalities performance and provides independent assurance of our areas of strength and an impetus to focus our attentions on those areas for further development.
- 3.4 The review team produced a comprehensive and very complimentary report of its findings, attached at *Appendix B*, which Members are invited to consider. The report includes a number of areas for consideration in relation to workforce (performance area 5), and action against these areas will strengthen the organisation's equality delivery even further. Overall the main points arising from the review in relation to the workforce can be summarised as:
 - The Council has clearly demonstrated that it has progressed the recommendation from its 2015 review and has increased its strong focus on equality
 - The importance of the Our Manchester strategy as a driver for inclusion and equitability was recognised by many contributors, and by the peer team
 - There are good examples of equality in the workplace for Council employees, with many initiatives impressing, but the workforce profile remains unbalanced regarding BAME and disabled employees in particular requiring some targeted work

- Organisational learning and capacity around equality issues is progressing but can be accelerated to provide more balanced outcomes for the workforce.

3.5 It is worth noting that at both a City and a GM level, discussions are ongoing about how to better align local authority and NHS equality measurement frameworks and work collaboratively on joint areas of challenge. There is clear potential for work here to support both the Council's response to EFLG and, in particular, the workforce actions detailed below. However, in doing so it will be important that focus continues to be placed across the EFLG performance areas and that the distinctive local authority elements of this approach are not diluted.

4. Workforce Equality Review

4.1 In early 2018 the Council commissioned independent research partner to undertake consultation-based research into the Council's 'as is' performance on workforce equality, taking an employee view of the day-to-day lived experiences and perceptions of a cross-section of Council staff. This work was commissioned cognisant of the Council's long-standing commitment to equality but limited success in recent years in increasing the diversity of the workforce at a senior level in particular.

4.2 The research sample included employees with a range of identities, as well as role and working environment types with the aim of engaging our employees to help shape how we can further workforce diversity at all levels as opposed to 'doing to'. The fieldwork element of the commission concluded at the end of April 2018 and the outcomes reported in May. The research findings are summarised in this report along with a high level plan of action that flows from it. The full report is at *Appendix C*.

4.3 In numerous cases the outcomes of the review are very encouraging: people tend to have a positive perception of the Council as an inclusive employer; Our Manchester and Our People are well recognised and highly regarded; the organisational leadership on equality is recognised and appreciated; many systems, processes and initiatives are seen to be working well and in areas where this is not quite the case, employees largely want tweaks to what is already in train rather than wholesale change.

4.4 There were though, clear areas where participants in the review shared less favourable observations: the confidence and capacity of some line managers was seen to be a barrier to inclusion; there is some distrust of the internal recruitment processes and outcomes; employees seek more joined up engagement and communication on equality; employees appreciate the diversity of the workforce but observe a tail-off at the leadership level; a small number of participants feel that they have experienced discriminatory practice in the workplace.

4.5 Similarly, the review found that in addition to an employee's individual identity affecting their experience of equality at work, their working arrangements (i.e.

part time working) and work location can also have a detrimental impact on the working experience, especially with regard to how connected they feel to the organisation and its aims.

4.6 Interestingly, many employees do not recognise the term ‘diversity’ as referring only to minority groups; employees describe the importance of individuality, authenticity and being recognised and respected as a person as being central to their understanding of diversity and they encourage the Council to adopt the same approach. This is a very mature view of diversity and emphasises that a range of Our People workstreams, most notably OWOW and Health and Wellbeing, should be seen as fundamental components of our overarching approach to promoting equality in the workforce.

4.7 The table below outlines at a high level the proposed response actions to the review which also align with the workforce outcomes of the EFLG reassessment process:

BAME and Disabled employee employment initiatives	<p>A more evidence-based and proactive model is needed here. This will include but not be limited to:</p> <ul style="list-style-type: none"> • roll-out of an approach to ‘reverse mentoring’ at scale • a review of how diversity is assured in recruitment processes and how advertisements for roles are targeted • consideration of bespoke talent identification and learning and development programmes for target staff cohorts <p>The detail of our approach here will be co-designed with key stakeholders including staff and TUs.</p>
Equality & Diversity Training	Review of generic and specific E&D training, diversifying the offer and strengthening the assurance of mandatory training for all managers.
Equality Engagement	Review options and co-design a new approach with staff. This will take account of the review comments and, in particular the need to ensure a model which is not ‘Town Hall-centric’.
Leadership & Management	The Deputy Chief Executive to review the role and composition of the Equalities Champions group and Directorate Equalities Forums. The role of equality to be strengthened in the developing managers’ induction and leadership and management development programmes. A review of the tools and guidance available to support managers in understanding equality issues will

	also be undertaken.
Internal Recruitment	A new recruitment and selection policy will be underpinned by refreshed guidance for managers and mandatory ELearning which includes the issue of unconscious bias. The guidance will be strengthened further, informed by the review findings.
Closing the Loop	Focus needs to be given to strengthening corporate ownership of outcomes following engagement and the delivery of interventions to enable meaningful communications to be progressed. Work is needed to strengthen the approach here and create a clearer plan for delivery and communication.
Individual Flexibility	The findings of the review will be used to inform work ongoing in this area in support of the OWOW and Timewise Programmes.
Celebrating Diversity	Collaboration across services including Communications, Libraries, Galleries and Neighbourhood Services to broaden and strengthen the way the Council's external activity to celebrate diversity is supported and promoted.

5. Disability Confident Employer

- 5.1 The Government's Disability Confident scheme promotes good practice in disability-focused recruitment and employment. The Council is currently registered at level 2 of the scheme ('Disability Confident Employer' status achieved by completing a self-assessment of current practice) and aims to achieve level 3 accreditation ('Disability Confident Leader' status) through independent verification of the self-assessment and demonstration of leadership in the field by the end of March 2019. - The evidence and actions noted above will provide a key foundation for this work.
- 5.2 The Council will use its affiliation with the Disability Confident Employer framework to provide impetus to its disability-related activity. This activity will align to the framework's themes of recruitment and work-life satisfaction for disabled employees. Moreover though, the Council is committed to going beyond the aims of the scheme and seeks to increase levels of progression and representation of disabled people throughout the grading structure.
- 5.3 A comprehensive plan of works is being developed to facilitate this. The plan, which is being consulted on with Trade Unions and other stakeholders, will broadly fall into the areas of 1) improving existing systems and processes where applicable (with a particular focus on reasonable adjustments), 2) considering new measures where they do not already exist, and 3) ensuring

that all conditions and impairment types are equally considered. The approach seeks to improve outcomes and experiences for existing and new disabled employees, as well as existing employees that acquire a condition or impairment in their working life.

5.4 Whilst there are good systems in place in relation to some conditions and impairments already, the Council recognises the need to particularly focus on improving outcomes for people with hidden conditions, with work areas including:

- strengthening systems for the recruitment and in-work support of people with **neurodiverse conditions** (i.e. learning disability, autism spectrum conditions, aspergers, dyslexia)
- improving the support available for people with **mental health conditions** (i.e. stress, depression, anxiety, bipolar, schizophrenia) both reactively for individuals and proactively across the organisation
- providing appropriate workplace adaptations to aid people with **sensory conditions** (i.e. profound hearing loss, visual impairment)
- improving the in-work support for people who experience **chronic health conditions** (i.e. chronic pain, fatigue, MS, diabetes, lupus, ME)

5.5 This work is closely aligned to the Council's broader commitment to disability as set out in the Our Manchester Disability Plan and through the leadership of the Lead Member for Disabled People's Issues. It is also underpinned by the recently approved new strategy for employee health and wellbeing.

6. BAME Employees

6.1 The principles of the Council's approach to the Disability Confident Employer framework (i.e. a targeted focus on improving recruitment, retention and development of a specific employee cohort, cognisant of their identities and needs) are being applied to an equivalent piece of work to address the underrepresentation of BAME employees across the workforce generally and throughout the grading structure. This programme of work responds to workforce statistics regarding representation, alongside the outcomes of engagement with our BAME workplace and strongly supports the work programme of the Lead Member for Race.

6.2 The approach being applied to this programme of work shares some of the characteristics that underpin the disability work outlined above, namely:

- It will improve existing practice or consider new measures where they do not already exist
- It will be based on input and involvement of key stakeholder groups including BAME employees
- It will seek to improve outcomes for existing and new BAME employees
- It will consider the distinct needs of different groups of BAME employees and seek to meet these
- It will be a long-term commitment that is regularly reviewed and adjusted to maximise impact

- 6.3 Where applicable, consideration will also be given to accessing similar existing BAME-development frameworks; there is a significant focus on BAME employment at Greater Manchester level at present and partners in the NHS are working to progress the Workforce Race Equality Standard (WRES). Similarly there is learning to be gained from the Employers Network for Equality and Inclusion (enei) best-practice toolkit. These options will be assessed and included in the approach to progress this objective.

7. Apprenticeship Opportunities

- 7.1 The primary purpose of Manchester's Work & Skills Strategy is to develop a work and skills system which meets the growth needs of business and enables residents from all backgrounds to obtain the skills and attributes required by employers. Quality apprenticeships, which are equally accessible to people of all characteristics and ages, are crucial to this system.
- 7.2 The Apprenticeship Levy has presented opportunities for employers in key growth sectors to work in partnership with training providers to develop higher level gateway roles into their industries aligned to new standards. To this end, the Council continues to work with a wide range of stakeholders including, businesses, training providers, schools, colleges, young people and their parents and carers to promote apprenticeships.
- 7.3 Since the introduction of the Apprenticeship Levy, the Council has set ambitious targets for apprenticeship recruitment and has enjoyed some success in diversifying the workforce; in 2017-18 6% of external apprentices with equality data recorded identified as disabled, 42% as BAME and 64% as female. In 2018-19, the programme has been developed further to include some focused work to increase the proportion of Looked After Children and BAME people accessing apprenticeship opportunities with the Council.
- 7.4 A detailed report on apprenticeships in Manchester was considered by Economy Scrutiny Committee at its meeting of 3 January 2018, and Members are encouraged to review this.

8. Refreshed Policy Approach

- 8.1 The Council's equality and diversity policy framework currently consists of two statement documents. The Equal Opportunities in Employment Policy Statement was approved in 2011 to reflect the changes coming into force with the implementation of the Equality Act 2010. The Equal Opportunities in Service Provision Policy Statement was updated in 2012 for consistency with the employment policy.
- 8.2 These policy documents will be refreshed in 2018-19. The Council will take this opportunity to harmonise the two documents into a single policy statement, which is more consistent with the approach taken by other public sector organisations. The intention is that the Equality and Diversity Policy Statement will be a high level, reasonably brief and accessible document,

which will be supported by separate, more detailed guidance note, and underpinned by the Council's equality objectives.

- 8.3 In addition to this refresh, the Council has undertaken a benchmarking exercise, comparing its Employee Dispute Resolution (EDR) policy against other local authorities (including Grievance and Dignity at Work policies) and the NHS. As a result, a revised form has been adopted as part of the EDR process, which will monitor formal complaints raised via the EDR policy (formerly Grievance and Dignity at Work) by protected characteristic. This will enable the Council to monitor any disproportionate use of this policy by particular groups, and be able to assess whether there are measurable adverse workplace trends being experienced based on employees' characteristics.

9. Information and Guidance Refresh

- 9.1 The EFLG peer review and workforce equality review both concluded that the Council's managers and employees require improved access to equality related information and guidance as an awareness raising and proactive measure to promote good equality practice, as well as support from the HROD service to address more complex matters when they arise. There is a good amount of equality related information available on the Council's intranet, but it is disparate and owned by various different teams and services. - Work is ongoing to map and harmonise these pieces of existing information and guidance from a designated 'equality at work' resource.
- 9.2 This will also provide an opportunity to undertake a gap analysis of areas where information or guidance a) needs refreshing or b) is not available and needs to be created. The availability and improved accessibility of good quality guidance and information will enable autonomous, effective management of equality matters and support a more consistent equality experience at work for employees.

10. Supporting Diversity with 'Our People'

- 10.1 Work being undertaken in support of the Our People strategy has created numerous opportunities to support diversity and inclusive practice in work; a review of ways of working across the organisation aims to promote increased flexibility in working practices, which will act to support people to more effectively balance home and work commitments and drive increased flexibility as the norm in roles at all levels of the organisation. This activity is being progressed through the Our Ways of Working programme and supported by work as part of the Timewise Councils initiative. (An approach overseen by the LGA and Timewise to support Councils to develop an improvement plan to strengthen flexibility of employment at all levels informed by national best practice.)
- 10.2 This is complemented by ongoing work to enhance the Council's core Learning and Development offer and approach to supporting development and progression, with a particular emphasis on strengthening development

opportunities for frontline staff. Increased opportunities for employees to 'self-serve' their learning and development needs will improve access to a broader range of training interventions, directly and indirectly related to their current role. This is an area that various equality employee groups have previously advised has limited their ability to progress and fulfil their potential.

- 10.3 Strengthening and diversifying the Council's equality and diversity training offer is a critical feature here. There are three areas in scope for development: a refresh of the generic equality training package to raise all employees' awareness of and confidence around general equality issues; provision of training for all around specific equality issues or groups (i.e. supporting disability training, trans awareness training), and; targeted training and development initiatives for BAME and disabled employees linked to the representation and satisfaction activity described at sections 5 and 6. Provision of these will be worked through over the coming 12 months and will include opportunities to share resources and interventions with partners.
- 10.4 These personal development pathways will be supported by access to mentoring opportunities and the promotion of case studies, which have the potential to aid the capability, confidence and progression of underrepresented groups at work. In addition, continuing improvements to the About You framework will support managers to better understand and enable employees.
- 10.5 The roll out of Universal ICT access to all staff will enable equal access to information, including development opportunities and vacancies. In the past year this work has commenced with approximately 1,000 employees in the lowest paid roles now having access.

11. Equalities Governance Forums

Corporate Equality Champions Group

- 11.1 Implemented in 2015 to provide senior officer ownership of the equality agenda, the Corporate Equality Champions Group has been chaired by the Deputy Chief Executive - People, Policy & Reform and attended by senior managers across all Directorates.
- 11.2 Moving forward, the membership of this group will be subject to review in discussion with the Deputy Chief Executive in her capacity as SMT equality lead and chair of the group, to achieve parity of representation across Directorates and strengthen the diversity of the group itself.
- 11.3 The group meets quarterly to discuss internal and external equality priorities. Group members oversee progress on these pieces of work and take ownership of leading activity in their own service area to support the priorities. The Corporate Equality Champions Group takes a lead role in overseeing progress against the recommended areas for consideration stemming from the EFLG peer review. Directorate representatives need to work with their relevant colleagues to drive this forwards, including where available the Directorate Equality Forums.

Directorate Equality Forums

- 11.4 To support the work of the Equality Champions Group at Directorate level, the Neighbourhoods Directorate convened a Directorate Equality Forum, chaired by the Directorate's equality champion. This initiative was recognised as a positive way for priorities raised at the Equality Champions Group to get traction and to progress at Directorate level. The model encourages ownership of the equality agenda across service areas, which are represented at the forum by the service managers. The forum works on internal and external equality priorities.
- 11.5 Recognising the opportunities of this model, the Equality Champions Group endorsed the establishment of equivalent groups across Directorates. There is therefore also a Core Equality Forum and conversations are ongoing to establish equivalent groups in the Children's and Adults Directorates.

Equality Lead Members

- 11.6 The Council's Deputy Leader and executive Member for Equality, Councillor Sue Murphy, meets regularly with Equality Lead Members, supported by the Equalities team, to drive progress on the Council's equality objectives and ensure effective joint working across strand specific activities.

Communities and Equalities Scrutiny Committee

- 11.7 The role of the Communities and Equalities Scrutiny Committee is to review the work of the Council and its partners to reduce levels of crime and increase community cohesion in the city. The Committee routinely receives and considers reports on the Council's equality related activity both internally and externally, and hosts guest contributors as applicable to the agenda. The remit of the Committee is:-

- Community Cohesion
- Crime and Policing
- Domestic Violence and Abuse
- Equality and Inclusion
- Information and Advice Services
- Older People
- Youth Offending / Disorder
- Voluntary Sector
- Culture, Libraries and Theatres
- Leisure and Sport

Trade Unions

- 11.8 The three recognised Trade Unions are being consulted at each stage of the development of the activities set out above. Their involvement ensures that the voices and priorities of their members are considered and that they inform the design and application of any initiatives to progress workplace equality at the Council.

12. Gender Pay Gap Reporting

- 12.1 At its meeting of 7 March 2018, Personnel Committee considered a report on the Council's Pay Policy Statement 2018-19 which included information on the organisation's gender pay gap. The Council is required by law to carry out Gender Pay Reporting on an annual basis from April 2018 in line with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, with the initial report based on a 'snapshot' date of 31 March 2017.
- 12.2 The snapshot analysis identified that the Council has a mean gender pay gap of 9.1%. Whilst this is significantly below the mean gap for the UK of 17.4% and the detailed analysis here demonstrates a close alignment with national trends as reported by the EHRC and detailed in the Pay Policy Statement. The Council is committed to continuing to reduce this differential, which will, in part, be supported by effective delivery of the initiatives outlined in this report.
- 12.3 It is worth emphasising that a 'Gender Pay Gap' is not the same as an issue of 'Equal Pay'. The Council's long-standing commitment to equality and solid analytical approach to pay and grading in line with the Single Status Agreement give confidence that Council employees receive the same remuneration when carrying out the same or equivalent work. The gender pay gap therefore does not stem from paying men and women differently. Rather, it is the result of the roles in which men and women work within the organisation and the salaries that these roles attract.
- 12.4 Pay gap reporting is currently limited to gender pay, with advice from the Equality and Human Rights Commission stating that pay gap reporting of other characteristics is not considered best practice due to the greater range of external influences.

13. Conclusions

- 13.1 There is a great deal of work in train and planned in 2018-19 and beyond to progress workplace equality in the Council. Some of this is a continuation or enhancement of business as usual approaches, but there is a healthy amount of new activity that responds to what the organisation understands to be its prevailing workplace equality challenges.
- 13.2 In particular, the focus on improving proportionate representation of disabled and BAME employees throughout the grading structure seeks to address long-standing underrepresentation for these groups. These initiatives will continue to be developed throughout the remainder of 2018-19, but it will be a process of years rather than months before the Council can demonstrate significant and sustained success in these areas.
- 13.3 More than simply a matter of proportionate representation though, there will be a focus on the workplace experience and satisfaction of minority characteristic groups in the workforce. Learning from employee voice via the equality review and subsequently establishing ongoing employee-led channels of engagement

will be critical to moving the Council forward on workplace equality in new ways.

- 13.4 Similarly, the success of the work being led by HROD will depend on it being adopted and owned by other Council services. Equality matters and progress will be considered by the Corporate Equality Champions Group and Directorate Equality Working Groups, with the aim that the Council benefits from corporately and locally driven activity across all of its service areas, locations and role types.
- 13.5 These measures will assist the Council to continue to strengthen its performance against the 'Skilled and Committed Workforce' performance area of the EFLG.