



Communities and Equalities Scrutiny Committee

Date: Tuesday, 7 March 2023

Time: 10.00 am

Venue: Council Antechamber, Level 2, Town Hall Extension

This is a **Supplementary Agenda** containing additional information about the business of the meeting that was not available when the agenda was published

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Membership of the Communities and Equalities Scrutiny Committee

Councillors - Hitchen (Chair), Azra Ali, Benham, Chambers, Connolly, M Dar, Evans, Hilal, Hussain, Iqbal, Johnson, Ogunbambo, H Priest, Rawson, Sheikh, Whiston, Wills and Wilson

Supplementary Agenda

6. **[10.40 - 11.15] Public Sector Equality Duty (PSED) Annual Report 2022** 3 - 82
Report of the Joint Director (Equality, Inclusion and Engagement)

This report provides an update on the Council's activities to demonstrate compliance with the Public Sector Equality Duty and the annual report which will be published.

Further Information

For help, advice and information about this meeting please contact the Committee Officer:

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This supplementary agenda was issued on **Thursday, 2 March 2023** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension (Library Walk Elevation), Manchester M60 2LA

Manchester City Council Report for Information

Report to: Communities and Equalities Scrutiny Committee – 7 March 2023

Subject: Public Sector Equality Duty (PSED) Annual Report 2022

Report of: Joint Director - Equality, Inclusion and Engagement

Summary

To provide an update on the Council's activities to demonstrate compliance with the Public Sector Equality Duty and the annual report which will be published.

Recommendations

The Committee is recommended to:

- (1) It is recommended that the committee considers and comments on the progress made on delivery of our Public Sector Equality Duty and proposed priorities for future delivery as set out in the appended report which will be published.
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Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

The Public Sector Equality Duty report does not directly impact on the achievement of the city's zero-carbon target. However, it is recognised that some resident groups in Manchester will potentially particularly benefit from advancement on the zero-carbon agenda. Improving conditions for Manchester residents by tackling our climate change ambitions helps create a more equal platform. More energy efficient housing, healthier households who are more active, safe and can access active travel and public transport will improve residents' lives. Reducing carbon emissions and improving air quality across the city will in turn help reduce health inequalities. Increasing and improving the quality, quantity and accessibility of green spaces and nature within the city will enable all people to benefit from spending time in nature, resulting in improved physical and mental health and wellbeing of residents.

Manchester City Council is mindful of a just transition to achieving its zero carbon ambitions and is conscious of not creating new forms of inequality and poverty and ensuring everyone benefits from the progress being made.

Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments

This report and the appended PSED report provides an overview of the Council's approach to addressing our legal requirements as set out within the Equality Act of 2010 and the associated Public Sector Equality Duty. This report also highlights the work being progressed around the council's equality objectives (See appendix 1 and 2)

Manchester Strategy outcomes	Summary of how this report aligns to the OMS/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Reporting on progress in the delivery of our Public Sector Equality Duties (PSED) is a legal requirement which provides assurance that the Council has due regard for advancing equality and addressing inequalities in all aspects of its service delivery. As such, the PSED applies to all the Our Manchester Strategy outcomes. We recognise that the diversity of our city is a strength which we can build upon in terms of developing a sustainable economy. However, we also recognise that we need to ensure that we have a real focus on enabling people who experience the biggest inequalities to benefit from our economy. Our PSED report sets out how we are tackling inequalities particularly, through our workforce equalities strategy.
A highly skilled city: world class and home-grown talent sustaining the city's economic success	Again, our PSED report describes our commitment to ensuring that we support Manchester people to progress, build their skills and have access to opportunities through targeted approaches to addressing known inequalities.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The PSED report provides an overview of some of the work that we have progressed and will continue to prioritise to ensure that we empower diverse communities to contribute to the development of our city. Key to this is addressing known inequalities by building trust.
A liveable and low carbon city: a destination of choice to live, visit, work	The PSED report sets out our approach to valuing diversity and ensuring that we develop an inclusive culture across services, events and the strategies that support the liveable and low carbon outcome.
A connected city: world class infrastructure and connectivity to drive growth	Our PSED report describes how we recognise the structural and systemic barriers that many people in our city experience linked to their protected characteristics and that we need to remove them to ensure equitable access to all that the city has to offer.

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

Not applicable

Financial Consequences – Capital

Not applicable

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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.

[Equality Objectives 2020-24.pdf \(manchester.gov.uk\)](#)

Manchester City Council Public Sector Equality Duty (PSED) Report 2023

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1. Purpose of the Report

The purpose of this annual report is to provide evidence as to how Manchester City Council has complied with the Equality Act 2010 and its specific duties. The council is committed to advancing equality of opportunity through its service provision, as an employer, a commissioner and when working in partnership.

The public sector equality duty (PSED) is a requirement under the Equality Act 2010 and states that public bodies should consider equality across their work. It is supported by specific duty obligations, which requires Manchester City Council to publish equality information each year to demonstrate how the requirements of the PSED are being met. Public bodies also need to publish one or more equality objectives, which should be specific and measurable and updated on a cycle of no more than four years. The specific duty obligations are intended to support public bodies to be more transparent about their work on equality.

The Equality Act 2010 provides the basic framework of protection from discrimination, victimisation and harassment and came into force on 1st October 2010.

From 5th April 2011, under section 149 of the Act, 'the Public Sector Equality Duty' (or "general duty") came into force, requiring us (the Council) to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The general duty is supported by two "specific duties" which requires us to:

- Publish information to show compliance with the equality duty every year. For example, information in relation to the protected characteristics of employees and people who share a relevant protected characteristic who are affected by our policies and practices.
- Publish specific and measurable equality objectives at no more than four years from the date of first publication.

This report is designed to demonstrate the council's compliance with the PSED. It does this by:

- Profiling the protected characteristics of the employees of the council.
- Providing examples of eliminating discrimination, advancing equality, and fostering good relations across council services.
- Outlining and demonstrating the policies and procedures in place that the council has to ensure it has due regard to the duty

In summary, this means that we must consider the impact that our actions have on equality and that we are furthering the aims set out in the law; how our policies/ procedures impact upon equality; how we consider the ways in which we can alleviate any potential negative impacts and ensure that access to our services remains fair and equitable.

This report does not seek to capture everything that is undertaken in relation to Equality, Diversity, and Inclusion. Instead, it highlights some of the key achievements during 2022-2023. We will continue to embed our Equality, Diversity and Inclusion aims and objectives until the new Equality and Inclusion Strategy has been developed in 2024.

We will also be refreshing our Equality objectives for the next four years (2024- 2028)

2. About Manchester and the Council

Manchester has been at the forefront of championing equality and diversity for decades, we have had an ongoing commitment to equality and making services, facilities, and opportunities fair and inclusive. The first public library, the first passenger railway, and the first football league. The birthplace of the suffragette movement, vegetarianism, and Vimto. The inventors of graphene, the submarine and modern computing. Manchester is a city filled with boundless creativity, innovation, and culture.

We're nothing without our people, who have always dared to be different and think differently. After all, it's the people that make Manchester one of the greatest cities in the world. However, we also know that discrimination, structural and institutional bias, and barriers are among the most detrimental determinants of health and wellbeing. Without aiming for equity within our public services, we will continue to incur unnecessary excessive costs to our citizens and to system resources. Without creating the conditions for diverse and inclusive leadership, workforce, and talent to flourish, we will lack the insight and ability to deliver to our diverse community's needs.

Our diversity has made us a successful, growing, connected, and buzzing city and it is important that our workforce; many of which are Manchester residents; reflects the rich diversity of our great city at all levels. Equally, we need to ensure that our services meet the needs of our increasingly diverse city and that we take action to address known inequalities for different people in our city.

The Council is one of the largest employers in Manchester with over 7,300 employees. The Council is made up of 5 directorates that deliver a range of services to residents across the city.

- Adults
- Children's
- Corporate Core
- Growth & Development
- Neighbourhoods

Manchester City Council is a commissioner and service provider, working closely with strategic partners and other local organisations. This puts it in an ideal position to play a significant role in leading the way to ensuring everyone in society has opportunities available to them, is treated fairly and is made to feel like they belong.

We know we could do more to make sure that our staff reflect the diversity of our city and that if we do that then we will make better decisions, deliver better services and connect the city council more closely to our residents.

The Our Manchester Strategy, sets out a vision for 2025 of Manchester as a world class city which is:

- Thriving and Sustainable City– with great jobs and the businesses to create them
- Highly Skilled – full of talent both homegrown and from around the world
- Progressive and equitable – a fair city where everyone has an equal chance to contribute and to benefit
- Liveable and low carbon – a great place to live with a good quality of life: a clean, green and safe city.
- Connected - both physically, with world class transport, and digitally, with brilliant broadband.

Our headline messages from the Office for National Statistics (ONS) release of Census 2021 data for the city of Manchester relating to race and ethnicity, religion, national identity, and language is highlighted below. In total, 521,000 people usually residing in Manchester responded to the 2021 Census. After making various adjustments, ONS estimate that the population of Manchester on Census Day (21 March 2021) was 552,000, a difference of 31,000 people. This data and what this means will be further explored in the Communities of Identify report later in the year.

On each of these categories, the Census demonstrates the further increases in the diversity of the city's population during a decade of rapid change and unprecedented challenges. For example:

- Ethnicity: The non-white population has increased from 33.4% to 43.2%, including an increase in all Asian ethnic categories from 17.1% to 20.9%, and an increase in all Black ethnic categories from 8.6% to 11.9%.
- National identity: 77.2% of residents most identified with one of the various British categories, down from 83% in 2011

- Language: 89% (191,800) of households have at least one person who can speak English as their main language. Around 4% (21,400) of residents said they cannot speak English well or very well. Across the city, 94 languages are spoken with the highest numbers being Urdu, Arabic and Polish
- Religion: The Christian population has decreased from 48.7% to 36.2%, Muslim population increased from 15.8% to 22.3%, and those identifying as 'no religion' increased from 24.7% to 32.4%

2021 census in England and Wales asked about sexual orientation and gender identity for the first time. Nationally, 89.4% of respondents identified as straight or heterosexual. Around 3.2% identified as lesbian, gay, bisexual or another sexual orientation (LGBTQ+), in Manchester that figure was 6.6%. 93.5% of residents said their gender identity and their sex registered at birth were the same. Nationally around 0.5% said their gender identity and sex registered at birth were different, with 48,000 people identifying as 'trans man' (0.1%) and another 48,000 (0.1) % identifying as trans woman'. 118,000 (0.2%) did not provide a write in response. A further 30,000 identified as non-binary and 18,000 wrote they had a different gender identity. In Manchester those figures were 0.45% (different from registered at birth but not specified) trans man 0.17%, trans women, 0.17%, non-binary, 0.16% and other gender identities 0.07%.

Council and partner services will use the Census data alongside our own intelligence to help plan services, better understand our population, and use Our Manchester approaches to align services with the communities that they serve.

3. Our Equality Objectives 2020-24 (See Appendix 1 and 2)

We think setting equality objectives is an important way for us to show our commitment to equality, diversity, and inclusion. Our equality objectives help us describe the things we'll do to support Manchester's vision to be a progressive and equitable city.

We have set three equality objectives for 2020 - 2024, each with a set of indicators that describe in more detail what we'll focus on to ensure we're making progress. The objectives will last until 2024, but we will keep track of where we are up to annually and update the aims as we make progress.

Use the links in the subheadings to read our equality objectives in full and the indicators designed to allow us to track progress in these areas:

3.1 [Objective 1 - Knowing Manchester Better](#)

We will work together with Manchester's citizens and our partners in the public and voluntary sectors to improve the quality of the information we have about Manchester's diverse communities. This will strengthen our understanding of our people and will help us to support 'community cohesion', where people from different backgrounds get on well together in the local area and treat each other with respect and consideration. We will engage with our citizens to build strong, trusting

relationships which will help us to develop policies and commission services that meet everyone's needs.

3.2 [Objective 2 - Improving Life Chances](#)

We want everyone living in Manchester to have a good quality of life and equal chances. We aim to remove disadvantage and prejudice from people's lives and make sure that everyone has access to the services and opportunities that will help them to fulfil their potential. We know that for some groups in Manchester this is not already the case, and we will work with our partners to take a positive approach to removing inequalities. Embedding programmes of work to enable the Council's workforce to be more reflective of the communities it services is a key priority within this objective. Specifically, we will increase the proportion of Black and Asian minority ethnic and disabled people in the Council's workforce overall and in particularly, within our senior leadership team.

3.3 [Objective 3 - Celebrating Our Diversity](#)

Manchester's commitment to equality and diversity is part of its fabric; the City has championed equality for generations and has been home to a number of inclusion figureheads. We have a thriving and increasingly diverse population with a wealth of characters, cultures, and contributions. The city has much to celebrate, be that its past, present, or future. We've achieved a lot by working with our different communities to promote their identities and achievements. We will maintain and build on that, going even further to celebrate Manchester's diversity. The EDI team have delivered events such as Black History Month, International Women's Day, Pride and Holocaust Memorial Day. Service delivery also includes working with communities and partners to understand Manchester citizens and help support those who are under the additional protected characteristics.

4. Workforce Equality

In October 2021, the council launched a Workforce Equality Strategy (See appendix 3) which sets out a plan to be a place where our workforce fully reflects the rich diversity and talent of the communities we serve at all levels and is a place where everyone can be themselves and thrive by 2025. Details of the council's workforce profile can be found in Section 8.

Our strategy sets out the importance of ensuring our diverse employees are protected from discrimination in any form, have access to development and can progress through the council's structures, are treated with respect, have good and fulfilling work to do and can bring their whole selves to work.

We are committed to ensuring that our managers and leaders understand and continually demonstrate their commitment to equality, diversity, and inclusion. Our policies and processes need to be fair and not discriminate against any group or community and all managers and leaders need to understand how to support their employees, monitor equality and address any issues quickly.

The strategy has been based on learning from the past but more importantly from engaging with colleagues, understanding their experiences, and asking them what they wanted to change.

The strategy sets out six summary aims:

- Our workforce fully reflects our communities at all levels
- We talk openly and frequently about equality and inclusion
- Staff have access to develop and fulfil their potential
- Staff will feel free to bring their whole selves to work
- Policies and processes are fair and do not discriminate against any group or community
- Managers and leaders understand how to support their employees, monitor equality, and address any issues quickly

This section provides an overview of the progress the council has made to deliver its Workforce Equality Strategy and to demonstrate how we have complied with the Equality Act 2010 and specific duties

4.1 Senior Leadership for Equalities, Inclusion & Engagement

Leadership across the Council has been strengthened by the creation of a Joint Director of Equalities, Inclusion and Engagement post working across the City Council and Health who will work with the Corporate Equalities, Diversity & Inclusion Leadership Group (CEDILG) chaired by the Deputy Leader of the Council and the City Solicitor to ensure that the Council achieves its equality objectives. They will monitor progress against the Workforce Equality Strategy and local action plans in services which support the delivery of our equalities objectives. This is supplemented by participation in the Inclusive Leadership Masterclass attended by 410 managers and 118 members of the Senior Leadership Group to date. It is designed to equip our leaders with the confidence and skills to make the workplace more consciously inclusive.

4.2 Organisational Behaviours

A new behaviour has been created to reinforce the council's commitment to being an equal, inclusive, and fair organisation. Whilst equality was threaded through the councils existing behaviours which all staff are expected to uphold, staff told us that we needed to strengthen our commitment to equality. A group of fifty staff from across the organisation and trade unions were involved in the creation of the fifth behaviour and shared personal experiences and insights to make sure that it will work for all. This focuses on a clear call to action: *We show that we value our differences and treat people fairly.*

The Council delivers the 'Our Manchester Experience' to its workforce and partners to support culture change in the organisation. The experience has been updated to include an Equality, Diversity & Inclusion behaviour. The Experience reinforces the message that it is a behaviour rather than a value, therefore it is something that we need to act on rather than just believe in.

4.3 Creating a more diverse workforce at all levels by developing existing staff and opening opportunities out to Manchester residents.

The Council has established a Talent & Diversity Team within Human Resources & Organisation Development (HROD). The team lead on programmes of activity which supports the Workforce Equality Strategy and ultimately ensures that the Council is able to attract, develop and retain diverse talent from within and outside of the organisation.

We have developed a leadership pathway programme for Black, Asian and minority ethnic colleagues. To date, 48 people have enrolled onto the programme with 30 successfully completing it. Out of the 30, 47% (14) have gone on to secure promotions and have directly attributed this to the knowledge, confidence, opportunities and exposure the programme provided them. There are a further four programmes planned to be delivered over the next two years with a total of 18 staff on each programme.

In the last 12 months, the Council has supported 111 colleagues in enrolling onto an apprenticeship with 37% of these being for staff from Black, Asian and minority ethnic backgrounds. This compares to 29% in the previous 12 months. The increase in staff from within this group was achieved through utilising various communications channels with information on apprenticeships, speaking to our Race Equality network groups and working closely with senior managers within each directorate.

In June 2022, the Council relaunched a new work experience offer. This encompasses hosting students from Manchester schools, colleges and universities and supporting students studying T-Level and degree level qualifications. The offer has been refreshed to prioritise Manchester residents aged 24 and over, not currently in work, providing opportunities to gain work experience in areas of their choice. This work is directly linked to our ambition to strengthen our employment pathways into our organisation, creating a clear talent pipeline for our residents with a priority to include residents from our under-represented communities.

4.4 Engagement and Communications

In 2022, our annual staff awards (Awards for Excellence) included a dedicated Equality, Diversity and Inclusion category. This addition was in recognition of our commitment to creating a fair and inclusive workplace, and the excellent work done by colleagues across the Council which helps us to achieve this.

Diverse judging panels were also introduced where members of staff networks were invited to support the judging of each category - 33% of members of the judging panels identified as Black, Asian, and minority ethnic. Judges received de-personalised nominations to avoid bias. Members of the judging panels were also invited to present awards at the finale event, to ensure presenters were reflective of the diversity of our workforce.

An equality monitoring tracker has been developed for the Our Manchester Experience, Carbon Literacy, Listening in Action and large corporate events to show levels of engagement across protected characteristic and to take positive action where required to ensure all staff groups can and are able to engage.

The intranet has been developed with content that enables staff to access the staff equality networks and engage in activity, including the recently established Mental Health Network and Neurodiversity Group. Further development work is planned with the staff equality networks, including the newly formed Over 50s and Young Person's networks.

The Council provides over 50 different equalities, diversity and inclusion-related training courses. The courses range from Autism awareness, Anti-racism to Digital Equality & SCULPT and LGBTQ+ awareness. A total of 5526 staff have accessed the training.

The Council launched a mandatory '*Let's Talk About Race*' training programme in February 2022. The training is a combination of e-learning content and facilitated team conversations that explores systemic racism, white privilege, racial micro-aggressions, tokenism and actions to help create an anti-racist Council. To date, over 1,200 employees have completed this training and we continue to roll this out across the organisation.

The Corporate Induction has been redesigned with a renewed focus on the Manchester City Council Strategy, Corporate priorities, Our Manchester Behaviours and Equality, Diversity, and Inclusion (EDI). This induction ensures our new starters have a clear understanding of the Council's equality, diversity and inclusion priorities, behaviours and expectations, including our zero-tolerance approach to any form of discrimination.

4.5 Recruitment and Selection

HROD have been working on transforming the ways in which we recruit and select across the City Council, including transition to an improved 'Applicant Tracking System' which will support tracking of the protected characteristics of applicants across the recruitment process. We have also strengthened our approach to ensuring that recruitment panels are diverse in terms of gender and race. To encourage and assist this to happen HROD have designed and implemented an 'app' which matches diverse members of staff who want the experience of sitting on a recruitment panel to support their own career development, with recruiting managers.

4.6 Monitoring workforce characteristics

As part of the engagement carried out when developing the Workforce Equality Strategy (See appendix 3), people were asked about barriers to updating their personal equalities information. Engagement packs were also created to fully explain how the data is used and the value in understanding the make-up of the workforce. Having stories about how we have used the information in some of our policy development has helped to build confidence in this area. Our aim is to improve the recording of protected characteristics across the workforce to 95% over the next 2 years to support us to address under-representation at all levels of the council.

Workforce demographics:

The information below presents a summary of the Council's workforce against the protected characteristic groups (where data is available). As of Monday 30th January, there were 7,341 employees within MCC.

There is a strong emphasis on understanding the workforce demographics and showing progress within these areas. Whilst the below demographics do not show the increase in protected characteristics, they highlight the current workforce and show where we need to improve as described in the strategy.

Age	%
Under 20	0.1%
20 - 29	9.5%
30 - 39	17.8%
40 - 49	24.2%
50 - 59	32.5%
60 - 69	15.0%
70 and over	0.8%

Disability	%
No	76.7%
Unknown	14.9%
Yes	7.9%
Prefer not to say	0.5%

Ethnicity	
	%
White / White British	64.0%
Black / African / Caribbean / Black British	11.4%
No Data	7.9%
Asian / Asian British	6.4%
Prefer not to say	3.4%
Mixed / Multiple Ethnic Groups	3.3%
White other	3.1%
Any other Ethnic Group	0.2%
Middle Eastern and Central / Western Asian British	0.3%

Gender Identity	%
Unknown	85.0%
Trans Female	9.2%

Trans Male	5.4%
Prefer not to say	0.2%
Non binary	0.1%
Prefer to self-describe	0.0%

Religion or Belief Detail	%
Unknown	89.8%
Christian	7.8%
Prefer not to say	0.4%
Muslim	1.5%
Any other religion or belief (please specify)	0.3%
Hindu	0.1%
Sikh	0.1%
Jewish	0.0%
Buddhist	0.0%

Sex	%
Female	65.2%
Male	34.8%

Sexual Orientation	%
Heterosexual / Straight	61.0%
Not Disclosed	26.8%
Unknown	7.3%
Gay	2.1%
Bisexual	1.4%
Lesbian	1.0%
Other	0.3%

4.7 Creating policies and processes that feel fair to everyone

In 2019/20, Black, Asian, and Minority Ethnic staff were more than twice as likely to be subject to disciplinary action. The Casework team (HROD) have taken part in equality training (including Let's Talk About Race training) to better understand issues around race and lived experience. The team have also;

- Introduced an enquiry stage before any cases enter formal action.

- Worked closely with trade unions to analyse casework trends and issues and develop a new disciplinary policy.
- Used quarterly meetings within HR and with all Strategic Directors to monitor all cases and specifically monitor cases relating to Black, Asian, and Minority Ethnic staff. (This now also includes Employee Dispute Resolution cases and all cases that could be related to any of the protected characteristics.)
- Introduced the requirement for managers reviewing any cases, involving elements of discrimination, to have attended the Inclusive Leadership programme.
- Reviewed the level of manager who deals with any case involving an element of discrimination.

As a result of this work, the application of disciplinary procedures with Black, Asian and minority ethnic staff has reduced from 38% to 26% since 2019/20.

To improve the workplace experiences of disabled employees and those with a long-term health condition, the Council is:

- Developing a workplace adjustment hub which will provide support, advice, and guidance to disabled employees, those with a long-term health condition and their line managers.
- Developing a 'workplace adjustment passport' to record the adjustments that people need so that changes to job, location or manager don't result in staff having to repeat the adjustment process.
- Engaging with disabled employees and those with a long-term health condition to understand what is working well, what isn't and how the Council can improve.

4.8 Policy Framework

A number of key HROD policies have been revised or introduced over the last 12 months to support our Workforce Equality Strategy, including amendments to the Disciplinary Policy and Employee Dispute Resolution (EDR) Policy to include a 'zero tolerance' statement in relation to discrimination of any form. There is a commitment to providing reasonable adjustments throughout these processes and in addition, only senior managers who have attended Inclusive Leadership training will investigate or hear cases related to discriminatory behaviours to eliminate any potential bias in case management. The mediation offer has also been refreshed as a route to avoiding formal EDR procedures where appropriate.

Other revisions to policies include the introduction of a new contractual entitlement to paid special leave for those fleeing abusive relationships within the Domestic Abuse Policy, a new contractual entitlement to fostering leave and paid special leave for those employees who are approved foster carers and have fostering responsibilities in working time and other changes made to the Special Leave policy based on feedback from the Race Equality Report to support staff who may need to travel abroad following a bereavement.

A new Menopause policy has been launched to raise awareness of the menopause and support employees whose symptoms impacted on them in the workplace.

We have introduced a new Third-Party Abuse and Harassment policy which includes a zero-tolerance statement for any type of abuse/harassment, definitions of different types of abuse/harassment and a mechanism to report incidents which is monitored by Health and Safety. Staff are encouraged to report hate incidents/crime/criminal behaviours to police where appropriate, with support for services to act against perpetrators. The Council takes a zero-tolerance approach to discrimination of any kind. To support this, the Employee Code of Conduct and key policies have been updated to reflect this.

4.9 Workforce Equality Strategy progress monitoring

There is a clear vision set out within the strategy as to how it will be delivered. Regular reporting to Senior Leadership will allow us to monitor progress against meeting our targets to better reflect our diverse communities at all levels of the council, continue to create a more inclusive culture and allow all staff to flourish.

5. Progress Update for 2022-23

Manchester City Council is a commissioner and service provider and one of the larger local employers in the area, working closely with strategic partners and other local organisations. This puts us in an ideal position to play a significant role in leading the way to ensuring everyone in society has opportunities available to them, is treated fairly and is made to feel like they belong.

Every year we show our collective progress towards our strategic goals through the [State of the City report](#). This year's report represents the fifth analysis of our progress towards the vision and objectives outlined in the Our Manchester strategy, focusing on the progress since the 2015 baseline and outlining the impact the Covid -19 pandemic has had on our city. In the summer of 2020, the Our Manchester strategy priorities were reset for the five years to 2025, acknowledging-but looking beyond – current challenges, to ensure the city achieves its ambition. Theme three, 'A progressive and equitable city' sets out areas of progress made towards achieving this aim. The urgency of this has been exacerbated by the pandemic, which has disproportionately affected some of the most already disadvantaged communities. The Council's focus on reducing inequalities is now more important than ever. We have highlighted some key areas of work that the council have embarked advance equality and address inequalities.

The progress the Council has made has enabled us to gain Disability Confident Leader status, Foster Friendly Employer status, become a member of the Employers Initiative on Domestic Abuse and to gain the Greater Manchester Good Employment Charter. Our leadership on these areas will support our work with other employers and stakeholders across our city.

5.1 Making Manchester Fairer

[Making Manchester Fairer](#), is the city's 5-year plan to Tackling Health Inequalities. This is an ambitious plan and will evolve, but it will take time to embed and develop. There are eight themes in the plan. Six of these are themes or facts that are frequently highlighted as having an effect on health and wellbeing. They are;

1. Focus on giving children the best start in life
2. Addressing poverty. This affects everything, especially set against the cost-of-living crisis
3. Good work is good for your health
4. Focus on preventing ill health and preventable deaths, so this will also include the four big killer diseases/ conditions in Manchester
5. Homes and housing
6. Places, environment, and climate change.

We also added two more themes for Manchester:

7. Tackling systemic and structural racism and discrimination

Through this theme we aim to improve outcomes for communities experiencing racial inequality by enabling staff to implement the rights solutions. We are developing a comprehensive and immersive educational programme aimed at tackling structural discrimination and racism and will include lived experience and insights into equality issues, with a focus on the most pervasive issues communities face. This programme will highlight how bias, and stereotypes affect decision making, and encourage leaders to examine recruitment to achieve a more diverse and inclusive workforce. Sorting engagement with marginalised communities will help us work with them on culturally proficient services and activities. Data collected in an inclusive way will accurately identify patterns and gaps in services and will monitor improvements. We will support the workforce in improving their knowledge and confidence in asking about protected characteristics to improve data collection, but also to build trust so communities feel more comfortable sharing information and understand why it is important to do so.

8. Focus on communities and power, so that we concentrate on what really matters to our local communities and residents, and so that they are heard and influence what we do. This includes acting on the voices of those who are often less heard.

All our work to reduce inequalities will be informed by understanding community and neighbourhood strengths and needs. We work closely with trusted voluntary and community sector and recognise their contributions to improving wellbeing and reducing entrenched inequalities, including reviewing the approach to grant funding and support to ensure it is fair. We have established a Communities and Power Forum to drive forward the actions outlined within the Communities and Power and Fighting Systemic and Structural Discrimination and Racism themes of the Building Back Fairer action plan. The Forum will consist of a diverse group of individuals who are expert by experience on these matters who will ensure that the Our Manchester approach is embedded through its delivery.

In addition, at the heart of our framework are four core principles, also based on community feedback, so that we genuinely involve residents and neighbourhoods in all aspects of the work:

1. Proactively listen to people and respond to show the difference the work has made, and why

2. Trust people, trust local residents and groups to act on and deliver the plan
3. Employ people, bring local people into local jobs linked to the plan; this improves prosperity and means that our workforce will be more reflective of the communities we serve
4. Create a space and a place to create and support the conditions for social connections to develop and flourish and to help health and wellbeing.

5.2 Covid Health Equity Manchester (CHEM)

CHEM was originally set up in 2020 to inform our response to COVID-19, and the widening impact gap on different communities. Members are now having broader discussions around the indirect consequences of the pandemic and broader social, health and wellbeing priorities for their communities. They have been and will continue to be vital in delivering our vaccine equity commitments.

The strategic group aims to achieve its objectives through collaborative whole system working, influence and advocacy as well as direct actions through its programme of work. The Covid Health Equity Manchester (CHEM) group is a good example where these improvements have built critically important trust with our communities and key stakeholders and therefore realising positive results. The CHEM programme through targeted engagement grants and the Sounding Boards have become a critical part of our system infrastructure for addressing health inequalities, even more so in light of 2021 census data for Manchester.

Representation covers groups and communities; disabled people including people with learning disabilities, communities experiencing racial inequality, inclusion health groups, occupational groups at high risk – care workers, taxi drivers, security, hospitality, people or groups that experience multiple forms of discrimination that intersect or combine (intersectionality). This will be kept under review based on emerging and evolving understanding of our communities. It is important to note the needs of other at-risk groups e.g., people who are homeless, older people, clinically at risk, are being addressed through other work streams.

The main functions of the Sounding Boards are to:

- Bring together a group of people that can act as a voice for their communities.
- Give the communities they represent a voice in the development and delivery of CHEM's programme of work.
- Identify and share what the priority issues and concerns are for the communities they represent.
- Share their views on statutory sector initiatives and activities that impact their communities based on their first-hand experiences and the experiences of people that they connect with.

The work of CHEM has been alongside the valuable localised work that has taken place with community groups through the MCC and MLCO neighbourhood teams who have delivered much of the face-to-face engagement work in the city.

This engagement work also requires its own bespoke communications support to provide messaging in the right way, for the right audiences, so that we help people to

live well, where they live. This has been a large part of our Covid approach, where there has been a very successful cycle of listening to community feedback to create communications that complement and help with engagement work.

5.3 Anti-Poverty Strategy

The [Anti-Poverty Strategy 2023-2027](#) was approved by the Executive in January 2023. It replaces and builds on the previous Family Poverty Strategy and covers all ages, all households. It sits within the Making Manchester Fairer work and focuses on delivering positive changes to tackling poverty in the medium to long term.

Priorities for delivery sit under four themes: (1) Preventing Poverty what we can do to prevent residents experiencing poverty; (2) Mitigating Poverty to make life easier for people experiencing poverty and ensuring their basic needs are met; (3) Pathways out of Poverty raising people's incomes so they can move out of poverty and (4) Inclusive and Effective delivery making sure that people with lived experience of poverty have a voice in anti-poverty work and that interventions are targeted to make sure we consider inequalities and inequity in how poverty is experienced.

5.4 Neighbourhoods

The Team Around the Neighbourhood (TAN) model is an example of how we work with other agencies and our communities. TANs are multi-agency forums which drive integration focused on connection to the neighbourhood, informing priorities and embedding place-based working. Initial neighbourhood groups which have been brought together to connect priorities, support offer and teams across: Children's, Adults, Neighbourhoods, Community Safety, Housing, and Work and Skills. Other partners and 'eyes and ears' organisations can be involved when required and responding to local issues and priorities. They are connected to case navigation forums to shape future offers for people and places for example, commissioning tailored English Language courses or simplifying a referral route for mental health support. Another example of how TAN has engaged with communities and agencies to address known inequalities is outlined below.

The Gorton hub is a £22m project that brings together a range of public sector services in an integrated way under one roof in the heart of Gorton. As part of the development the architect had developed internal artwork which was utilising an image with different tones/shades of the same colour overlapping it. This image was to be installed on all windows, lift shaft and on the signage and wayfinding in the hub. The communications and engagement group, along with elected ward members reviewed the imagery and fed back that by having the multi coloured tones on the image would make it difficult for people with visual impairments to see or would not be accessible to people who are neurodiverse. The team reviewed the Royal National Institute for the Blind guidance on best practice. Three separate colours were selected and were used in a single colour overlay on the images (different colour on each floor) thereby making the building more accessible. Feedback from residents has been positive, enabling it to feel like an inclusive and shared space for the community.

5.5 Adults

In Adult Social Care (ASC) a new transformation programme, [Better Outcomes Better lives](#), focuses on MCC's in-house supported accommodation, day services and short breaks is now in development. This programme proposes to focus MCC's in-house services on meeting the needs of the city's citizens with the most complex needs. For the day services element, a full commissioning review included engagement with service users, carers, and advocates, as well as benchmarking exercises against other local authorities to ensure that no change in service becomes detrimental to any given category of residents. As the programme develops, further engagement will take place. The model does not propose to reduce the service offer but to reduce future demand for services through this approach. In ASC this approach has been in place for some time and is showing positive impacts and outcomes.

5.6 Children's

The Children and Families Directorate is implementing, as one part of its Equality and Diversity improvement work, a Race Equality Action Plan. This plan is overseen by a Race Equality Action Plan Group made up of diverse group of staff from across the directorate, including members of the directorate's REACH group (Race Equality and Cultural Heritage) An important strand of the Directorate's plan is Workforce Development. The Virtual School Team worked closely with MCC's Talent and Diversity Team in 2021 to pilot the Let's Talk About Race Training and delivered it to the Children's Leadership Team in December 2021. Since then, 45 members of staff from across the Directorate have undertaken facilitator training and have co-facilitated training with most Directorate teams. Further sessions are planned for any staff who have not yet completed the training.

The Directorate's Lead sponsor for Equality, Diversity and Inclusion on the Children's Leadership Team will coordinate the sharing of ideas and good practice across the Directorate. The Race Equality Action Plan Group will be carrying out work in March 2023 to explore what is meant by a zero-tolerance approach to discrimination and what needs to happen for staff to develop trust in this approach and to experience it in a meaningful way.

The Directorate's partnership vision is to support Manchester's Children and Young People to experience safe, happy, healthy, successful and independent futures. The Directorate is working through the city-wide, partnership implementation of the Manchester Inclusion Strategy 2022-25, to ensure that every child and young person, whatever their age, identity, circumstances or ability, has a sense of belonging, feels respected and is valued for who they are.

A key component of this work is promoting the use by all education settings and organisations working with Children and People of Manchester's newly developed and openly available Inclusion Strategy Toolkit:
<https://www.oneeducation.co.uk/inclusiontoolkit>

5.7 Procurement

Procurement services contribute to the Equalities for local government framework assessment (EFLG). This means EDI underpins the procurement of all services but also helps ensure external partners include EDI objectives within their service delivery. Furthermore, the commissioning of services must promote and comply with the council's ethical procurement policy and make certain that MCC partners and voluntary services are compliant too. Integrated commissioning also extends to promoting the Manchester approach to EDI and contributing to the work with charters such as the armed forces covenant and care leavers covenant.

5.8 Our Manchester Voluntary and Community Sector (OMVCS)

The 2023-26 OMVCS programme is a refresh of the 2018-22 programme. It aims to reflect changes and impacts of Covid and Cost of Living crises, increased demand on the sector and the themes of the Our Manchester reset (Our Manchester: Forward to 2025). The purpose of the programme is: *to sustain and support a healthy and thriving local voluntary sector in Manchester, so that it can continue to support the city's residents and focus on what the sector excels at*

The programme has three aims which applicants were invited to align their bids against, which support:

- equality and inclusion
- health and wellbeing
- poverty action

The refreshed fund has been developed through an extensive engagement and co-design process, undertaken in the spring and summer of 2022. It builds in measures to reflect Council commitments around zero carbon and the Real Living Wage agendas. It also includes priorities to increase funding to organisations and activities in North Manchester and Black Asian and Minority Ethnic led and/or focused organisations, compared to the 2018-22 programme.

The 'Our Manchester Voluntary & Community Sector (OMVCS) Refreshed Funding Programme', which was considered by Manchester City Council's Communities and Equalities Scrutiny Committee, at its meeting of 19 July 2022, which gives a full account of the engagement and co-design processes that took place.

'Our Manchester Voluntary & Community Sector' (OMVCS) Fund ([update report](#)) which was considered by Manchester City Council's Communities and Equalities Scrutiny Committee at its meeting of 6 December and provides an update of the funding process at that stage.

The OMVCS fund operates on a budget of £7.2 million over 3 years (£2.4 million a year). Running alongside this in 2023-2025 is the Supporting Communities Fund. This fund of £1 million in each of the two financial years (subject to budget approval) supports place based VCSE organisations, such as community hubs, to deliver wide-ranging activities which includes ones which contribute positively to the cost-of-living crisis.

There are 60 VCSE organisations supported across these two funding programmes (subject to due diligence and budget approval).

6. Equality Impact Assessments (EIA)

The standard Council EIA template was amended in 2020 to streamline the process and allow for swift decision-making whilst retaining due regard for equality. The Council

took the opportunity to consider additional priority groups as part of the impact assessment, in addition to those protected by the Equality Act 2010 (the Act). These additional priority groups reflect a greater breadth of inequalities than those addressed

by the Act, and touch upon the provisions of Section 1 of the Act, the Socioeconomic Duty (which was not enacted). The additional priority groups are:

- Ex-armed forces personnel and their families
- People living in poverty
- People with continuing health conditions
- People with caring responsibilities
- Trans people, non-binary people and other considerations of gender identity
- Homeless people
- Any other group identified as relevant to the activity (must specify)

Example EIA

[Northern Quarter Area 2 EqlA.docx \(sharepoint.com\)](#)

[Equality Impact Assessment Eastlands Dec 2022.docx \(sharepoint.com\)](#)

[Provider Services Review EqlA](#)

7. Governance

The Corporate Equalities Diversity and Inclusion Leadership Group (CEDILG) has been established by the senior management team (SMT) to provide assurance that throughout the organisation actions are being taken in relation to the promotion of equalities, diversity and inclusion both in respect of the workforce and the development of services.

The role of CEDILG is to monitor the overarching equalities objectives for the Council and to encourage good practice to become embedded into the culture and day-to-day processes of the Council along with enhancing service delivery.

The group is responsible for identifying improvements in equalities, diversity and inclusion as they arise and to monitor progress on implementation, in particular receiving input from Directorate leads as to service improvement and areas for development in workforce.

The group also provides corporate leadership, assurance and direction on equalities, diversity and inclusion working with staff network chairs in respect of issues raised and providing regular reporting to SMT and to the Executive member for equalities. The activities of the Group are reported to SMT by way of a written report and by

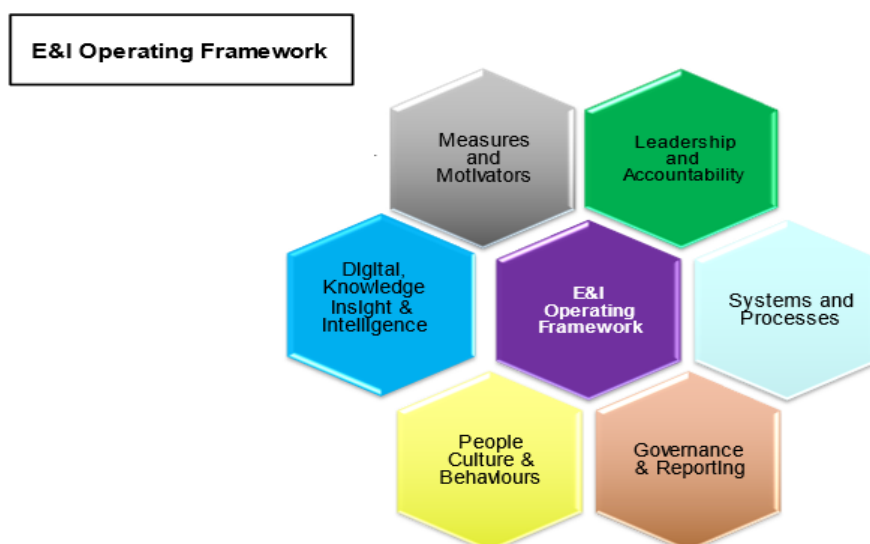
exception where significant issues arise. CEDILG is jointly chaired by the Deputy Leader of the Council and the City solicitor the SMT lead for Equalities.

8. Next Steps and Recommendations

Whilst we have set out some good progress around how we are advancing equalities and addressing inequalities within this report, the scale of the challenge is enormous but not intractable and we know that real change happens in tangible joined up work. The GM Independent Inequalities Commission report, Marmot's Build Back Fairer in GM and Making Manchester Fairer Strategy have highlighted the need for broad actions on wider determinants, access and leadership including in our communities that experience racial inequality where disparities now exist at record levels as evidenced during the pandemic. We need to tackle injustice and inequity facing our workforces and ensure that addressing inequality and embedding inclusion is fundamental to our ways of working.

We will build on opportunities such as the creation of the Greater Manchester Integrated Care System and the Manchester Integrated Care Partnership to draw collective strengths together. We also need a sustained focus to support the work of the City Council to deliver not just its statutory equality objectives; but more importantly ensure that responsibility for tackling inequalities sits at every level, from senior leaders to place-based partnerships and in partnership with our Voluntary and Community sector and the people of our city.

Key to this will be strengthening our approach by embedding Equalities and Inclusion through the Operating Framework, which includes the 5 building blocks outlined below.



- Leadership and Accountability – Inclusive, representative, and accountable decision making with leaders open to ideas and challenge on addressing inequalities. Increasing the impact of policies to reduce inequality by promoting better use of evidence in developing policies and measuring impact and working with clear performance goals and quality indicators for addressing inequalities

- Systems and Structures - Structures that enable greater accountability, partnership working and delivery of services that more closely meet the diverse needs of our communities and people. e.g. A single robust and harmonised equality impact assessment framework with a focus on delivering mitigation actions, working closely with governance and other functions to ensure that equality and human rights check, and challenge is integrated into our design, assurance and approval of the policies and practices at the right places and at the right time.
- Governance and Reporting – Further strengthening of governance mechanisms with clarity on who has authority to make decisions along with transparency and assurance for how inequality is being addressed and outcomes measured.
- People, Culture and Behaviours – Creating a sense of belonging in our organisations with support for continuous development, attracting and retaining talent, a diverse workforce, and fostering confident leaders on equality and inclusion, thus supporting the delivery of the workforce equality strategy.
- Digital, knowledge and Insight - The way we manage and use our data and intelligence to support the development of our policies and practices and improve access, experience & outcomes decisions made using the best available data and intelligence. Using data to drive continuous improvement and engagement and involvement with our communities.
- Measures and Motivators - Performance indicators and success measures linked to external standards and benchmarks (learning other sectors e.g. the NHS Workforce Race and Disability equality standards), education and training metrics that measure the impact on addressing of inequalities. Qualitative measures with a greater focus on equalities monitoring and strengthening the importance we place on feedback from people employed by us and communities accessing our services.

As we move forward, we are committed to continue to develop and further these advances.

The committee are asked to note the progress to date and comment on the report.

Appendix 1: Manchester City Council Equality Objectives 2016 - 2020

Objective 1 – Knowing Manchester Better

We will work with Manchester's citizens and our partners in the public and voluntary sectors to increase the quality of the information, knowledge and understanding we have about Manchester's diverse communities. This will allow us to work together to support 'community cohesion' – people from different backgrounds getting on well together in the local area and treating each other with respect and consideration – and make sure we develop policies, and provide and commission services that meet everyone's needs.

We have four aims to support this:

Aim 1: Improve the way we get to know our communities and the people who are using our services and engaging with us. We want to understand how our work affects people's satisfaction with life in Manchester, and whether people from different backgrounds get on well together. We will get better equality information to help us understand how what we do affects equality in Manchester, and to develop approaches that improve everybody's outcomes.

Aim 2: Involve a wide range of people and organisations in developing and reviewing our work on equalities, strengthening our relationships with our partners and benefitting from the strong links that our voluntary sector partners have with Manchester's communities.

Aim 3: Influence government policy and the decisions made nationally about equality monitoring, research, information that is gathered about people and how it's used. We'll share information with our partners in the public and voluntary sectors and use their knowledge to better understand our communities.

Aim 4: Use our growing and shared knowledge of Manchester communities with our partners, to make sure we have a joined up way of analysing how all the big changes in the city affect different communities.

Objective 2 – Improving Life Chances

We want everyone living in Manchester to have a good quality of life and equal chances. We know that for some groups in Manchester this is not the case. We will take a positive approach to removing inequalities.

We have four aims to support this:

Aim 1: Improve the health and wellbeing of all our residents and increase the life expectancy of Manchester people, by making sure they get better health and social care. We'll do this by working with our partners to join up and improve health and social care services, and make sure all people get the support and information that they need in the right way for them. We will increase the proportion of adults participating in sport and leisure activities to improve their own health and wellbeing.

Aim 2: Improve the life chances and increase the aspirations and achievements of all Manchester children and adults in education, making sure that the right support is in place to make access to a good education and pathways into employment

attainable for everyone. We will reduce the percentage of children living in workless or low income households by supporting more troubled families into work.

Aim 3: Provide volunteering, apprenticeship and training opportunities in the city, working with our public and voluntary sector partners to do this and influence other organisations to do the same. We will increase the number of volunteer hours worked in the city, and raise the median average annual earnings of Manchester's working people. Manchester residents will be paid at least the real living wage.

Aim 4: Take a joined up approach with our public and voluntary sector partners to raise awareness of hate crime and help people feel more confident to report it. We will increase the number of places where people can report hate crimes and make sure organisations know how to give the right support. Across our partnership, we will make sure appropriate action is taken swiftly to address hate crime using both criminal and civil powers available to us.

Objective 3 – Celebrating Our Diversity

Manchester's great strength is its diversity and we've achieved a lot for our different communities. We will keep up with what we've achieved so far and celebrate Manchester's diversity, telling people how this makes the city better for everyone.

We have three aims to support this:

Aim 1: Collaborate across sectors to organise and promote events and targeted communication campaigns that celebrate our different groups and give a greater awareness and understanding of them. We'll make sure people are involved and informed.

Aim 2: Grow Manchester's national and international profile as a diverse, inclusive city that cares about equality. Promote the work we do on equalities across all sectors and communities, from big city centre events to small self-forming groups, to make Manchester an exemplar of equality activity.

Aim 3: Make good use of the communication channels we and our partners have available – like websites, social media and community involvement – to celebrate our diverse city and tell people how we're achieving these objectives. We will make sure the information is accessible for all and tells people what they need to know and how they can get involved.

Manchester City Council Report for Information

Report to: Communities and Equalities Scrutiny Committee – 5 March 2020

Subject: Equality Objectives 2020 - 2024

Report of: City Solicitor

Summary

This report sets out the Council's proposed equality objectives for the period 2020 - 2024. It outlines the approach that the Council has taken to setting these in the past and describes the process that has been undertaken to ensure that the most recent set of objectives represent the priorities of Manchester residents and other stakeholders, as well as those of the Council. The report sets out the objectives in draft form and provides an opportunity for the committee to comment on these to influence further refinement of them before they are published by no later than 6 April 2020.

Recommendations

The Committee is invited to note and provide comment on the contents of this report.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

Whilst the process of setting equality objectives does not directly demonstrate an impact on achievement of the Council's zero-carbon target, the refresh of the draft objectives does take the opportunity to commit to more fully understanding the interaction of equality issues and environmental issues. The Council will complete Equality Impact Assessments (EIAs) against relevant aspects of its environmental programme which will support this undertaking.

Our Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The process of setting equality objectives itself does not directly impact on this outcome. However, the draft objectives do outline a commitment to inclusive economic opportunities (see objective 2).

A highly skilled city: world class and home grown talent sustaining the city's economic success	The process of setting equality objectives itself does not directly impact on this outcome. However, the draft objectives do outline a commitment to building communities skills and capabilities to connect them to economic opportunities (see objective 2).
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Although the process of setting equality objectives itself does not directly impact on this outcome, all of the draft objectives outline how the City's communities contribute to a fair and equitable Manchester.
A liveable and low carbon city: a destination of choice to live, visit, work	Although the process of setting equality objectives itself does not directly impact on this outcome, the draft objectives do outline a commitment to more fully understand the links between the City's low carbon ambition and its approaches to inclusion (see objective 2).
A connected city: world class infrastructure and connectivity to drive growth	The process of setting equality objectives itself does not directly impact on this outcome. However, the draft objectives do make reference to the City's connectivity and the importance in particular of Manchester's language diversity in relation to this (see objective 3).

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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.

1. Refreshed Equality Objectives 2016-2020, *Communities Scrutiny Committee – 24 February 2016*

1 Introduction: Evolving the Council's Equality Objectives

- 1.1 Local authorities and other public sector bodies have a statutory duty to set one or more equality objective(s) to comply with the specific duties of Section 149 of the Equality Act 2010, the Public Sector Equality Duty.
- 1.2 The Council published its first statutory equality objective in 2012, to achieve the 'Excellent' level of the Equality Framework for Local Government (EFLG) by 2015. This objective was aligned to three equality priorities for the Council:
 - 1) To strengthen our knowledge, understanding and evidence base about communities so that we can increase community cohesion and design services that meet everyone's needs;
 - 2) To tackle discrimination and narrow the gap between disadvantaged groups and the wider community and between Manchester and the rest of the country;
 - 3) To celebrate the diversity of Manchester and increase awareness of the positive contribution that our diverse communities make to the city.
- 1.3 The Council successfully achieved the Excellent level accreditation of the EFLG in 2015 and has since gone on to be one of only a small number of local authorities to have retained the three-year accreditation in two consecutive periods. The Council's current accreditation extends into 2021.
- 1.4 The Council's second set of equality objectives, published in 2016, built on the three equality priorities used to inform the Council's approach since 2012. The priorities were elaborated on and each was underpinned by a set of more specific performance indicators. The 2016 – 2020 equality objectives are at Appendix 1 of this report for the Committee's information.
- 1.5 The approach to setting objectives against three high level priorities, with more specific areas of focus set against each, was welcomed by the Local Government Association during its EFLG peer review of the Council in 2018. For that reason, the refresh for the 2020 – 2024 objectives sought to take views 1) on whether stakeholders thought that this approach should be continued with and 2) if so, what evidence, experiences and information should be considered when revising the indicators for each objective.
- 1.6 This report describes more fully the engagement and analysis that has underpinned the refresh of the Council's equality objectives for 2020 – 2024, and presents a draft set of objectives and indicators for the Committee's consideration and comment.

2 Engaging on the Equality Objectives 2020 - 2024

- 2.1 The Equality, Diversity and Inclusion Team (EDI Team) decided at an early stage that the refresh of the Council's equality objectives in 2020 would take a strengthened approach to engaging with stakeholders. Building on previous experiences of online consultations and engagement workshops with voluntary, community and social enterprise (VCSE) sector partners, the EDI

Team sought to more directly engage face to face with Manchester residents, as well as a broader pool of other stakeholders including public sector partners, businesses, Council employees, trade unions and Elected Members.

- 2.2 Over a two month period from 1 October to 2 December 2019, the EDI Team led a mixed method engagement campaign which drew over 300 responses. The 'outward facing' types of engagement included drop-in and bookable sessions for the public and / or more targeted stakeholders as follows:
- 17 engagement sessions for residents at libraries and leisure centres across a range of Manchester wards: Ancoats and Beswick, Burnage, Charlestown, Chorlton, Crumpsall, Deansgate, Didsbury West, Fallowfield, Gorton, Harpurhey, Hulme, Levenshulme, Longsight, Miles Platting and Newton Heath, Moss Side, Withington, Woodhouse Park;
 - Six focus group sessions specifically for representatives from the VCSE. These sessions were managed to ensure a cross-section of representation from all the key identity groups;
 - Seven engagement sessions for public sector partners and internal stakeholders. These sessions considered the priorities of services within Manchester City Council and across the public sector looking at how can systems and processes can improve in order to achieve better outcomes.
- 2.3 The resident engagement sessions were promoted across multiple social media platforms such as Twitter, Facebook and LinkedIn. Throughout the duration of the engagement period, an on-line survey was being run and promoted, in order to receive feedback from those people that were unable to attend the drop-in or bookable sessions.
- 2.4 The same questions were asked across all platforms to ensure consistency and validity of the data collected. The questions adopted an 'appreciative enquiry' approach, which reflects the strength-based approach that underpins the Our Manchester strategy and behaviours. Starting with the existing 2016 – 2020 objectives, stakeholders were asked if they thought the high level objectives should be kept or changed. People were then asked what mattered to them and what could make Manchester even better. The strengths-based lines of enquiry included questions such as:
- What could we do to help different groups of people get on even better?
 - What do you think we can do to make life more equal for all of Our Manchester residents?
 - What is the best thing about Our Manchester being so diverse?
- 2.5 The responses received from the engagement overwhelmingly indicated that stakeholders agreed that the three high level objectives should remain in place, but that there was a clear case for refreshing the indicators that sat beneath each one. Suggestions for the refreshed indicators were, on the whole, helpful and could be aligned with some clear themes. Some of the feedback received reflected what stakeholders felt was working less well; this has been considered in the development of the draft indications below and articulated as a set of commitments.

- 2.6 The engagement outcomes were therefore grouped by themes. Each of these themes has been considered and compared alongside the Council's service plans and Our Business Plan, in order to develop a set of proposed refreshed indicators which reflect the engagement outcomes, which speak to a broad range of ongoing commitments and / or planned activities and which articulate Council priorities.

3 Draft Equality Objectives 2020 – 2024

- 3.1 Based on the outcomes of the process above, a draft set of equality objectives with refreshed indicators has been developed, as follows:

Objective 1 – Knowing Manchester Better

We will work together with Manchester's citizens and our partners in the public and voluntary sectors to improve the quality of the information we have about Manchester's diverse communities. This will strengthen our understanding of our people and will help us to support 'community cohesion', where people from different backgrounds get on well together in the local area, and treat each other with respect and consideration. We will engage with our citizens to build strong, trusting relationships which will help us to develop policies and commission services that meet everyone's needs.

We have 6 indicators that will tell us we're making progress in these areas:

1. We will strengthen our approaches to engaging with residents and communities, making extra effort to speak to people and groups who are harder to reach. We will embrace co-production, reaching out to people at the earliest opportunity when developing our services and projects, and enabling minority and / or disadvantaged groups to influence the decisions that affect them the most. We will build on what people tell us to better understand our communities and how our services affect them.
2. We will use our growing knowledge of Manchester people and their lives to inform our own priorities and services. We will share this evidence-base with our partners and learn from their understanding of communities, to ensure that our shared work reflects residents' challenges, issues and opportunities. This will help us to develop targeted and effective services across the public sector built on robust evidence, without the risk of duplication.
3. We will continue to work with and support Manchester's voluntary, community and social enterprise (VCSE) organisations, recognising the close and unique relationship that they have with many protected characteristic groups in the City. Working with our VCSE partners, we have started to develop the leadership and capacity of some of our BAME and disability groups amongst others, which we will continue to build on together.

4. Building on the tolerance and unity that characterises Our Manchester, we will work with our partners and directly with communities of identity to ensure that our communities are cohesive and safe places to live. We will learn from our communities what unites us, and tackle those things that people feel would divide us. We will monitor our community relations, mindful of tensions in the UK more broadly, and will address hateful, divisive and anti-social behaviour head on, to support our Manchester people to enjoy a City that is respectfully everyone's.
5. We will support our City Council workforce to build its knowledge and confidence about Manchester's communities, developing up to date tools and learning about a wide range of identity groups. We will capitalise on the diversity of our workforce, engaging with our staff networks to learn from their experiences of working with the Council and helping them to influence our approaches to inclusive employment.
6. We will extend our use of Equality Impact Assessments, making sure that all of our key priorities and services are underpinned by a robust understanding of how they affect different people differently.

Objective 2 – Improving Life Chances

We want everyone living in Manchester to have a good quality of life and equal chances. We aim to remove disadvantage and prejudice from people's lives and make sure that everyone has access to the services and opportunities that will help them to fulfil their potential. We know that for some groups in Manchester this is not already the case and we will work with our partners to take a positive approach to removing inequalities.

We have 6 aims to support this:

1. We will work towards providing the best economic opportunities and outcomes for families, whilst continuing to work with our public and VCSE partners to connect residents to those opportunities. We will equip residents with the skills and qualifications to enable them to access the City's opportunities, developing approaches that are flexible, accessible and inclusive of residents' language, learning and other needs. We will build the digital capacity of our communities as the City's digital infrastructure grows.
2. In addition to the ongoing development of Manchester's housing and commercial stock, we will continue to develop accessible, inclusive travel networks to connect people to opportunities. We will work to more fully understand the interaction between equality issues and environmental issues, ensuring that our work to advance our priorities in each does not impact negatively on the other.
3. We will continue our work with partners to reform, strategically plan, jointly commission and deliver a range of provision to support children, young

people and their families at the earliest opportunity. We will reduce adverse child experiences and invest in children and young people's growth and development by ensuring we have a deeper understanding of the root causes. Our children and young people will be supported to have the best start in life and equal access to high quality education, continuing to narrow educational gaps between the UK average and Manchester and between different identity groups in the City's schools.

4. Building on the City's successes in integrating health and social care services, we will continue to reduce health inequalities and provide health and social care services on a locality basis to suit everybody's needs. We will use our growing knowledge of the differing health trends across Manchester's communities of identity and tailor services to meet those needs.
5. We will take a strengths-based approach to reducing homelessness in Manchester, working across services and partner agencies to ensure people are not discharged from services to the street, and that access to housing is complimented by access to skills, education, employment and health. We will work to prevent personal circumstances from being a barrier to opportunities, and provide support for those in the greatest need.
6. We will embed programmes of work to enable the Council's workforce to be more reflective of the communities it services. In particular, we will increase the proportion of BAME and disabled people in the Council's workforce overall, and introduce measures to make sure these groups are more represented in the organisation's senior leadership.

Objective 3 – Celebrating Our Diversity

Manchester's commitment to equality and diversity is part of its fabric; the City has championed equality for generations and has been home to a number of inclusion figureheads. We have a thriving and increasingly diverse population with a wealth of characters, cultures and contributions. The City has much to celebrate, be that its past, present or future. We've achieved a lot by working with our different communities to promote their identities and achievements. We will maintain and build on that, going even further to celebrate Manchester's diversity.

We have 5 indicators to tell us we're making progress:

1. We will continue to support and deliver events that promote the achievements and contributions of our diverse communities. Manchester boasts an events calendar full of celebrations of its people, both historical and contemporary. We will enhance this by promoting the achievements of our own workforce, working with our employee networks to showpiece their achievements and abilities.

2. Working to national frameworks and accreditations, we will achieve and maintain the highest standards in meeting the needs of key stakeholder groups such as achieving the Disability Confident Leader and Armed Forces Covenant Gold standards. We will publicise and celebrate these achievements, highlighting our own good practice and influencing that of our partners.
3. We will continue to raise the profile of equality issues and the diversity of our residents and workforce in our internal and external communications. We will ensure that inclusion is everybody's business, and that people recognise their identities being reflected in the way the Council promotes itself.
4. Recognising the strength and capabilities of Manchester's people, we will further extend the Our Manchester principles of enabling communities to find solutions that are right for and work for them. We will capitalise on the City's existing assets, both in terms of facilities and people, and investigate new ways of connecting these together to form unique and innovative solutions.
5. We will make sure our work connects to the broadest range of people by embracing Manchester's language diversity. We will promote Manchester's multilingualism as a cause for celebration, recognising the opportunity to share examples and experience of over 200 languages across communities and cultures to bring people together, as well as connecting Manchester and its people to international opportunities.

3.2 The Committee will note that the updated indicators represent an evolution of the 2016 – 20 indicators, rather than a complete revision of them. This reflects both the thematic nature of the engagement feedback received and moreover, the evolution of the Council's priorities during the same timescale. The indicators, especially those that underpin the Improving Life Chances objective, have been specifically tailored to align to the eight high level priority areas outlined in the Our Business Plan. In particular, the Committee will recognise a strong alignment with the areas of:

- Young People
- Healthy, cared-for people
- Housing
- Neighbourhoods
- Connections
- Growth that benefits everyone
- Well-managed Council

3.3 Equality-related priorities linked to the Council's zero carbon ambitions came through less clearly in the engagement feedback. The Council is aware though, that there are some significant links between equality issues and environmental ones (such as preventing disadvantage for some residents as a result of having to adapt to a changing environment, both financially and

socially), which it has committed in the draft objectives to more fully understand and respond to.

- 3.4 The Committee is invited to comment on the draft objectives and indicators. Feedback received from the committee will be considered in the refinement of the indicators in March, during which time the EDI Team will also be engaging with the Council services more directly responsible for delivery against each of the thematic areas. This will allow the opportunity to ensure that:

- The final set of indicators accurately reflects deliverable activity;
- The indicators are aligned with services' performance metrics, where these are available;
- There is broader organisational recognition and ownership of the objectives and indicators;
- A timescale and process for monitoring and measuring progress against the objectives can be established.

4 Monitoring and Reporting Progress

- 4.1 As has been the case since 2016, the EDI Team will annually gather evidence of progress against the equality objectives from the services most directly responsible for delivery, based on their respective performance measurement arrangements. It has been noted in previous monitoring against the equality objectives that data cannot always be disaggregated to reflect differential experiences of a service or function of different identity groups. Due consideration will be had for this when engaging with services, in order to assess the feasibility of improving the quality of data going forwards.

- 4.2 Although the statutory requirement to update the equality objectives is a four-yearly one, the annual review of progress will allow the opportunity to reflect on each of the underpinning indicators and take a view on:

- Whether they should remain for a further 12 months
- Whether they should be adjusted to reflect a changes in circumstances
- Whether they should be removed due to a changes in circumstances

- 4.3 The EDI Team is committed to continuing to report the Council's progress against its equality objectives on an annual basis.

5 Publicising the Equality Objectives

- 5.1 Following the process of refining the draft objectives and indicators, they will be published on the Council's website along with sufficient information to evidence the engagement that underpinned their development, thereby fulfilling the statutory requirement.

- 5.2 In addition to this, the refreshed objectives will be promoted internally and externally via:

- A social media campaign to promote the refreshed objectives with residents and partners;
- An internal communication and intranet campaign to promote the objectives with the Council's workforce.

5.3 This approach builds on the continued use of the three high level objectives and seeks to establish a 'brand', whereby there is increased recognition and sense of ownership of the objectives within the Council's workforce in the first instance, and with partners more broadly.

6 Conclusion

6.1 More than fulfilling a statutory requirement, the Council welcomes the refresh of its equality objectives as an opportunity to reflect on and articulate some of its key equality commitments over the next four years. The enhanced process of engagement that has underpinned this refresh has been wholly rewarding, both for the stakeholders who were engaged in the process, and for the officers who undertook the work.

6.2 It is noted by the officers involved that the passion with which participants spoke about their views on equality was very encouraging and reflected Manchester's reputation for being an inclusive and ambitious city in this regard. It is also noted that many stakeholders spoke about Manchester's great strength and achievements in this area, and recognised the Council's role in this.

6.3 The process of refining the draft objectives and indicators will continue throughout March, with the final set of objectives published on the Council's website by 6 April 2020 and a promotion campaign following directly on. Services will continue to measure progress against these throughout 2020 – 2021 with achievements and ongoing activity to be reported at the end of that period.

Progress on **Workforce Equality**

Updated Workforce Equality Strategy



October 2021

Introduction from our Chief Executive Joanne Roney



This is Manchester - we do things differently here.

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When we have a challenge we own it, we listen to different perspectives, and we take action to address and change things for the better.

Our city is dynamic, forward looking, creative, connected and buzzing and that is of course all down to our people who are more passionate about their city than in any other.

I am proud to lead this organisation and its 7,000 staff, a significant proportion of whom are Manchester residents, and all of us are proud of the work that we do for this City and its residents.

This strategy recognises, as do I, that we have more to do to make our organisation truly inclusive, in making sure our workforce is reflective of our communities at all levels and every single person feels safe to bring their whole selves to work and is confident that we will take actions when we find things that are not right.

Let me be very clear we have a zero tolerance approach to any form of discrimination and the work that is underway and planned will make sure we eradicate any possibility of discrimination and build a truly inclusive workplace and workforce.

This matters to me. I was given opportunities and encouragement in my career and I want everyone who works for us to be able to access support and development throughout their career. I want to ensure every employee has a voice and is heard.

I am pleased with the progress we have made as set out here, and am up for the changes and progress we need to make going forward and I know my colleagues are passionately committed to making change happen.



Appendix 3, Item 6

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Manchester

A city that has always been at the forefront of change.

The first public library, the first passenger railway, and the first football league. The birthplace of the suffragette movement, vegetarianism, and Vimto. The inventors of graphene, the submarine and modern computing. Manchester is a city filled with boundless creativity, innovation and culture.

We're nothing without our people, who have always dared to be different and think differently. After all, it's the people that make Manchester one of the greatest cities in the world.

Manchester has a diverse population of around 580,000 people, and The University of Manchester is one of the largest in the UK, with the city being home to over 100,000 students. Our diversity made us a successful, growing, connected and buzzing city.

Manchester City Council, which has led the growth and development of the city, employs around 7,000 staff and many of us are proud Manchester residents.

However, we know we could do more to make sure that our staff reflect the diversity of our city and that if we do that then we will make better decisions, deliver better services and connect the city council more closely to our residents.

We want to make the workforce of the city council reflect **at all levels** the residents of Manchester. We have work to do to achieve this – the data in this report clearly identifies numerous gaps. This strategy sets out a series of practical actions to make rapid progress.



But this is not just a ‘numbers game’.

While we need to make more and faster progress on getting a workforce representative of the community, it is important that our diverse employees now and in the future are protected from discrimination in any form, have access to development and can progress through the council’s structures, are treated with respect, have good and fulfilling work to do, and can bring their whole selves to work.

We know from the consultation we have done (described in this report) that that has not always been the case and to this day we still hear too many examples of unfair or discriminatory cases, and of employees not prospering or able to be fully themselves at work.

So this report also sets out a series of practical actions to eliminate unfair discrimination, build a culture of inclusion and promote diverse talent.

This is not the first iteration of our Workforce Equality Strategy, and it won’t be the last.

Like any good strategy, it is a ‘live’ document. It’s been informed by the lived experience shared by those we consulted with. We’ll continue to evolve and adapt it as our understanding grows and our data improves, and we learn what works and what needs improvement.

We have many years of work before us to achieve the step change that is needed – and the understanding, buy in and commitment of our Elected Members will be vital over the coming months and years.

While we were creating this strategy, we did not pause...

There has been an incredible effort over the last year to make rapid progress on some of our biggest issues, we have already:

- Created a range of staff development programmes.
- Created inclusive pathways into employment for residents.
- Focused on getting the data right to make sure we understand our City and our workforce.
- Planned all our workforce policies for review. The Disciplinary and Employee Dispute policy, and a new Third Party Abuse and Harassment Policy are now ready for Personnel Committee.
- Addressed the inequality in our disciplinary cases.
- Kept the conversation going by talking to our staff network groups and within our services.

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..and people noticed.

- ✓ Our staff network groups can see the commitment of the senior leadership team
- ✓ Our internal communications and engagement is much more diverse and inclusive
- ✓ Staff feel that they have access to senior managers to raise issues, share experiences
- ✓ Staff are really welcoming of the policy changes, in particular clarity on our zero-tolerance approach to discrimination and our 3rd Party Abuse & Harassment policy.

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What they told us....

To make our workforce more reflective of our communities we have more work to do.

This list will keep evolving as we understand more and continue to learn.

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Change the tone and language of our policies to be more accessible.

Asking for adjustments or flexibility to support a condition or caring responsibilities still feels uncomfortable.

More development programmes linked to other protected characteristics, especially in relation to disabled staff.

Be clear about how we are going to tackle these issues and be honest about where we are up to.

Be more open about our commitment to being an inclusive employer in recruitment.

Have uncomfortable conversations – on an ongoing basis so all staff understand the barriers some people face.

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We have **already**
achieved a lot...

1 Formal Training

Formal training forms just a part of what's available for staff to develop their understanding of diversity and inclusion in the workplace.

We're making sure that:

- All staff can access a basic level of understanding of equality and diversity, using self service where possible.
- Managers have the skills and knowledge to manage in a way that promotes equality and diversity, with formal training directed as remedial action.
- We have a leadership offer that challenges our leaders to understand, develop and clarify their role in promoting intentional inclusion.

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2 Racial Equality Mentoring (reverse mentoring)

A successful pilot has been run, giving four Senior Managers and Leaders the opportunity to be mentored by a Black Asian Minority Ethnic staff member who is in a more junior role.

Learning has now been collected and is being used to shape a new mainstream scheme with the following objectives:

- Help challenge engrained views on what talent looks like, breakdown stereotypes and biases, and help improve diversity in middle and senior grades.
- Provide a unique opportunity for mentors to share insights and experiences, and to provide Senior Leaders with a fresh perspective.

Following the pilot, a new cohort is being finalised with the next round due to commence Nov 21.

3 Offline Staff Support

Many of our staff do not have online access or are in roles where being released from the day-to-day will impact service delivery.

These staff also tend to be in our lower graded roles. The OD/L&D team will work with managers to tailor our offer and content in a way that works best for individuals, teams, and services.

'Let's Talk Race in the Workplace'

A race awareness team conversation tool.

In summary

- 45-minute sessions using real stories and case studies.
- Available for all online staff.
- Part of a package used widely across GM authorities.
- Addresses themes such as white privilege and systemic racism.
- Paper-based briefing/activity packs being created for our offline staff.

What it covers

1. Systemic Racial Biases vs Explicit Racist Behaviour
2. An Introduction to unconscious racial bias
3. White Privilege in the workplace
4. Racial microaggressions
5. Tokenism



This is only the start.

We're also creating guides for managers to continue the conversation with their teams. They will provide individuals and teams with opportunities to explore and discuss the themes in their own service and identify improvements they could make (**incremental rollout from Oct 21**).

Inclusive Leadership Masterclass

Equipping leaders with the confidence and skills to enhance inclusion.

In summary

**Already
completed by 97
staff & SMT**

- 2.5 hour session
- Available for Grade 10+ Managers
- Delivered virtually
- Aligned to the key areas of focus and challenges for the organisation

What it covers

1. Introduction to Equality, Diversity & Inclusion.
2. What Inclusive Leadership means for you.
3. Using the **Conscious Inclusion Model**:
 - Self Awareness
 - Cultural Intelligence
 - Understanding Bias
 - Empowered to Act



Increasing staff representation

To showcase and celebrate our diversity, our comms now regularly includes stories and celebrations reflective of our diverse communities.

Internal Communications Team supports staff to write accessible documents so that everyone can read and understand, especially where English may not be their first language. This ensures compliance with accessibility law.

Corporate communications aims to include a diverse range of stories, opportunities and learning across our channels to help ALL staff understand the importance of diversity, feel empowered to take action, recognise themselves and feel supported by the organisation.

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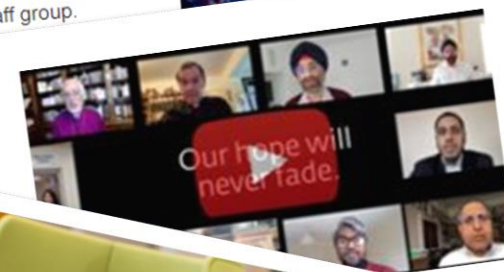
Snapshot of some of the content:

- International Women's Day
- Pride Celebrations
- Promoting special engagement events (Black History Month & beyond)
- Getting involved in local activities i.e. Caribbean and African Health Network
- Support and guidance around Covid testing and vaccinations
- Connection to communities i.e. Faith Leaders communications
- Comms support for the Race Equality Working Group
- Real staff stories about personal and professional topics
- Greater visual representation in campaigns imagery

Jon Atkin looks forward to Pride Weekend

This weekend is one of the most eagerly anticipated events of the year: Manchester Pride!

Jon Atkin, Acting Chair of the Council's LGBTQ+ staff group, tells how he has been part of every parade since 1995. He also explains that the Festival isn't just about the main Pride activities in the Gay Village and Mayfield areas. Jon highlights a couple of Festival fringe events of interest and invites staff to join the LGBTQ+ staff group.



Improving Panel Diversity

A project group was brought together, consisting of employees who took part in the Race Review, as well as those with experience as recruiting managers and applicants.

The aim was to find new solutions to improve our panel diversity.

What we did:

- **4 day Design sprint** – to explore ways to improve panel diversity, identifying challenges and opportunities.
- **Design of a prototype app** – allowing staff to join a pool of panel members for recruiting managers to search.
- **Creation of training video and quiz** – challenging myths around panel membership and strengthening staff understanding of diversity and recruitment needs.

For the first phase of the app, we are focusing primarily on improving racial diversity on panels, and will be trialling this in Oct 21 within the Adults Directorate.

We are also currently developing offline solutions for staff to be included in panels for phase 2 and its official roll-out in early 22.





Directorate Level Engagement

Local activity happening across our directorates.

‘Let’s talk about Racism’ (Neighbourhoods Directorate)

- 36 half day virtual sessions between January and March 2021.
- Delivered by Manchester Adult Education Service, with groups of up to 10 participants who came together to discuss race inequality.

Wellbeing Workshop (12 May) (Early Help Race and Equality Group)

Hosted by Clinton Jordan - a motivational vocal coach, who coaches you to find your best voice through song!

- Feel Good - Singing releases, the chemical endorphins which give a sense of reward.
- Together - Singing together creates camaraderie. Singing in unison creates unity. Singing in harmony creates creativity.
- Overcome - Singing together provides a safe environment where people can overcome their fears.

Regular Monthly Meetings (Libraries Black Lives Matter/Race Equality group)

- Looking at practical ways of being anti-racist in the library setting in terms of the local communities and staff.

Tailored Engagement (Legal, Performance, Research & Intelligence, and Neighbourhood Services)

- Wider Leadership Engagement Sessions held with a focus on Equality
- An all staff update of the findings from the council’s Race Review.

Directorate Broadcasts

- Directorate communication broadcast utilise the progress updates and include this in their service level bulletins on a regular basis.

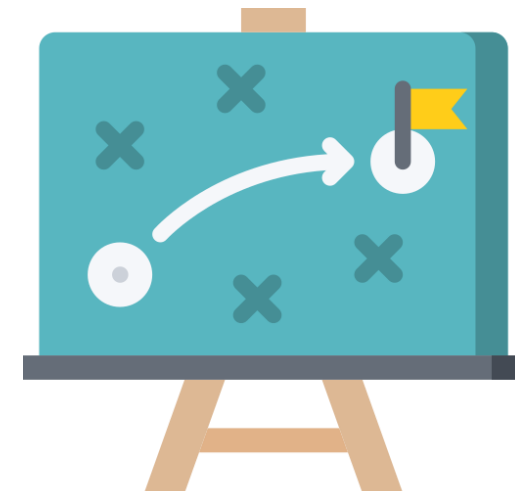
Workforce Monitoring

Jul-Sep

- Development of existing and creation of new equality monitoring questions including:
 - Ethnicity
 - Disability
 - Sexual orientation
 - Gender identity
 - Religion and belief
 - Trans status
- SAP development to update Mi Self and reporting capability
- Launched resurvey initially focusing on Senior Leadership Group
- Rolled out communications to all SAP users
- Launched recruitment dashboard enabling monitoring of all recruitment activities.

Sep-Dec

- Use monitoring information to target communications to drive completion levels
- Resurvey offline staff using paper surveys
- Establish regular recruitment reporting to identify inequity in our processes.





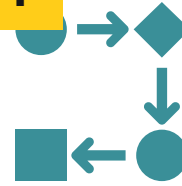
Strengthening arrangements corporately:

A new corporate board chaired by the City Solicitor has been established to track and monitor the progress against service specific targets with the aim of driving change within services.

The group will include:

- Chairs of each of the staff network groups
- Senior representatives from each Directorate
- Senior HROD officers

The group will track progress against corporate and directorate targets, to raise and discuss issues and will feed into SMT on a quarterly basis.



Building inclusive pathways into employment

- We have committed to taking on 37 young people across the organisation via the government's Kickstart Scheme.
- We are working closely with DWP to ensure these opportunities are promoted within our city's diverse communities. This includes young people with disabilities and those within the LGBTQ+ community.
- We have created new and strengthened existing links with community leaders to help our job adverts reach **ALL** our communities.
- We are refreshing our Apprenticeship Strategy to make sure it's accessible to **ALL** staff.
Key message: 'Apprenticeships are not just for young people'.
- We are working closely with the city's universities to ensure we attract the best talent for our Graduate Management Trainee programme.
Key message: 'Everyone is Welcome' here.
- Work is underway to understand where we can align specific career pathways to underrepresented groups.

Case Studies

Case Study

Supporting breast feeding mums in the workplace

“

A member of my team approached me for support so that she could continue to breastfeed when she returned from maternity leave.

She needed a private space to express milk and a secure fridge to store it in. When I looked into it there wasn't an easy mechanism to request this as there was no information on the Intranet or a form to make the request.

Because I work closely with the Health and Safety team they helped me to find a lockable room and ordered a medical fridge for her to use. If I didn't have those working relationships I'm not sure how I would have resolved this issue.

”

Team Manager based in the Town Hall Extension



Learning from this experience, we are developing better guidance for managers and mums in the workplace.

This will also help inform the estates strategy across the City.

Case Study

Strengthened arrangements to drive Equality and Inclusion

“

As Chair of the MCC LGBTQ+ Staff Group, I really value the opportunity to get together on a regular basis with colleagues from HROD and the Chairs of the other staff groups to consider and contribute to the refresh of the Workforce Equality Strategy.

Equality and its intersectionality with the various protected characteristics is something that affects us all, whatever role we play in the Council and so each of us bring a variety of useful skills and experience to the table to enhance the discussion, as well as the views and experiences of our staff group members and teams.

It's also a useful opportunity to bring other equalities issues to the table for advice. I really hope the group continues to meet after the current strategy review comes to an end!

”

Jon Atkin

Staff Development

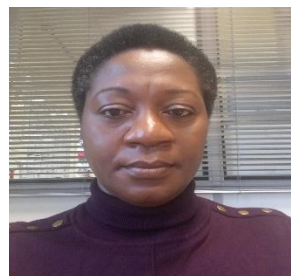
Black, Asian & Minority Ethnic Development Programme

This programme was set-up as a direct response to the Race Review, and forms part of the emerging Talent Management Strategy.

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A 6-month pilot programme was launched in April 2021 for 12 employees (grade 7-9). The aim is to build on existing skills and capabilities of staff and provide them with experience and exposure to working at a more senior level to their current grade with a view to facilitating progression into senior roles in the near future.

The pilot will come to an end in Oct 21 and following an evaluation, we are aiming to go live again with a larger cohort in Jan 22.



**Christianah
Awodiji**

“The programme has given me the opportunity to explore/experience Leadership in our organisation which has been hugely beneficial to me.

The Proventure career coaching course has invoked a change in my thought process, boosted my confidence and has given me tools for leadership development. The programme has been excellent in preparing me for leadership.”

LeadHERship Programme

A programme designed to better equip black, Asian and minority ethnic **women** to navigate the many challenges and gender biases within the workplace and develop the critical skills of aspiring leaders seeking to lead, influence, and mentor.

Launched Sep 21, with 23 staff in the first cohort.

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Casework



The way we recorded casework information was not consistently linked to equalities monitoring data.

It was also difficult to fully understand the trends regarding disciplinary action and employee disputes associated with black, Asian and minority ethnic staff.

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In 2019/20 we found that black, Asian and minority ethnic staff were twice as likely to be subject to a disciplinary process than their white colleagues, accounting for 38% of all cases.

We took immediate action and through a series of interventions we reduced this imbalance.

Looking at the same timeframe in 2020/21 shows a 10% reduction to 28%. The team are committed to further improvement.

How we did it:

- The casework team took part in equality training to better understand issues around race and lived experience. This included micro aggressions and white privilege.
- Continued development to make sure that we are more consistent with how we work, and to challenge how some cases were being handled.
- Introduced an enquiry stage before any cases enter formal action.
- Worked closely with Trade Unions to analyse casework trends and issues.
- Co-development with Trade Unions on a new disciplinary policy.
- Quarterly meetings with HR and all Strategic Directors to monitor all cases but specifically monitor cases relating to black, Asian and minority ethnic staff. (This now also includes Employee Dispute Resolution cases and all cases that could be related to any of the protected characteristics.)
- Managers reviewing any cases involving elements of discrimination are now required to have attended the Inclusive Leadership programme.
- We have reviewed the level of manager who deals with any case involving an element of discrimination.

New ways of recruiting

Neighbourhoods recruitment

Our Neighbourhoods Directorate wanted to design a more inclusive way of recruiting.

Some applicants find using the ATS system difficult. Usually, this is because English is not their first language, or they have neurodiverse conditions.

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What we did:

- Asked applicants to send an email and a short video about what they were passionate about working in their community.
- Advertised the roles in the community and via partners. This included registered landlords.
- Instead of a formal interview, we assessed applicants using a series of tasks.

OUTCOME

40% of successful candidates were Black, Asian & Minority Ethnic



Senior Recruitment

- Brief to all senior recruitment partners includes a requirement for a diverse shortlist
- Target recruitment at diverse media outlets
- All panel members will need to have been on inclusive leadership training
- We have seen consistently more diverse shortlists.

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Creating a More Inclusive Council

Workforce Equalities Strategy 2025

Foreword from our Equalities Executive Member Cllr Rahman



I was first elected to be a City Councillor in May 2008. I was and am proud to have been the first ever Elected Member with a Bengali heritage and from the very start I have been focused on making a difference in people's lives and communities.

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Having previously been the lead Member for communities and equalities I know how the diversity and inclusivity of Manchester has always contributed to our successes. And now as Deputy Leader with the portfolio for HR&OD and equalities I am really pleased to be able to introduce this report which sets out the great progress that has been made over the past months and also an updated iteration of our workforce equality strategy.

As a public sector organisation, delivering people to people services, it is an important part of the 'contract' between ourselves and the communities we serve, that we are from and for those communities - that we look and sound like them, and that the city council is an open and welcoming place for members of those communities to seek employment.

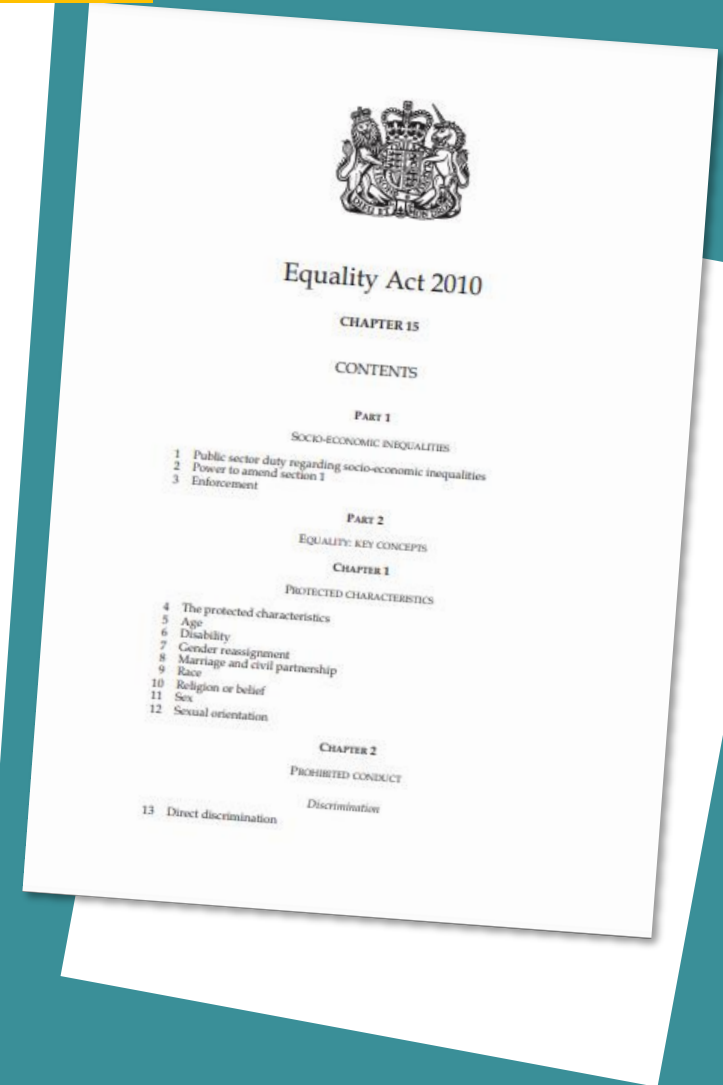
Whilst good progress has been made in workplace equality, we know that inequality still exists within the Council and that we still do not reflect the diverse communities that we serve, particularly at senior levels.

So while I am pleased to be able to report on significant progress, my determination to work with and support officers to make the changes set out in this strategy is undimmed.



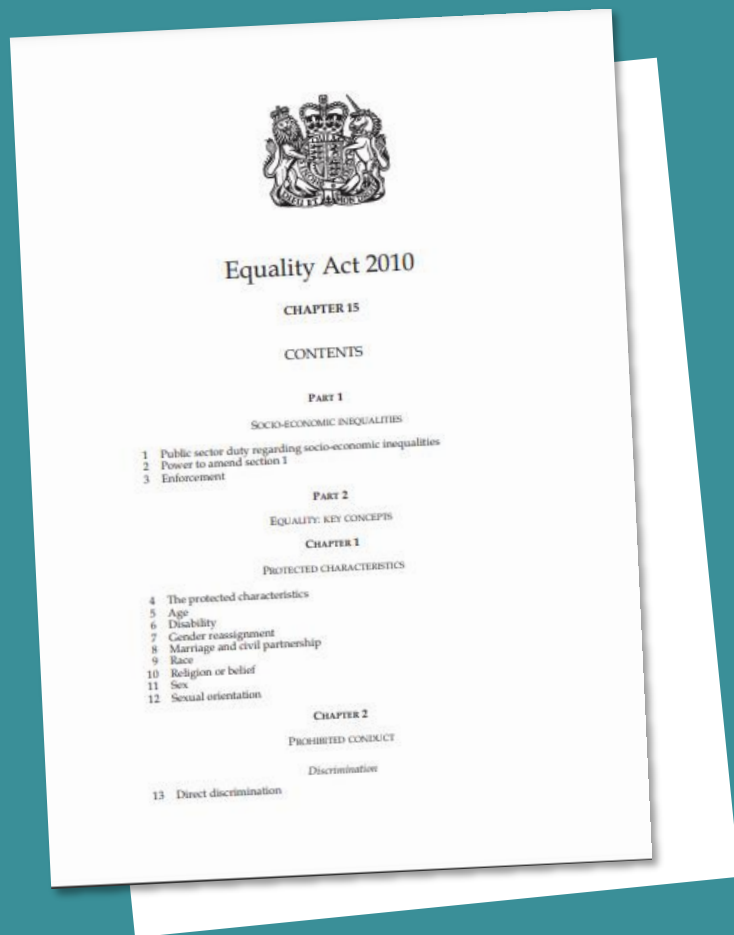
The Equality Act 2010

- 116 separate pieces of legislation in one act.
- A legal framework to protect the rights of individuals and advance equality of opportunity for all.
- The Act protects **people against discrimination, harassment or victimisation in employment**, and as users of private and public services based on nine protected characteristics.
- Protects individuals from unfair treatment and promotes fairness and equality.



9 Protected characteristics:

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Age

Disability

Gender Reassignment

Marriage or Civil Partnership

Pregnancy and Maternity

Race

Religious Belief

Sex

Sexual Orientation

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How we developed this strategy:



This iteration of our strategy has been based on learning from the past but more importantly from speaking to our colleagues, finding out about their experiences and asking them what they wanted to change.



We ran a number of thematic workshops and interviews with approximately 100 employees. These included older workers, women going through the menopause and staff who had recently been through a recruitment episode



Keen to engage as broad a group as possible, we have had a series of meetings with staff network groups, elected members and trade unions and we are currently testing our thinking with the wider workforce



We are really grateful for the input of everyone we have spoken to for their candor, passion and patience

Our Vision for 2025

“A place where everyone can be themselves and thrive”

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By 2025, Manchester City Council will be a place where our workforce fully reflects the rich diversity and talent of the communities we serve at all levels.

We tackle discrimination head on, analyse equality data regularly and quickly make changes to address issues. Every individual feels they can bring their full selves to work, talk openly, and access development to fulfil their potential.

Our managers and leaders understand and continually demonstrate their commitment to equality, diversity and inclusion. Our policies and processes are fair and do not discriminate against any group or community, and all managers and leaders understand how to support their employees, monitor equality and address any issues quickly.

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Our Vision – Summary of aims

“A place where
everyone can
be themselves
and thrive”

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Our workforce fully reflects our communities at all levels

We talk openly and frequently about equality and inclusion

Staff have access to develop and fulfill their potential

Staff will feel free to bring their whole selves to work

Policies and processes are fair and do not discriminate against
any group or community

Managers and leaders understand how to support their
employees, monitor equality and address any issues quickly

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How we'll get there

Let's face it:

This is a huge
challenge to get right.

But we are committed to this work, and confident that we will realise our vision through our **6 strands**:

-  Attract, recruit and select in a way that is inclusive and drives diversity at all levels
-  Educate, develop and build talent in our workforce
-  Strengthen visibility and voice of staff networks, equality champions and allies
-  Be clear in our zero tolerance to discrimination
-  Set and monitor targets across a range of measures
-  Create policies and processes that feel fair to everyone

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A diverse workforce has more perspectives, better decision making, more cultural awareness, and will deliver better outcomes for our residents.

What we are delivering:

- Making Manchester City Council an employer of choice for our communities, working closely with community groups, partners, schools and universities.
- Encouraging diverse applicants to our Graduate and Apprenticeship opportunities.
- Making sure our recruitment (policy & processes) is inclusive and designed to attract a talented and diverse workforce (see case study).
- Better diversity on recruitment panels, and completion of learning material needed to be able to take part.
- For Specialist recruitment we are monitoring equality information and challenging Search partners to provide more diverse shortlists.
- Every induction will communicate the importance of equality, diversity and inclusion, and what is and is not acceptable.
- Creating a culture of learning and development for everyone, with targeted development to support areas of underrepresentation.
- Connecting this strategy to the Organisational Development plan and activity, identifying any gaps to inform how we do talent management and strategy.

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Strand 1

Attract, recruit and select in a way that is inclusive and drives diversity at all levels



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Educate, develop and build talent in our workforce

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Strand 2

We need to keep learning, developing and having conversations to create understanding around Equality and Diversity. It is our shared responsibility to address issues.

What we are delivering:

- We've already launched two Mandatory development programmes (see page 22 for more details):
 - **"Inclusive leadership"** (Managers Grade 10+).
(Almost halfway through senior leadership group)
 - **"Lets talk about race"** (All Staff)
- We've reviewed our core workforce policies and will be training all our managers on how to use them fairly and properly.
- Redesigning our corporate induction, with equality and inclusion at the heart of it.
- Introducing a new equality, diversity and inclusion 'Our Manchester behaviour'.
- Using methods such as Coaching, Mentoring (including Reverse Mentoring) and targeted Learning, such as the Leadership Pathway for Black, Asian and Minority Ethnic Staff.
- Adding an EDI objective to every senior managers' annual appraisal.
- Using data from staff surveys to identify gaps and plan ways to upskill staff on creating an inclusive workforce.
(e.g. Develop learning and practice across the HROD service on inclusive practice on the top 3 most common disabilities and impairments recorded by our staff)

Strand 3

Strengthen visibility and voice of staff networks, equality champions and allies



What we are delivering:

- We created a new Talent and Diversity Team HROD, focused on our current and future workforce.
- Directorate Management Team will nominate a senior manager as lead for Equalities
- Creating a new corporate board that includes the City Solicitor, Chairs of Staff Network Groups and Directorate leads. They will track action plan progress and identify any issues.
- Meeting monthly with Chairs of Staff Network Groups to raise issues but also look at intersectional issues.
- Recognizing and celebrating diversity through better representation in communications, both internal and external.
- Giving extra support from HROD to our staff network groups.
- Taking a more human-centered approach to the development of policies, processes and approaches.

“Broadcasts are too long and complex, tone of voice is very ‘middle class white person’”

“We don’t see enough diverse personalities or imagery”

“We want honesty and transparency. We focus way too much on the positives and don’t confront the negatives head on. “

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We will not accept discriminatory behaviour.

Everyone must feel free to bring their whole selves to work without fear of discrimination or harassment.

What we are delivering:

- Making any discriminatory behaviour grounds for gross misconduct. (New disciplinary policy)
- Taking a zero-tolerance approach to any form of discrimination or harassment from the general public. (New Third-Party Abuse & Harassment policy)
- Adding a zero-tolerance statement to our website, our intranet and recruitment brands.
- Updating our Employee Code of Conduct.
- Covering these expectations of staff in our Induction.
- Monitoring of all cases and complaints by HR and SMT, making sure we are consistent in our approach.

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Strand 4

**Be clear in our
zero tolerance to
discrimination**

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Strand 5

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Set and monitor targets across a range of measures

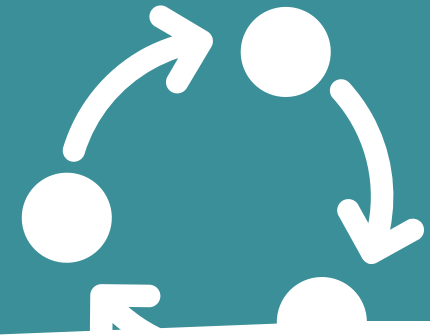
To get this right, we need to use data to drive workforce insights on progress and issues.

What we are delivering:

- Continuous campaign to encourage staff to complete their equalities data in SAP
- 95%* of SLG to have attended the Inclusive Leadership Training by Mar 22
- Setting targets with SMT in relation to EDI across the organisation
- 100% of SLG to have an Equality Objective within their annual performance review
- Equality information to be shared with DMTs and SMT monthly
- Creating an annual workforce report which compares each protected characteristic and grade with the city's demographics
- Specific targets on diversity to be built into the retender for Executive Search and Retender to be out by Apr 22.
- Training on inclusive recruitment to be developed for SLG by Mar 22
- Monitoring of panel diversity and outcomes to be introduced by Jan 21
- Introduce Ethnicity Pay Gap reporting by Mar 23

*95% targets set as opposed to 100% to account for turnover and new starters

Create policies and processes that feel fair to everyone



Our systems, processes and the "way we do things" will be free from bias and we will improve our policy framework to create a safe environment for all staff.

What we are delivering:

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- Reviewing all core workforce policies to remove bias and be explicit in our zero-tolerance approach to discrimination.
- New secondments, act up and honoraria guidance to provide more transparent development opportunities.
- Create a new workplace adjustment hub to provide advice and information on supporting staff with disabilities.
- Reapply for Disability Confident 'Employer' accreditation and develop a work programme to take the council to 'Leader' status.
- Commit to becoming an Age Friendly Employer and work with Older Staff to develop and monitor delivery of our action plan.
- Join the Employer's Initiative on Domestic Abuse and review our Domestic Abuse Policy and training.
- Develop a 'tell us once' approach to support Trans employees and develop guidance and training for staff and managers.
- Commit to the Miscarriage Association Pregnancy Loss Pledge to support staff who have suffered loss.
- Develop very clear breastfeeding at work guidance to support feeding mothers.

How the strategy is connected

Vision

Aims

Strands

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A place where
everyone can
be themselves
and thrive"



Our workforce fully reflects our communities at all levels



We talk openly and frequently about equality and inclusion



Staff have access to develop and fulfill their potential



Staff will feel free to bring their whole selves to work



Policies and processes are fair and do not discriminate against any group or community



Managers and leaders understand how to support their employees, monitor equality and address any issues quickly



Attract, recruit and select in a way that is inclusive and drives diversity at all levels



Strengthen visibility and voice of staff networks, equality champions and allies



Educate, develop and build talent in our workforce



Be clear in our zero tolerance to discrimination



Create more fair and inclusive policies



Set targets and monitor progress across a range of measures

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Measuring Progress

Our workforce fully reflects our communities at all levels	We talk openly and frequently about equality and inclusion	Staff have access to develop and fulfill their potential	Staff will feel free to bring their whole selves to work	Policies and processes are fair and do not discriminate against any group or community	Managers and leaders understand how to support their employees, monitor equality and address any issues quickly
Monthly workforce composition to be shared with SMT.	Build it into work programmes to always feature at events.	Monitor targets as set out in this report and monitor on bi annual basis.	User interviews each year.	Review of number of disciplinary etc cases using monitoring.	Reduction in casework load & escalations.
Annual report on the workforce composition looking at workforce by grade against residents data.	Every training session to mention EDI.	Setting targets within specific services and monitoring on bi annual basis.	New staff survey questions.	Engagement with equality groups on introduction of new processes/policies.	Proportion of managers who have completed Inclusive Leadership.
Quarterly review of the recruitment dashboard and diversity of panels.	Zero Tolerance added to the website, intranet and recruitment brands.		Proportion of staff completing their equalities data in SAP.	Forward plan for policy review.	EDI objective to be included in annual appraisals.
Review of census data for MCR residents when data available.	Proportion of staff who have completed "Lets Talk about Race".		Engagement with the staff networks.	Post Policy impact monitoring and training compliance.	Engagement with the Reverse Mentoring Programme.

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Roadmap

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2021				2022			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Talent & Diversity team est.	Engagement with staff groups	Reverse Mentoring	Corporate EDI Board	Council to join the Employers Initiative on Domestic Abuse	Honoraria/Act Up Secondment Guidance	SMT Diversity achieved	Menopause Policy & SAP absence classification
HR & Chairs of staff network group	Systems update for new classifications	Let's Talk about Race pilot	Recruitment strategy	Introduction of new role profiles and career frameworks			
Diverse Panels Sprint		Policy Training rollout begins					
	HROD User Interviews	3rd Party Abuse		'Tell us once' implementation and Trans staff support	Workplace Adjustments Manager guide	Workplace Adjustment Passport	
		Digital inclusion strategy for our workforce	Diverse Panels app incremental launch		Resurvey offline staff		
		Induction	Age Friendly Commitment	Establish an Older Workers' Staff Network	Co-develop action plan with Older workers staff network		
	Resurvey senior staff	Resurvey remaining online staff	Workplace Adjustments working group				
		“Lets talk about race” and “Inclusive Leadership” programmes rollout					
		HROD Core Policy Review					

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Conclusion

Over the last 12 months, we have rapidly made many significant changes to improve our diversity and inclusion.

This strategy sets a clear path for us to continue the positive change needed to realise our vision. But this strategy is not a static document. It's the start of a wider conversation about making meaningful change to improve diversity and inclusion for everyone.

It will continue to evolve and adapt as we listen to our workforce, learn from the activity underway, and respond to changes that happen at the council and in the city.

But our commitment will not change.

We are committed to making our workforce reflect our communities, to making everyone feel safe, and to making sure that everyone has the opportunity to develop.

"A place where everyone can be themselves and thrive"

2025 Vision

Data and Evidence Sources

Data Sources

Metric	Manchester Residents Data Source	Manchester City Council staff data source
Age	Manchester City Council Forecasting Model (MCCFM) W2020), Shared Intelligence, Core, PRI 2020	August Workforce Composition
Disability	Office for National Statistics (ONS) Annual Population Survey (APS) 2017-2019. The APS separates out disability and Long term health condition. Shared Intelligence, PRI	August Workforce Composition – this question was changed in SAP in Jul 21 to ask staff whether they have a disability or long term health condition
Gender Reassignment	The question was added to the 2021 census.	Transgender question added to SAP in Jul 21 – data first run on 07 Sep 21
Marriage or Civil Partnership	ONS Marriages in England and Wales	Not collected
Pregnancy and Maternity	Public Health England's fingertips tool - calculation is per 1,000 of women aged between 15 and 45	Women who have taken maternity leave in 2020/21
Race	2019 ONS estimates produced as part of Race Disparity Audit	August Workforce Composition – MCC categories updated in Jul 21
Religion or Belief	ONS Annual Population Survey - 2018	Transgender question added to SAP in Jul 21 and data first run on 07 Sep 21
Sex	MCCFM W2020, Shared Intelligence, Core, PRI 2020	August Workforce Composition. The question of gender was added in SAP in Jul 21 with non binary options.
Sexual Orientation	ONS Annual Population Survey 2016-2018	August Workforce Composition, additional fields added in Jul 21 - data first run on 07 Sep 21

Response Rates

Protected Characteristic		Response Numbers	Response Rate
Age		7,260	100%
Disability	Whether or not they have a disability or long term health condition	6,204	85.5%
	Category of condition or impairment	273	48.7% of those who have said yes to having a disability 4% of total workforce
Gender Reassignment		1,397	19.3%
Race		6,285	86.6%
Religion or Belief	Whether or not they have a religion or belief	1,505	20.7%
	The religion or belief	769	96% of those who said yes to having a religion or belief 10.6% of the total workforce
Sex	Sex	7,260	100%
	Gender	1,533	21.1%
Sexual Orientation		4,515	62.2%



The above data shows what response rates we have for some of the old and new equality monitoring questions. This data is from 15 Sep 21.

The highest response rates for the new equality metrics have been from our senior graded staff (grades 10 and above) where around 44% of staff have updated their information since the changes went live in July.

Current picture ^[1/2]



The below data shows what the make up of Manchester residents looks like compared to the Council's workforce and the Councils Senior Leadership team (staff in Senior Salaried posts).

	Residents	Staff	Senior Staff
Average Age	36	47 (+11 Years)	52 (+16 Years)
Disability Disabled or report living with a long term health condition	21%	7% (-14%)	5% (-17%)
Gender Reassignment	<i>N/A</i>	0.11%*	<i>N/A</i>
Marriage or Civil Partnership	2,164	<i>N/A</i>	<i>N/A</i>

*19.3% provided this data

Current picture [2/2]



The below data shows what the make up of Manchester residents looks like compared to the Council's workforce and the Councils Senior Leadership team (staff in Senior Salaried posts).

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	Residents	Staff	Senior Staff
Pregnancy and Maternity	The fertility rate of MCR residents is 51.1 per 1,000	The number of women who have taken maternity leave in 2020/21 is 38.7 per 1,000	N/A
Race (Reported to be Asian, Black, Mixed or Other)	37%	21% (-16%)	6% (-31%)
Religion or Belief	66% have a religion or belief: 43% Christian 19% Muslim 2% Other	11% (-56%)	N/A
Sex	49% female 51% male	65% female 35% male	48% female 52% male
Sexual Orientation (Gay, lesbian, bisexual or other)	5%	4% (-1%)	4%

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