

Report of the Director of Human Resources to the meeting of the Corporate Overview and Scrutiny Committee to be held on 22nd March 2018

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Subject: Workforce Diversity

Summary Statement:

Following the Bradford Council's Equality Objectives Progress Report to Corporate Overview and Scrutiny on 26th October 2017, Members requested a report detailing the actions that the Council is taking to improve workforce diversity.

This report highlights the actions, and the progress made to date.

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Corporate Overview & Scrutiny Area:

1. SUMMARY

- 1.1 Following the Bradford Council's Equality Objectives Progress Report to Corporate Overview and Scrutiny on 26th October 2017, Members requested a report looking at workforce diversity, in particular ethnicity in relation to the working population, grades of staff and the actions that the Council is taking to improve workforce diversity. As an equal opportunities employer, the Council is responsible for addressing all aspects of workforce diversity. This report therefore looks at other aspects such as age, gender, disability, sexual orientation, as well as ethnicity.

This report highlights the actions, and the progress made to date.

2. BACKGROUND

- 2.1 The UK's workforce and working patterns are changing. The working population across the UK is getting older and increasing numbers of women and people from different cultural and ethnic backgrounds are entering the workforce. Valuing diversity is becoming increasingly important for organisations across all sectors.
- 2.2 Organisations cannot thrive or grow if everyone in them thinks and behaves the same way. Having a diverse workforce from different racial, educational and social backgrounds and a diverse age range opens up a wealth of possibilities and helps to encourage creativity and foster innovation. An organisation with a diverse range of employees is well placed to understand the needs of a wide range of customers. It is also in a good position to recruit and retain staff in an increasingly diverse and competitive labour market. Embedding diversity of thought throughout an organisation also means that talent can be properly recognised and nurtured.
- 2.3 Bradford Council recognises the importance of developing a diverse and inclusive workforce, and has a well developed corporate equality action plan. The plan adheres to the requirements of the Equality Act 2010 and the Public Sector Equality Duty 2011 to eliminate discrimination, advance equality of opportunity and foster good relations between people when carrying out their activities, both within our workforce and within our communities.
- 2.4 These duties are important to us, not only from a legal perspective, but as a Council that recognises the importance and value of workforce diversity and as a District that is highly culturally diverse and that has the youngest city in the UK.

3 District and Council Profile

3.1 Age Profile

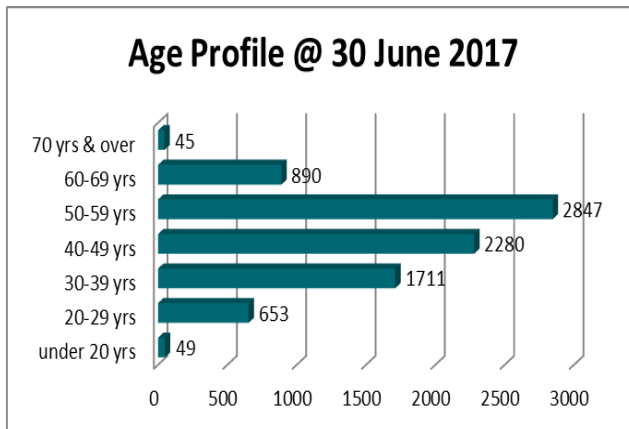
Bradford District has a larger percentage of children and young people aged 0-9 and both males and females in their 30s than England.

For all the other age groups, the Bradford District has lower percentages than England.

The age profile of the Council workforce is shown in Table 1.

The average age of the Council workforce is 46.4 years compared to an average age of the District Working age Population of under 40.

Table 1



3.2 Ethnicity Profile

Table 2 shows a comparison between the ethnicity and gender of the District working age population and the workforce of the Council.

68.4% of the District working age population is White compared to 74.3% of the Council workforce. The BME working age population is 31.6% compare to 25.7% of the Council workforce being BME. (These percentages do not include employees who have not stated their ethnicity).

Table 2

Ethnic origin	Working age population			Bradford Council		
	Total	Males	Females	Total	Males	Females
White	68.40%	67.60%	69.20%	74.29%	74.11%	74.39%
Mixed	2.00%	2.00%	2.00%	1.91%	1.90%	1.91%
Asian (total)	25.90%	26.00%	25.80%	19.60%	18.31%	20.29%
Indian	2.90%	2.90%	2.90%	4.66%	3.87%	5.09%
Pakistani	19.20%	19.10%	19.30%	11.58%	10.05%	12.41%
Bangladeshi	1.60%	1.60%	1.70%	0.80%	1.15%	0.61%
Chinese	0.50%	0.60%	0.50%	0.21%	0.24%	0.20%
Other Asian	1.70%	1.90%	1.50%	1.47%	2.00%	1.18%
Black	2.00%	2.20%	1.90%	2.22%	2.48%	2.09%
Other	1.70%	2.20%	1.10%	1.97%	3.20%	1.32%

Does not include employees who have not stated an Ethnicity

3.3 Ethnicity by Pay Grade

Tables 3 and 4 show the workforce of BME staff by grade and progress made in the number of BME staff at grade PO6 and above. The percentage of BME staff at grade PO6 and above is improving but further work is required to further improve the representation at senior levels.

Table 3

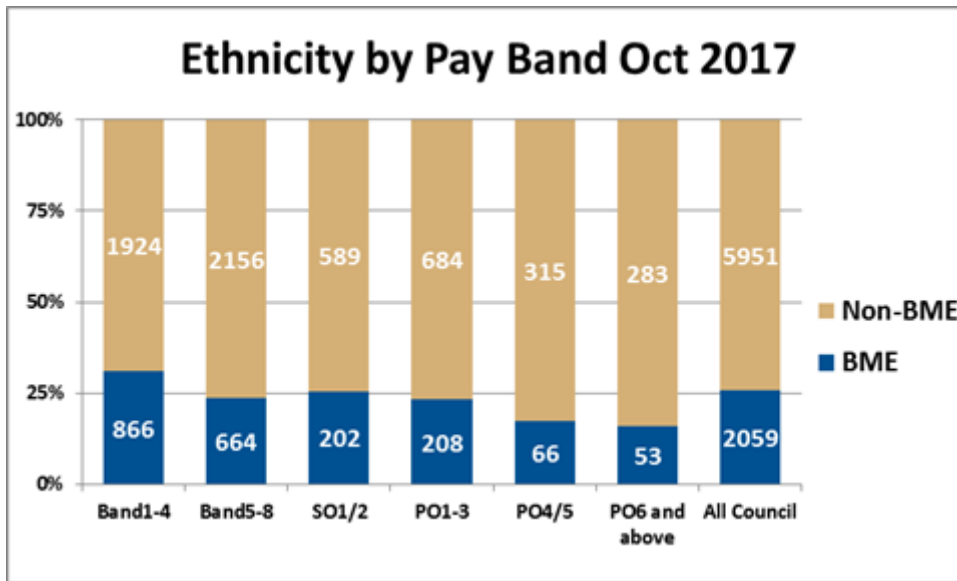
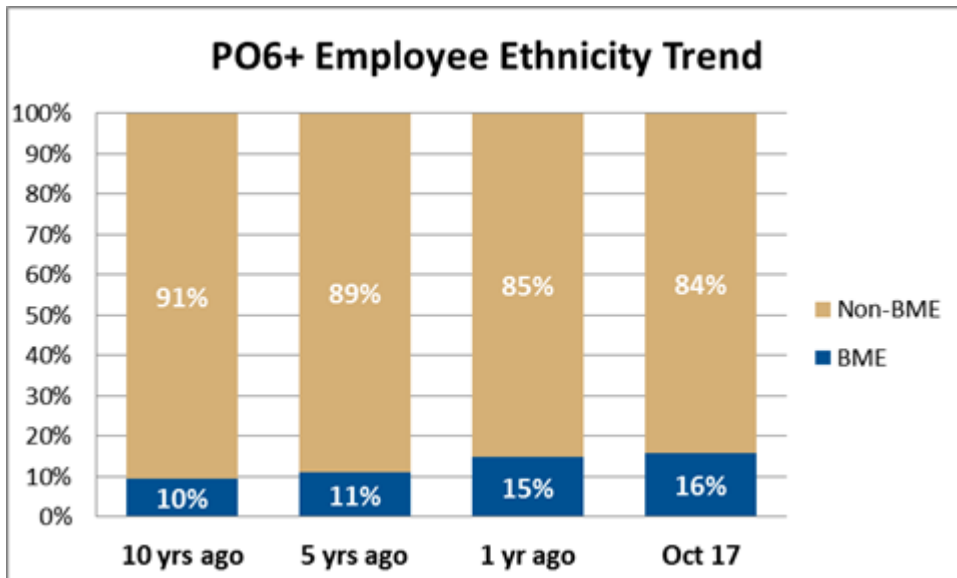


Table 4



3.4 Disability Profile

14.4 % of the working age population consider that their day to day activities are limited either a little or a lot by a disability. This definition is different to that used for the workforce statistics so comparisons are difficult. Council employees are asked whether they consider themselves to have a disability and to declare this via the Employee Self Service System. 3.9 % of Council employees consider themselves to have a disability. Communications have recently been sent to the workforce to encourage them to update their status via the employee self service system.

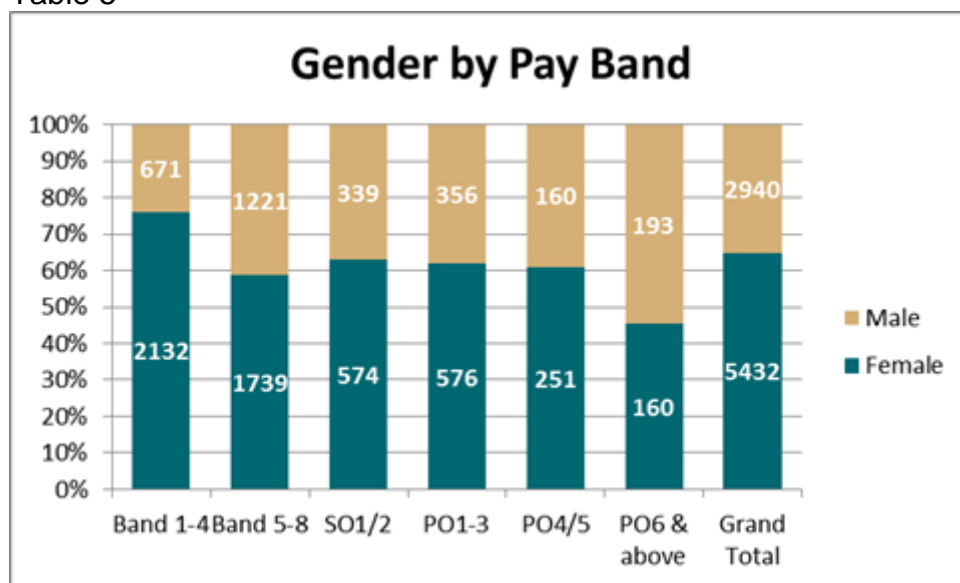
3.5 Gender profile

The working population of the District (2016 mid year estimate) was 49.9% male and 50.1% female. The gender split for the Council is 35% male and 65% female and has varied very little in the last 7 years despite workforce reductions and lower levels of

recruitment.

Table 5 shows the gender of the workforce by grade. For the first time in Bradford Council's history, it has a permanent female CEX and a female Leader. The Council Management Team is 62.5 % female but further work is required to improved representation at senior levels (P06 and above).

Table 5



The gender pay gap is an equality measure that shows the difference in average earnings between women and men. The UK gender pay gap is at its lowest level ever in the UK at just over 18 per cent. The initial calculation of the Gender Pay Gap for Bradford Council is 8.2 per cent. This compares favourable with the national average and other Local Authorities.

The gender pay gap does not show differences in pay for comparable jobs. Unequal pay for men and women has been illegal for 45 years.

3.6 Religion and Belief and Sexual Orientation

Despite encouraging staff to declare the above, currently only 8.7% of Council employees have provided data on Religion & Belief and only 7.0% have provided data on Sexual Orientation therefore comparisons using this information would prove unreliable.

4. CORPORATE ACTIONS

- 4.1 There has been improvement in the overall diversity of the workforce, the number of senior managers who are BME, and the number of women employed in senior roles.

Table 6 shows how the percentage of BME staff has increased from 19% 10 years ago to 26% now.

Table 6

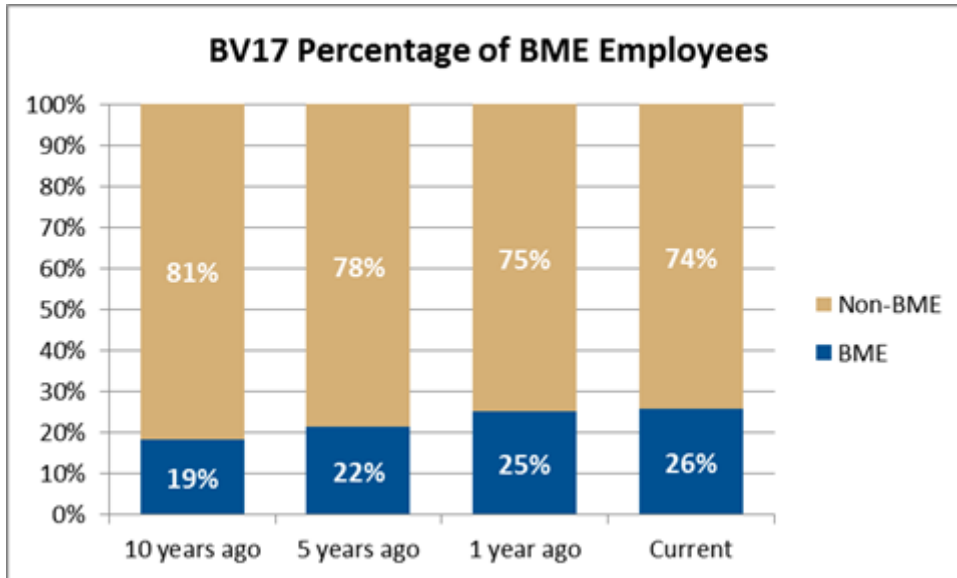
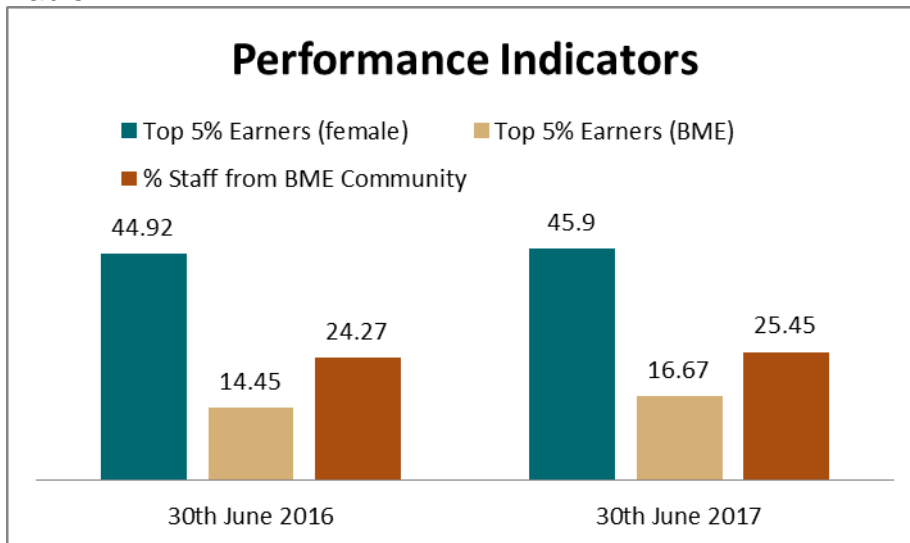


Table seven shows that the percentage of female and BME staff in the top five per cent of earners has increased from 2016 to 2017. It also shows that the proportion of BME staff in the workforce has increased.

Table 7



- 4.2 Tables 8 and 9 show that 31% of new starters were BME compared to 26% of the workforce. They also show that people leaving the organisation through natural wastage or by way of redundancy are less likely to be BME.

Table 8

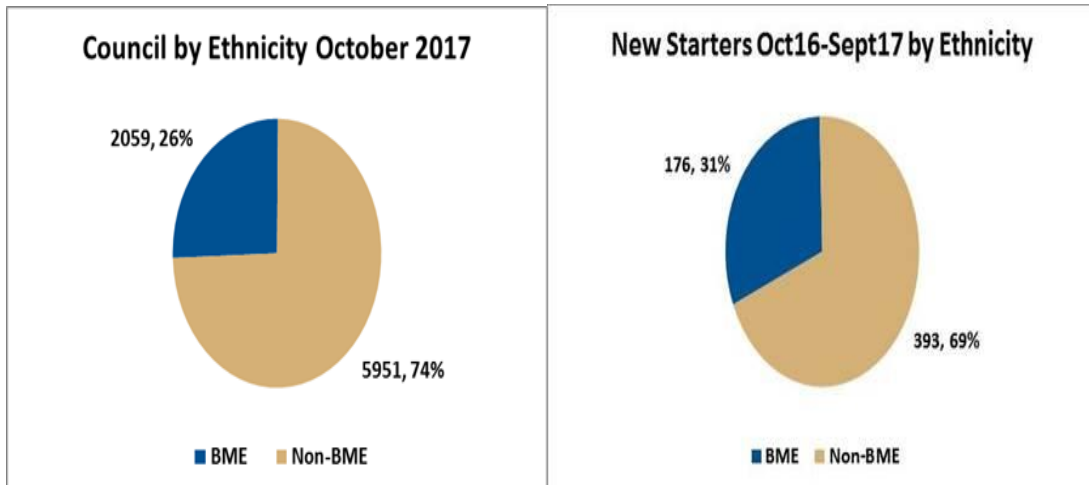
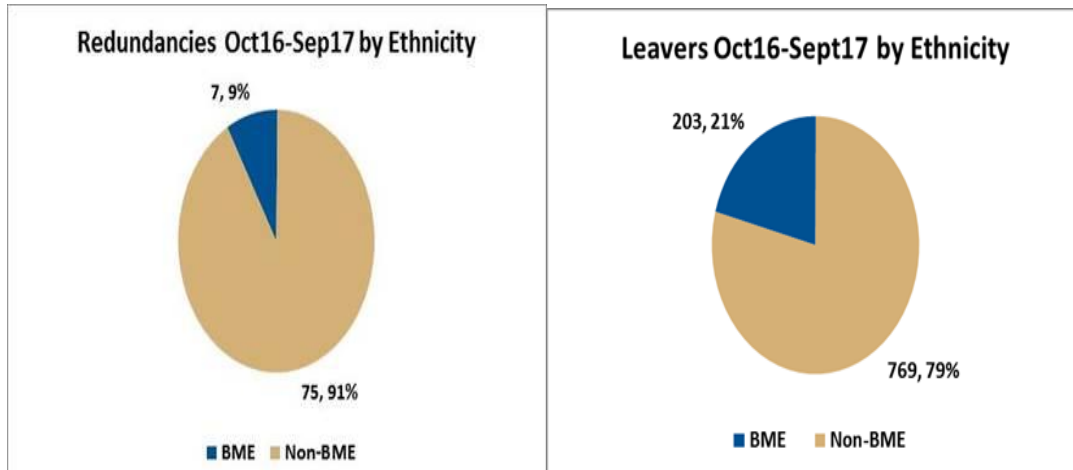
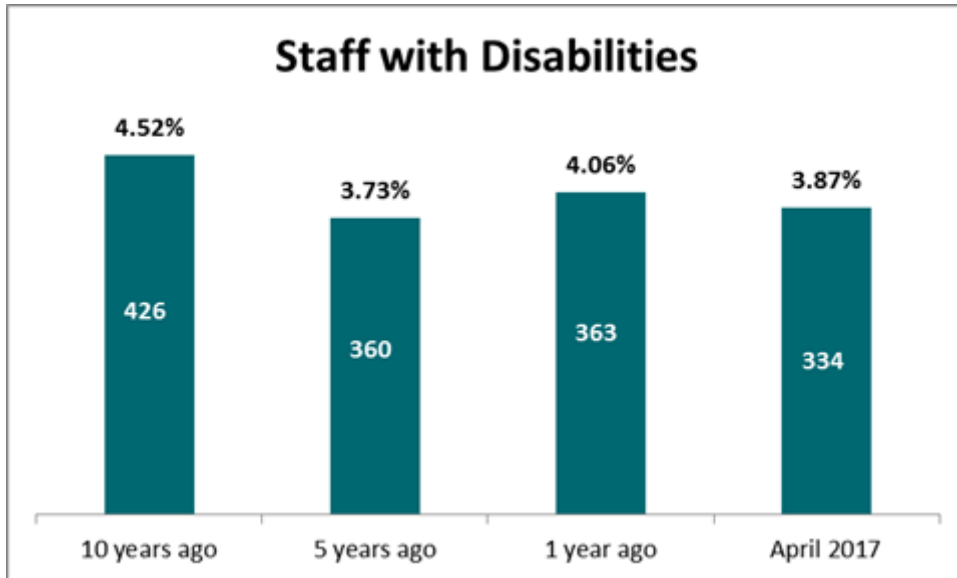


Table 9



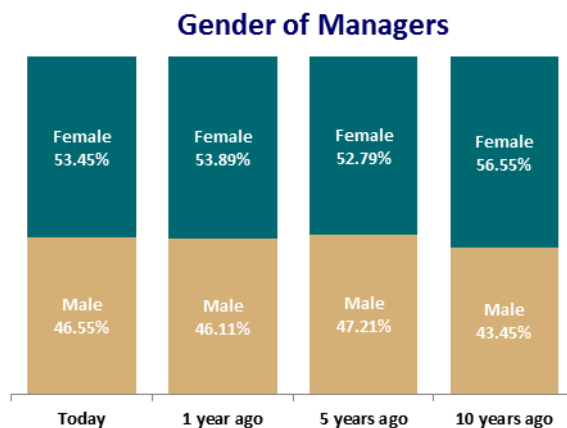
4.3 Table 10 shows that the percentage of staff with a disability has recently gone down although it is more than it was 5 years ago. Paragraph 4.7 details action being taken in relation to mental health which aims to help managers to retain staff who are suffering mental ill health.

Table 10



4.4 In relation to the gender of managers, the figures have been fairly static, especially over the past 5 years. This is shown in Table 11.

Table 11



4.5 Benchmarking with other Local Authorities is difficult. Other Local Authorities often have contractors or partners providing certain services so need different types of workforce. A significant amount of resource that used to be used to benchmark regionally has been substantially reduced.

Data that is available shows that Leeds, Wakefield and Calderdale Councils all have larger BME working populations than the percentage employed by them. Their BME working populations are much smaller than Bradford's so Leicester City Council may be a more appropriate comparator. The latest figures available show that the percentage of BME staff within Leicester Council's workforce has decreased from 27% in 2013 from 31% in 2012. The proportion of Leicester's economically active population from a BME background is 47.1%. Bradford Council has roughly the same percentage of BME staff (26%) but there is a lower percentage of BME citizens in the working population (31.6%).

Comparisons with neighbouring Authorities show that Bradford has a far higher

proportion of BME staff in top management positions, has a similar percentage of disabled employees but has a lesser proportion of female staff in the top 5% of earners.

4.6 The following activities are currently underway to improve workforce diversity

- **Future Leaders Programme** is designed to address workforce diversity and unlock talent across the organisation. All employees are invited to apply, and we encourage applications from frontline workers, officers and managers. The recruitment process focusses on behaviour, attitude and potential, with emphasis on what you could do, rather than what you have done. Applicants do not need their line managers' permission to apply. This approach resulted in the ethnicity profile of employees on the Future Leaders Programme being over 50% BME and 63% female.

As a result of this programme, 30% of Future Leaders have gained promotion or external secondment.

- **BME Joint Secondment Programme** with Government offers 5 x 3 month secondment opportunities for BME staff; 3 places offered to BME staff on the Future Leaders programme, and 2 places to other BME staff across the organisation. To date 3 have completed their secondments and report back that the experience has been invaluable. It is too early to assess the outcomes from these secondments as they have only recently finished.
- **The title Mx** has been added to application forms and to the SAP employee database. This is seen as best practice in terms of being sensitive to employees and job applicants who do not identify with a specific gender. It is promoted by Stonewall as best practice and seen as being trans-friendly. Several other Local Authorities and high profile organisations have also started to offer the Mx title as an option to their employees and job applicants. This has only been added to the employee database recently so it is too early to tell how much uptake there will be.

- **Cultural competence training and planned 'trigger' conversations.**

Developing cultural competence refers to an ability to interact effectively with people of different cultures and socio-economic backgrounds, particularly in the context of human resources, non-profit organisations, and government agencies whose employees work with and for persons from different cultural/ethnic backgrounds.

The training sessions explore the components in detail giving participants a greater insight into the theories and practical applications of cultural competency.

The Council is also looking to introduce the use of 'triggers' both in the physical environment, and in meetings culture. This would involve choosing a 'trigger' for open discussion and debate, displaying key messages in meeting rooms and include triggers in meeting agendas, for example:

- "What does this mean for the communities of Bradford"
- "How are we promoting inclusion in our decisions today?"
- "How reflective is this meeting of the communities we serve?"
- "Who will our decision affect today?"
- "Which communities will benefit from today's discussion?"

as well as more specific items for discussion around inclusion topics.

- **Mental Health at Work Workshops** have been provided by HRplus to managers in areas of the Council where absence due to mental health related illness is at high levels. These workshops allow managers to identify issues at an early stage and make appropriate interventions. Nearly 200 managers will attend these courses. Feedback has been extremely positive. All managers attending have rated the course as at least “valuable” with 87% rating it as “very valuable” or “extremely valuable”. A typical comment is below:

“Very informative and useful in managing staff with mental health problems.”

- An E-learning package on mental health has been developed and made available, and the network of Time to Change Champions is being developed following the signing of the Time to Change Pledge.
- **Inclusive apprenticeship offer.** The Council has a statutory requirement to work towards employing 2.3% of its workforce as apprentices. The Council has set a local target to recruit up to 500 new apprentices per year. To ensure an inclusive offer, we will target recruitment and work towards: 30% BME, 10% special education needs and/or disabled people and 5% other vulnerable groups. 100% of children leaving care will be offered the opportunity to access a traineeship or apprenticeship.
- Last year the first ever Bradford Pride Awards were held as part of the LGBT+ History month, celebrating local groups and individuals who support LGBT+ people in Bradford. Bradford has been identified as one of the most LGBT+ friendly cities in the country. Bradford Council is working with a host of partner organisations to celebrate and promote LGBT+ History Month in 2018. This will consist of a full programme of entertainment, education and discussion events designed to recognise and value the local LGBT+ community.
- To increase attraction to Bradford Council vacancies the use of Social Media including Twitter and Face Book has been increased. Partnership working with Job Centre plus has resulted in the creation of a Virtual Jobs fair which allowed the promotion of Council vacancies. Promotion has also been undertaken at a number of jobs fairs.
- A dedicated careers page (including a dedicated section on apprenticeships) has been created which provides applicants with a lot more information about applying for posts and working in the Council. It also provides potential applicants who do not live in the District with information about living in the Bradford District.
- A new vacancy control process has been implemented on the recruitment system along with manager’s guidance for apprenticeships. Work continues on producing pop up advice for applicants for different sections of the application form to support applicants for apprentice vacancies.
- In partnership with Horton Housing the Council has paved the way for shadowing opportunities in the Council for refugees and asylum seekers. One such opportunity has resulted in the person securing a longer term placement

opportunity. Further work continues to provide more opportunities for this group.

- A refresher for managers on equality considerations such as reasonable adjustment for when they are recruiting to posts in the Council has been provided.

4.7 The following activities will also be developed in 2018/2019 to further improve our workforce diversity:

- Jargon free jobs (JFJ) – the Council took part in a campaign earlier in the year to reduce the amount of jargon when vacancies are advertised and information that goes out with vacancies. This will make Council job profiles easier to understand particularly for younger people who have never had the experience of being in the workplace.
- Attracting and retaining diverse talent in the organisation is an essential part of the Council's approach to cultural change. An e-learning package for managers is being developed providing them with advice on how to write/produce job profiles that are fit for purpose and only ask for criteria that is relevant to the post.

4.8 Some types of diversity rely on staff telling the organisation which category they are in including: disability, gender reassignment and sexual orientation. We actively encourage staff to declare these via "employee self service" which allows staff to electronically provide this information directly.

4.9 Our aim will be to create a culture and environment where staff feel comfortable and confident to confirm their status in each of these areas. To do this, we will continue to, and further promote national awareness days such as International Day against Homophobia, Transphobia and Biphobia. We will also engage the help of Stonewall to help us develop an action plan in relation to improving staff confidence in declaring their sexual orientation.

4.10 We are working with our HR partner, HRplus, to explore an action plan to become a Disability Confident employer using their experience.

5. FINANCIAL & RESOURCE APPRAISAL

5.1 There is no defined corporate budget for Workforce Diversity actions. The majority of the actions listed in this report are financed by the Corporate Training Budget. The Office of the CEX employs one Corporate Equality Officer whose role incorporated the coordination of Equality issues.

6. RISK MANAGEMENT AND GOVERNANCE ISSUES

7. LEGAL APPRAISAL

As referred to at paragraph 2.3 of this report, the relevant legislation is the Equality Act 2010. The public sector equality duty was created under that Act and came into force on 5 April 2011. The equality duty covers the nine characteristics protected under the Act. The law permits positive action by taking measures to increase the participation of

underrepresented groups, providing those measures do not unlawfully discriminate against another group.

8. OTHER IMPLICATIONS

None

9. EQUALITY & DIVERSITY

Appendix 1 presents a detailed outline of progress against each of the equality objectives' supporting actions from 1 January 2017 when monitoring of the objectives commenced to the end of June 2017. The progress plan includes a breakdown of each action and milestone, progress on each, and where it was felt appropriate to set a target a latest figure or status is also included. This was presented to Corporate Overview and Scrutiny Committee on 26 October 2017.

This report demonstrates how the Council is contributing particularly to the following objectives:

EMPLOYMENT & SKILLS - promote inclusive growth through ensuring those most disadvantaged in the labour market are able to get the skills they need and access good jobs.

Poverty and Ethnicity Employment and Skills Programme - addressing barriers and blockages to employment and career progression for disadvantaged groups.

Apprenticeship Programme - ensuring that the Council's new apprentices are representative of the district with a focus on Looked After Children and people with disabilities.

ORGANISATIONAL EQUALITIES CULTURE - the Council is well run, fit for business and is fair and inclusive in its approach.

Equalities Competency and Corporate Approach - a wide ranging programme of equality competency activities and improved governance arrangements.

Workforce diversity - recruitment options, commissioning requirements, career progression options.

10. SUSTAINABILITY IMPLICATIONS

None

11. GREENHOUSE GAS EMISSIONS IMPACTS

None

12. COMMUNITY SAFETY IMPLICATIONS

None

13 HUMAN RIGHTS ACT

None

14. TRADE UNION

The involvement of the trade unions is welcomed in working with the Council on all issues relating to equality matters.

Issues of Equality e.g. EIA's are addressed through consultation processes where there are impacts on the workforce so that any adverse impacts can be considered and any alternative ways to mitigate impacts can be considered and adopted as appropriate

15. WARD IMPLICATIONS

None

**16. AREA COMMITTEE ACTION PLAN IMPLICATIONS
(for reports to Area Committees only)**

None

17. NOT FOR PUBLICATION DOCUMENTS

None

18. RECOMMENDATIONS

Members are asked to note the progress made to date on improving workforce diversity.

19. APPENDICES

Appendix 1 - Equality Objectives Detailed Progress Update - January 2017 to June 2017

20. BACKGROUND DOCUMENTS

- Report of the Assistant Director for the Office of the Chief Executive to the meeting of Corporate Overview and Scrutiny Committee held on 26 October 2017 – Bradford Council's Equality Objectives Progress Report (January to June 2017).