

# Workforce Equalities Strategy

# Introduction

Manchester has a proud history of being at the forefront of the fight for equality and we rightly have high expectations of what we can achieve in our city. The Council must now step up and lead the way - setting an example of workforce equality in action, both for our city and for local Government.

Manchester is a diverse and vibrant city and the Council and those who work here should look and sound like the people we serve. To achieve that goal we need to be an open and welcoming place for our communities to seek employment- and to progress to the highest levels.

We know that inequality still exists within our city and within the Council, and that the pace of progress is still too slow. We will not shy away from our shortcomings but face them head on to challenge ourselves to be the best we can be. A recent race review, for example, set out some of the experiences of our Black, Asian and Minority Ethnic staff and highlighted problems which we are now beginning to address, and which has informed this workforce equality strategy. We won't accept standing still or complacency when it comes to workforce equality.

Ensuring everyone is treated equally, with dignity and fair access to opportunities is simply the right thing to do. We should all have an equal opportunity to develop, progress, and to be rewarded and recognised at work. Not only is it right in itself, but failing to achieve these ambitions will prevent us from accessing the full breadth of talent and the diversity of experience available to us, and will hold us back as an organisation.

Diversity is a fact but inclusivity is an act. Manchester, a world class city, is proud of its rich diversity. This strategy and the actions contained within it are an important step on our journey to building and maintaining a talented, diverse and inclusive workforce that will lead to better outcomes for our residents.



**Cllr Rabnawaz Akbar**  
Cabinet Lead for Equalities



**Cllr Garry Bridges**  
Cabinet Lead for Human Resources

# About this strategy

We have not previously had a workforce equality strategy at Manchester City Council, and in producing this document we are aiming to rectify that omission and to use this opportunity as a springboard to make strong progress.

Manchester is always ambitious and we are aiming to be a real leader amongst public sector organisations in the North West and beyond in the clarity of our analysis, the range of our actions and our determination to make things happen to change for the better.

In summary, delivering this strategy will mean

- We will be more diverse at senior levels in the city council, through progression of existing staff and external recruitment, particularly from Manchester
- Our managers will be more confident and employees able to realise their full potential
- We will employ more Asian and particularly Pakistani and Chinese staff
- We will have better data on which to make decisions
- Our culture will be more inclusive, valuing diversity and focussed on outcomes

# Our Manchester

**Our workforce equalities strategy is a fundamental part of our developing Manchester City Council through the Our Manchester behaviours and values, into the organisation we want to be.**

We've developed this strategy using methods that are absolutely in keeping with the Our Manchester behaviours. We have **worked together** with staff and trades unions and taken the time to **listen and understand** the experience of employees from under represented groups. We have **owned the problem** of inequality in the workforce.

Our equalities strategy is about having a workforce at all levels which is from and for Manchester, building on our **pride in and passion for the city.**

# Aims of this strategy

Through this strategy we are aiming for employees of Manchester City Council at all levels to reflect the rich diversity and talent of the whole population of Manchester.

We're also aiming for the city council to be a place where every individual, no matter what their background, level or vocation can thrive and feel able to be fully themselves.

Finally, we're aiming for our managers and leaders to understand and continually demonstrate their commitment to equality, diversity and inclusion.

# Manchester's history of supporting equality

A horizontal black arrow pointing to the right, with two black circular markers on the line. The first marker is positioned above the year 1844, and the second marker is positioned above the year 1903.

**Manchester has a long and proud history of supporting equality and social justice.**

From the Peterloo Massacre in 1819, which galvanised the campaign for extending the vote, to Free Trade and the birth of the Trade Union movement, Greater Manchester's political history has helped shape the world.

**1844**

A group of weavers in Rochdale helped establish the modern co-operative movement.

**1903**

Emmeline Pankhurst founded the Women's Social and Political Union, dubbed by the Daily Mail as the Suffragettes, who helped win the vote for women.

# Work by MCC to promote equality and diversity



1985  
Sidney Street LGBT Centre Opens, one of the first in the uk.

1988  
Section 28 protests were led nationally by Manchester

2015  
There has been an increase in the overall representation of disabled employees over recent years (from 3.4% to 4.8%)

2017-18  
6% of external apprentices with equality data recorded, identified as disabled, 42% as Black Asian Minority Ethnic and 64% as female.

2018  
We signed up to a collective agreement by Greater Manchester organisation s to tackle workforce inequality.

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**We commissioned a review of race equality last year and its recommendations are being implemented.**

2019  
The leadership summit for the Council's top 300 managers featured two workshops on equality and inclusion led by GMP Chief Constable Ian Hopkins and the City Solicitor.

- We were participants in two cohorts of RECAP (Race Equality Change Agents Programme).
- A Question and Answer session for staff was jointly held by the Chief Executive and - in her capacity as SMT lead on equalities - the City Solicitor.
- The Council is currently registered at level 2 of the Disability Confident Employer scheme. Our Manchester and Our People have been successful at creating awareness of equality and diversity at MCC.
- We've engaged with staff, for example, through Be Heard, Staff Surveys, One to One sessions with managers, Listening in Action sessions and Staff Groups.

# Defining equality, diversity and inclusion

**Equality enables us to create a fairer society where everyone can participate and has the opportunity to fulfil their potential.**

## **Backed by legislation**

The Equality Act 2010 is designed to address unfair discrimination, harassment, and victimisation, to advance equality of opportunity, and to foster good relations between people who share a protected characteristic and those who do not.

## **Our legal duty**

As a public sector organisation we have a legal duty to comply with the Equality Act and it is everyone's job to do so.

# Defining equality, diversity and inclusion (cont)

**“Diversity is being asked to the party; inclusion is being asked to dance”**

D&I expert, Verna Mays



## What is diversity?

Diversity is when we recognise and value difference in its broadest sense. It's about creating a culture and practices that recognise, respect, value, and embrace difference for everyone's benefit.

## What is inclusion?

Inclusion refers to an individual's experience within the workplace and in wider society, and the extent to which they feel valued and included.

# In this report we focus on 4 characteristics



## Age

A person belonging to a particular age (for example 32 year olds) or range of ages (for example 18 to 30 year olds).



## Disability

A physical or mental impairment which has a substantial and long-term adverse effect on a persons ability to carry out normal day-to-day activities.



## Sexual orientation

An enduring pattern of romantic or sexual **attraction** (or a combination of these) to persons of the opposite **sex** or gender, the same sex or gender, or to both sexes or more than one gender.



## Race and ethnicity

Race can mean your colour, or your nationality (including your citizenship). It can also mean your ethnic or national origins, which may not be the same as your current nationality.

# About Manchester

**Manchester's 2020 population is estimated at 575,400**

**Manchester is one of the most culturally diverse cities in the UK with over 200 languages and dialects.**



The first step in working out what we need to do to ensure a workforce that reflects the community of Manchester is to look at how diversity in Manchester City Council compares with Manchester itself.

# A note on evidence

Any changes to systems and processes should be evidence based so we avoid making assumptions about what works. We cannot plan changes based on evidence at the moment for two main reasons:

The data that we have about the population of Manchester mostly comes from the census and we are currently at the furthest point from that being up to date, with a new census being done in 2021.

The data that we have about our workforce is incomplete - about 50% of our data sets on the employee characteristics are missing one or more fields, most commonly those around sexuality, but also ethnicity/race and disability. We also have not gathered recruitment data consistently.

**These gaps should not stop us working on strategy around workforce equality** but we must be mindful of these fundamental difficulties with our evidence. Of course, getting comprehensive data on our workforce is one of the most urgent priorities of this strategy.

# Age



The largest age group in the MCC workforce is **50-59 years old**



The largest working age group in Manchester is **18-30 years old**

The age of MCC's workforce is in more or less **inverse proportion** to that of Manchester.

# Disability

5% of the working age population of Manchester declare a disability

4.8 % of MCC's staff who have completed the monitoring declare a disability



# Race and Ethnicity

**23.5 %** of the workforce who have declared are Black, Asian or Minority Ethnic.

**6.2 %** of staff who have declared in MCC declare ethnicity as Asian or Asian British.

**11 %** of staff who have declared at MCC declare ethnicity as Black/Black British.

**17 %** in the community of Manchester declare ethnicity as Asian or Asian British. The largest Asian population in Manchester is Pakistani.

While this is higher than the 8.5% in the community of Manchester, Black employees are concentrated in roles below Grade 9.

# Sexual orientation

**5 to 7%** of the population is LGB according to the Department for Trade and Industry (although the Office for National Statistics puts the number at closer to **3%**).

**5%** of staff who have completed monitoring in MCC have declared themselves as LGBT.

**Sexual orientation is the top characteristic that employees do not answer or 'prefer not to say'.**

Around half of employees do not complete that information. We need to collect better and more up to date data that confirms LGB employees are in line with levels in the population.

# Black, Asian and Minority Ethnic staff in disciplinary cases



**38 %** of all disciplinary cases in the last year involved Black, Asian and Minority Ethnic staff.



Lower graded staff, regardless of ethnicity, are disproportionately taken through the disciplinary process in comparison to higher graded employees.

**Black, Asian and Minority Ethnic staff appear to be twice as likely to be taken through the disciplinary process as other staff; that is at least partially because we take far more lower graded staff through the disciplinary process and Black, Asian and Minority Ethnic staff are more concentrated in lower grades.**

# Black, Asian and Minority Ethnic staff in disciplinary and grievance cases



Historically a significant proportion of cases ended in no further action, including a number of cases that were run as gross misconduct cases.



Very few grievances are related to Race. However our research indicates that some Black, Asian or Minority Ethnic staff may be reluctant to raise grievances about their perceived treatment for fear of 'rocking the boat'.

# Organisational culture

**Manchester City Council's organisational culture is brilliant in many ways and embodies the 'Our Manchester' behaviours. It's probably unique in terms of the high levels of pride and passion that our people feel for our city and everything about it. We don't want to change that.**

There are some legacy aspects of the culture however that still exist in pockets, and are not helpful. These include a sense that good leadership is heroic, that long hours are valued, that outcomes might not be as valued as process and that the flipside of close working with colleagues can make some feel excluded. We need to accelerate the change in our organisational culture, keeping the brilliant stuff but making it clear that good leadership is inclusive, that diversity is strength and that what matters is what gets delivered.

If we can continue to move Manchester's culture in this direction then it will have a profound effect on our diverse employees who feel the legacy aspects disadvantage them more than others. What follows is what some people have told us about how the legacy culture impacts them.

# Insight from interviews with staff

The analysis so far has been statistical, now we move on to what we have heard from staff.

We conducted interviews with members of staff across protected classes to better understand the **barriers to diversity, equitable support** and **progression** within the organisation.

We also used evidence from staff who participated in the race review, and participated in the Race Equality Working Party, and we heard from trades unions about what their members have told them.



# Feeling excluded

## It's who you know

Some staff perceive an unfair system of promotion based on personal relationships.

"There's a culture of who you know in MCC."

"If you are in that clique you get the job, if you're not, you won't get the job."

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## Hiring people like themselves

Some staff also felt that internal recruitment heavily revolved around decision makers taking on those who were most like themselves..

"They relate to people who look like themselves. People employ people who are looking like them."

"In Africa, using my first language, I could sell myself much better. The accent can put people off."

# Selection for jobs

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## **Need for support through process**

Some staff also felt that they had a lot to offer but that the recruitment process itself was a barrier. This was an area they would benefit from receiving development training.

*“I have been in MCC for 31 years, but I’m not confident at interviews so I have never been promoted.”*

*“When I first applied to MCC what I noticed was I was really intimidated – it was all very formal. When I went to the grad scheme it was all middle class white people. All the language was complex, and I just felt there were invisible walls. MCC don’t write things in plain english normally.”*

# The importance of visible role models

## **Lack of visible representation**

may cause Black Asian and Minority Ethnic staff to remain in lower grades and not go for relevant development or opportunities.

“Young people are already looking to say there isn’t an opportunity! If they’re not seeing it happen for their parents they won’t think there is an end product completing their education and working for the council either”

“I think we need to show people that they’re able to do it. Show people from diverse backgrounds who have gone on to do well at the organisation.”

“We need to see more role models. People that look like us (black staff in senior positions) would be encouraging ”

# Long hours

There is a perception that working at more senior levels requires a round-the-clock commitment.

We may need to give a more balanced view of what is involved in being a senior manager to encourage more diverse applications for senior roles

“When I first came here, there weren’t many [disabled people] in the management team. A long hours policy at the top means you actually miss out on people who could have real vision.”

“We are a sandwich generation looking after older family members. If you’re caring for more than one person, why would you go for a promotion?”

“In my previous role I was working long hours, working evenings and weekends and had only just returned from maternity leave so had a new born and older child. I felt it was a real point of tension asking for flexible hours.”

# Long hours (cont)

## Work/life balance vs progression

Promotion is sometimes framed as a trade off between a healthy work life balance and progression.



"I like my job and I worry how a promotion could fit in with my childcare responsibilities. I would be up for it if the culture changed."

"It was my personal choice not to progress. So I couldn't say whether there was a barrier. It felt like a lot of work outside of work. I wasn't interested in doing that and there wasn't really a financial benefit."

# Why we don't have complete monitoring

## Distrust

Research carried out by the racial equalities working group points to a sense of distrust around the purposes of data collection at MCC.

"The very little data that they have captured has not lent itself to equality as far as the Black Asian Minority Ethnic community is concerned. That fact would suggest that they're not using the data."

"I don't trust the hands that the data is in to do the right thing with it. That's the fundamental issue: the trust."

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## Can't see its value

Some staff felt 'nothing is being done with it' so it was pointless to capture it, or that the information collected is actually being used to make assumptions about staff (negative and positive/fear of discrimination)

"I have worked for MCC for a very long time and there has not been a reach out to update us."

"It makes no difference, no change happens. It's the same old."

# Fairness and acceptance

## Hierarchy of urgency

Participants felt there's a clear hierarchy of urgency around protected classes where some classes had received substantial attention over others and thus had seen improvement.

"People still mispronounce my name. There should be more support and attention around actually saying people's names correctly, recognising that they may be from a different ethnic background."

"You don't see much on disability but you do see things on mental health."

"As a woman, my breastfeeding journey was very much supported. As a mother I was really supported but not with things like diwali."

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## Confidence to voice concerns

Staff from protected classes have said that they do not feel confident to voice their concerns.

"I can't have certain conversations. I know I would be seen as a troublemaker."

"I get remarks made about me working from home because of my disability... they make out like I'm skiving off. I don't want to cause any trouble so I ignore it."

# Setting priorities

Our ambition is to achieve a workforce that will reflect at all levels and in all professional and vocational groups, the diversity of Manchester's working age population. We also want all staff to have the confidence that no matter what their characteristics, they are able to be fully themselves at work, without fear. Achieving either of these will not be quick or easy.

It will require sustained and focussed effort over a number of years, with senior leaders holding themselves and others accountable for progress, celebrating successes and re-committing themselves to our purpose. To ensure progress over the next year or so, we have prioritised a series of actions which will need to be refreshed again.

There are many other priorities which are promoted by people in the sincere belief that they should be implemented promptly, but we are also unable to do everything and so we have to base our actions on our sense of what is needed first.

# We'll know our equalities strategy has been effective when:

- Manchester City Council's workforce will reflect at all levels and in all professional and vocational groupings the diversity of Manchester's working age population.
- All staff, no matter what their characteristics, will report that they feel fully able to be themselves at work, without fear.
- Leaders will be confident that they have the tools and education to manage and develop a diverse workforce successfully.
- There will be no disproportionate adverse effect on any group, of any human resource policy or procedure.
- The city council will have data and evidence to track and monitor progress in achieving these aims.
- There are clear routes to good jobs In MCC for people in Manchester



# Executive Members

It is intended that this strategy will be discussed and agreed at the Executive Committee of Manchester City Council, however the involvement and commitment of Executive Members in implementation will not end there.

Executive Members have key roles to play in implementation of this strategy, including

- Holding members of the Senior Management Team to account for delivery
- Appointing senior members of staff through the Personnel Committee
- Agreeing or being consulted on changes to senior staffing which may have diversity implications
- Hearing appeals against dismissal
- Promoting the opportunities of working for Manchester City Council
- Working across Greater Manchester and beyond on this agenda, sharing good practice

And therefore Executive Members will be supported and give development and opportunities for learning and discussion around this agenda in support of their unique role

# Action Plan workstreams

- 1 Monitoring
- 2 Recruitment
- 3 Culture and leadership behaviours
- 4 Fairness and acceptance
- 5 Creating a diverse leadership cadre (including progression)
- 6 Communications and engagement



# Action Plan 1: Monitoring

Action	Owner	By when	Comments
Set up a communications strategy to build confidence around collection and use of data. This should explain the importance of data and how it will be used i.e. good examples and benefits staff will derive from revealing their information. It should make clear that the information will not be used to discriminate against staff.	Communications, Equalities Team and Human Resources	December 2020	This will go along side a likely large scale set of savings proposals as well as reductions in staffing and therefore will need to be carefully positioned.
Capture Information about all MCC staff by making it a mandatory requirement to complete monitoring information on SAP. Improve the process making the submitting of information easy.	Human Resources and IT	June 2021	Will require some reconfiguration of SAP when we may be at a point of going to market for a new HR system.
Establish a dashboard for managers which can be accessed, monitored and used to influence positive change based on information submitted by staff. This will help ensure that action is taken and is based on actual data.	Workforce Insight Team currently in PRI	June 2021	Need to have meaningful data to build a dashboard.
Collect and analyse all recruitment data and report on areas of concern, including internal and senior recruitment. Track the progression of protected characteristic groups, particularly Black Asian Minority Ethnic and disabled.	Human Resources	March 2021	This requires us to reconfigure an Candidate system that is shared with Greater Manchester so there are contract issues to overcome.

# Action Plan 1: Monitoring (cont)

Action	Owner	By when	Comments
Enhance and strengthen workforce disability data.	HROD	Dec 2020	Extend the range of data fields in SAP and ATS to capture more detailed data on the disability profile of MCC workforce.
Casework team to produce regular data on equality issues to SMT	Casework Team and Information Intelligence	March 2021	
Create more visibility of Black Asian Minority Ethnic staff by sharing more of their stories across the organisation.	Communications	Starting now	Focus on their journeys and how they are making a positive difference across the organisation/in the city.

# Action Plan 2: Recruitment

Action	Owner	By when	Comments
Retender the 'headhunter' contract with an emphasis on achieving diverse shortlists.	Director of HR&OD	June 2021	6 month tender process
Create pathways into employment for underrepresented young people, particularly of Pakistani heritage and those with disabilities.	HR & OD Skills and Employment Team	Ongoing	We are starting with Kickstart, and moving to apprenticeships.
Ensure all recruiting managers receive training in fair recruitment.	HR&OD	Start Dec 2020	Ongoing
All available posts to be externally advertised.	HR&OD	Start now	Work with trades unions on what is available in the scenario of a shrinking workforce
Create diverse panels for all recruitment.	SMT	Now	Requires vigilance and monitoring.

# Action Plan 2: Recruitment (cont)

Action	Owner	By when	Comments
<p>Conduct an end-to-end disability access review of recruitment and selection systems and processes.</p>	<p>HROD</p>	<p>March 21</p>	<p>Comprehensive review from point of advert to appointment to ensure that R&amp;S systems and processes are fair, accessible and equitable for disabled candidates. Should include consideration of panel representation and behaviours.</p>
<p>Refresh the 'end to end' R&amp;S policy, procedure and training building on the work of the Race Equality Working Group. Consult further and co-design with Black Asian Minority Ethnic and other staff.</p>	<p>Annalie Pearce</p>	<p>March 21</p>	<p>Should include (but not limited to) updates to R&amp;S policy and procedures reflecting on job adverts, assessment panel make up, interview questions, pre and post interview development and support and quality assurance of compliance against the revised policy and procedures.</p>
<p>Refresh the Secondment and Act Up Policies.</p>			

# Action Plan 3: Culture and leadership

Action	Owner	By when	Comments
Identify and communicate examples to counteract perception that to be a senior manager you have to work long hours and know the right people.	SMT Internal Communications	Now and ongoing	Question whether this perception is reality - it is however a common theme in our research and we have to counter it.
Provide training for managers on managing diverse workforces.	SMT HR&OD	To start January 2021	Need to identify most effective supplier and method of delivery.
Establish method for holding teams and individuals to account in delivery of this strategy.	SMT Resources and Governance Scrutiny Committee, Staff groups, Trades Unions	Now and ongoing	Need to establish mechanisms with 'teeth'. In consultation with the owners.
Highlight the journeys and success stories occurring across protected classes.	Communications	From now	

# Culture and leadership

Action	Owner	By when	Comments
Evaluate pilot training on anti racism, lived experience and cultural competency.	Lorna Williams/HROD	Dec 2020	Analyse pre and post training surveys, feedback and review training content and delivery.
Identify training cohorts e.g Leaders, Managers for anti-racism, lived experience and cultural competency	HROD	Dec 2020	Training delivery plan targets, monitoring and feedback and evaluation mechanisms to be built into individual sessions with staff.
Product a business case for approval to commission a training provider	HROD	Dec 2020	Business case and approval will determine the scale and size of the training and numbers of staff across the Council that can potentially participate and then form part of the wider measurement evidence described above

# Culture and Leadership

Action	Owner	By when	Comments
Build the work, key themes and recommendations of the Race Equality Working Group into an agenda/action focused sessions at the Leadership Summit in November 2020.	Suzanne Grimshaw	Happening now	Feedback built into the Leadership Summit monitoring and evaluation process and embedded in future activity with the management structure of the organisation grade 10 and above
Make use of the staff groups to hold to account the city council for delivery of this strategy	Project Manager	Starting to be scoped now	We need to empower staff groups for this and connect them to the most senior leadership
Include 20 managers from diverse backgrounds who would not be senior enough to attend Leadership Summit, as agreed at smt	OD	November 2020	In hand
Race Equality Mentoring to be implemented across all directorates	OD		January 2021

# Action Plan 4: Fairness and acceptance

**Action**

**Owner**

**By when**

**Comments**

Note the actions in relation to disciplinaries and over representation that follow under this heading are in discussion with Trades Unions and have not yet been agreed but are included for information as it is anticipated they will largely be agreed in the near future

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Information should be provided to managers to enable them to make an informed decision on special leave with regard to the different needs of Black, Asian and Minority Ethnic staff including different cultural requirements.

HR&OD

Dec 20

The information should seamlessly link into and enhance the existing (interim) policy for special leave. The policy should be promoted more widely to encourage understanding by management and staff of the entitlements within the policy. Consideration should be given as to how the policy can be applied more consistently.

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# Action Plan 4: Fairness and acceptance (cont)

Action	Owner	By when	Comments
Meet with relevant Strategic Director to discuss service areas with disproportionate disciplinary impact on Black Asian Minority Ethnic employees.	Nick M/Jane N with support from G8 HR Specialists	October 2020	A briefing note has been prepared with details on cases and statistics against other directorates.
Support managers from catering, DSAS and Locality Teams to attend Race Awareness Training.	HR Specialists with support from Lorna William		The training at the moment is a test as part of the race equality working party and not yet to be concluded.
Establish an integrated Hub Workplace Adjustment.	HROD, H&S, ICT, Estates, Procurement	Agree business case by March Implement by June	The Hub is a single point of access/one-stop shop for the assessment, procurement, and implementation for all aids, adaptations and Assistive Technology operating from a centralised budget. To include complex case management and follow up support, managed through an adjustments policy position. To also include impairment related advice and guidance to line managers on non-equipment related adjustments.

# Action Plan 4: Fairness and acceptance (cont)

Action	Owner	By when	Comments
When dealing with a disciplinary relating to a Black Asian Minority Ethnic employee or discrimination, the Casework team will ensure the investigation officer has specific skills in understanding equality issues.	Casework Team		Casework team will keep a list of investigation officers which such skills
Casework team to change their approach to advice giving and provide a greater degree of challenge to managers.	Nick/Marie will oversee HR Specialists/Officers		It was acknowledged that in order to influence and persuade managers, the team needed to build stronger relationships with senior managers in order to allow them a more robust escalation route.
Ensure all investigating officers attend mandatory race awareness training			
Implement the manager's framework along with employee framework to set out expectations of behaviour.	Suzanne (OD) with Casework and Sam C		This will be linked to the 'Our Manchester' behaviours and include for employees clear standards of behaviour.

# Action Plan 4: Fairness and acceptance (cont)

Action	Owner	By when	Comments
Equality Outcomes to be monitored in About You objectives	Team Managers and all Casework Officers	1 December 2020	All HR Specialists and HR Officers at the outset of a case to provide robust challenge to managers in ensuring adequate fact finding has taken place to avoid 'no further action' as the outcome. This will be monitored and fed into individual About You objectives.
Review Casework Policies to help remove obstacles for managers and employees in resolving conflict and conduct issues.	Jane N		
Provide mentoring opportunities for managers and staff to be able to practice discussing difficult issues.			The trained mediators could be utilised in helping to facilitate/understanding and direct difficult conversations confidently and may be able to help where managers would like advice/support from afar on facilitating issues between employees.

# Action Plan 5: Diverse leadership cadre (progression)

Action	Owner	By when	Comments
Develop and implement learning opportunities bespoke to identified groups who are not in leadership positions - eg Black, Asian, Minority Ethnic; disabled	Organisation Development Team, in consultation with relevant staff groups	March 2021	Important that this is not 'training people to fit in' but is a broad set of skills and development including self belief, assertiveness.
Create pathways into employment in professional roles that lead to leadership.	Organisation Development Team	Dec 2020	Using the apprenticeship levy for local graduates, focus particularly on young people and people of pakistani and chinese heritage
.Diversity training for managers and Elected members who make appointments to senior posts	Organisation Development Team	March 2021	

# Action Plan 6: Communications and engagement

Action	Owner	By when	Comments
All online communication broadcasts should be reviewed for diversity, inclusion and accessibility.	Communications	On going	To include Corporate broadcasts, Directorate broadcasts and in the future will include The Forum, weekly all staff broadcast, The Buzz, Chief Executives monthly newsletter and Team Talk, monthly manager broadcast.
Review content checking sign-off process to give editors greater freedom to write for a diverse audience.	Communications	On going	COVID comms requires high-level input and it can not be guaranteed that tone or language will be absolutely plain English due to needing to meet the requirements of senior leaders. More work will need to be done to give communications and contributors some freedom to edit copy to suit the audience

# Action Plan 6: Communications and engagement

Action	Owner	By when	Comments
Build a better understanding of our audiences to create content which is inclusive.	Communications	March 2020	Comms to work to build its understanding about the demographics of our workforce ie: staff with English as a second language or low literacy.
Ensure that communications go to offline staff.	Communications	Ongoing	A new offline staff newsletter is mailed out to home addresses of just over 1600 offline staff. These comms need contributions from across the organisation to ensure content better meets the needs of the audience. Many staff in this cohort are in Neighbourhoods and Childrens and Adults Directorates.
Create more visibility of Black Asian & Minority Ethnic staff by sharing Black Asian & Minority Ethnic staff stories across the organisation with a focus on their journeys and how they are making a positive difference across the organisation/in the city.	Communications	Ongoing	Should include (but not limited to) an increase in the number of communications and messages delivered by Black Asian Minority Ethnic staff to the wider workforce.

# Action Plan 6: Communications and engagement

Action	Owner	By when	Comments
Produce principles and guidance to contributors - update our internal comms guidance document to include tips and advice to encourage diversity and inclusion.	Communications	December 20	Comms can provide training, workshops and materials to enable contributors to understand how best to communicate ie: to meet accessibility laws.
Support and encourage staff to send in their stories to feature in broadcasts (corporate and directorate)..	Communications	December 20	Corporate comms can provide assistance once a story/staff member has been identified to enable them to have a voice (through video or text). We will work closely with Directorate Leads to identify staff and stories - weekly Directorate comms meetings are in place to share ideas and sources.

# Annex 1

Detail of MCC  
demographics

Age

# Age summary

**The City Council workforce is disproportionately represented by older workers if we compare the size of this group to its representation in Manchester's population.**

Analysis by the Centre on Dynamics of Ethnicity show that the younger population of Manchester is much more racially and ethnically diverse than the older population. Based on this, we believe that creating opportunities for younger Manchester residents would have the impact of both changing the age profile and increasing the ethnic diversity of the city council workforce.

Age	Percentage in Manchester population	Percentage in MCC workforce	Difference
18 -30	38%	28%	-10
30 - 39	26%	17%	-9
40-49	16%	12%	-4
50-59	14%	35%	+21
60 - 65	6%	12%	+ 6

The age profile of those within working age in Manchester

Source: Workforce intelligence team, MCC

# Age summary (cont)

The city council has made progress over the last 5 years having changed from:

- 6.4% of staff between the ages of 20 - 29 in 2016 to 8.7% in 2020 (increase of 2.3%)
- 20.9% of staff between the ages of 30 - 39 in 2016 to 18.1% in 2020 (decrease of 2.8%)
- 27.4% of staff between the ages of 40 - 49 in 2016 to 24.2% in 2020 (decrease of 3.2%)

We intend to build on these changes.

Date	20 - 29	30 - 39	40 - 49
Sep-20	8.7%	18.1%	24.2%
Sep-19	8.4%	18.7%	24.6%
Sep-18	7.9%	19.9%	24.6%
Sep-17	7.0%	20.6%	25.7%
Sep-16	6.4%	20.9%	27.4%

Segment taken from the age profile of MCC staff over the last five years  
Source: **Workforce intelligence team, MCC**

Disability

# Disability summary

According to data from Personal Independence Payments, 5% of Manchester residents reported having a disability. With 4.8% within the organisation reporting a disability representation of disabled staff roughly reflects the Manchester community.

6.1% of staff did not want to reveal whether or not they had a disability, and we do not have this information on a further 5.1% of staff. Qualitative research involving interviews with staff has given some insight into why staff are reluctant to reveal a disability.

There is a sense of stigma around disability, particularly concerning capability and its impact on opportunities for progression within the organisation. It's crucial that we build confidence around the use of sharing information about disability, and assure and demonstrate to this class that ours is a workplace where they can be comfortable in their status and access the same development opportunities as their peers.

# Disability by directorate summary

Broad representation of disabled staff (who declare) across directorates is:

**5.3%** within **Adults' Services**

**5.7%** within **Chief executive's**

**4.3%** within **Children's services**

**5.9%** within **Corporate services**

**5.2%** within **Growth and Development**

**3.5%** within **Neighbourhoods**

By this measure, **4 out of 6** of the directorates are a **reasonable reflection of the city where the disabled population** is estimated at **5%**.

# Disability by directorate/grade summary

There are directorates that do well in maintaining representation of disabled staff across grades, for example, Adult services (see the Slide 59). However, across directorates, we do see a tendency for disabled staff to:

- be overrepresented within lower grades
- have zero representation at SS level

Our insights from qualitative interviews indicate that staff (across protected classes) are concerned about discrimination, and were put off by the perceived round the clock culture at higher grades. It's crucial that we address these blockers if the organisation is to benefit at the top grades by having representatives from this protected class.

# Disability by directorate and grade

## Adult services

### Directorate

Disabled employees make up 5.3% of employees within this directorate. This closely reflects the estimated population of this group within Manchester (5%).

### Grade

There is consistent representation of disabled staff across grades (roughly matching the population estimate of 5%) with particularly high representation at grades 10 - 12 (8.47%)

Where some directorates have been able to see a consistent representation of disabled staff across its grades, there's an opportunity to use cross-directorate knowledge sharing to progress representation within other directorates.

# Disability by directorate and grade

## Chief executive's

### Directorate

Disabled employees make up 5.7% of staff within this directorate. This is roughly reflective of the percentage of this group within Manchester (5%).

### Grade

There is a high representation of disabled staff within lower grades:

- 6.77% at grades 01 - 05
- 6.10% at grades 06 - 09

Representation starts to reduce at grades 10 - 12 (2.94%) before stopping at SS level (0%).

# Disability by directorate and grade

## Children's services

### Directorate

Disabled employees make up 4.3% of staff within this directorate. This is slightly below the 5% representation this group has within the population of Manchester.

### Grade

We see low representation within the lowest grades (2.96%).

We see consistent representation between grades 06 - 09 (5.16%) and grades 10 - 12 (4.65%) but 0% representation at SS level.

# Disability by directorate and grade

## Corporate services

### Directorate

Disabled employees make up 5.9% of employees within this directorate. This is slightly above the 5% representation of this group has within the population of Manchester.

### Grade

We see over representation at lower grades here:

- 6.51% at grades 01 - 05
- 6.16% at grades 06 - 09

This is compared to:

- 2.22% at grades 10-12
- 2.17% at SS level

# Disability by directorate and grade

## Growth and development

### Directorate

Disabled employees make up 5.2% of staff within this directorate. This closely reflects the size of the population of this group within Manchester (5%).

### Grade

We see a drop off of representation at grades 10 - 12 (from 4.80% at grades 06 - 09 to 2.56% at grades 10 - 12), down to 0% representation at SS level.

# Disability by directorate and grade

## Neighbourhoods

### **Directorate**

Disabled employees make up 3.5% of employees within this directorate. This is below the 5% representation this group has within the population of Manchester.

### **Grade**

Representation across grades falls below the organisational average across grades 01 - 12, and there is 0% representation at SS level.

# Race and ethnicity

# Ethnicity by directorate/grade summary

Black, Asian and Minority Ethnic staff appear to have good representation within directorates that are focussed on user services i.e. adult/children's services.

They are, however, **underrepresented within directorates that are focussed on an organisational strategy or governance**. It's important to ensure representation in these directorates so that the organisation is steered in a way that reflects the diversity of the city.

While the percentage of Black African/Caribbean staff is broadly in line with that of the city's population, a look at the data across grades reveals a **concentration within lower grades and a underrepresentation within higher ones**.

Overall, there is evidence of issues around the progression of Black, Asian and Ethnic Minority groups progressing beyond grade 9. This is particularly pronounced with Black African/Caribbean staff.

# Asian ethnicity

Taken at its most basic level, we would know if we were making progress on equality if our workforce matched the proportions of protected groups that exist in the working age population of Manchester.

Comparing our staff statistics with ONS statistics on Manchester's population, there is a big underrepresentation of the Asian community in MCC. It's our priority to address this

Of course it's possible that the full 10% of employees who have not disclosed their ethnicity are Asian but this seems unlikely.

<b>Ethnicity</b>	<b>%age of residents of Manchester</b>	<b>% of staff of MCC</b>	<b>Difference</b>
<b>White</b>	<b>58%</b>	<b>70%</b>	+ 12%
<b>Mixed</b>	<b>6%</b>	<b>3%</b>	- 3%
<b>Asian</b>	<b>18%</b>	<b>6%</b>	- 12%
<b>Black</b>	<b>10%</b>	<b>11%</b>	+ 1%
<b>Other</b>	<b>3%</b>	<b>10% (includes undisclosed)</b>	<b>No comparison can be made</b>

Population of city of manchester 2020

Source: ONS

# Asian ethnicity (cont.)

We can compare the last census (from 2010) with the current breakdown of 'Asian' staff.

Asian ethnic group	Manchester %	MCC %	Difference
Indian	2.3	1.4	- 0.9%
Pakistani	8.5	2.8	- 5.7%
Bangladeshi	1.3	0.7	- 0.6%
Chinese	2.7	0.5	- 2.2%
Other Asian, please specify below	2.3	0.8	- 1.5%

Ethnicity breakdown of the city of Manchester 2011

Source: 2011 Census

This indicates that the **Pakistani and Chinese** communities are the least well represented groups in the city council. It's important that these groups become focal points of targeted recruitment.

# Ethnicity by directorate

Directorate	White	White other	Black/Black British	Asian/Asian British	Mixed	Other ethnic group	Prefer not to say	No Data
Adults' Services Total	61.14%	3.78%	17.78%	4.97%	3.57%	0.11%	4.11%	4.54%
Chief Executive's Total	68.24%	2.82%	5.41%	8.00%	1.18%	0.00%	5.41%	8.94%
Children's Services Total	62.62%	4.23%	11.53%	5.87%	3.96%	0.07%	6.00%	5.73%
Corporate Services Total	68.34%	4.51%	7.03%	10.21%	2.29%	0.22%	2.51%	4.88%
Growth and Development Total	62.55%	6.58%	11.66%	6.17%	1.65%	0.00%	4.80%	6.58%
Neighbourhoods Total	71.84%	4.73%	7.47%	4.60%	3.07%	0.32%	2.17%	5.81%
<b>Grand Total</b>	<b>65.57%</b>	<b>4.43%</b>	<b>11.07%</b>	<b>6.32%</b>	<b>2.98%</b>	<b>0.15%</b>	<b>3.93%</b>	<b>5.56%</b>

# Ethnicity by directorate and grade

## Adult services

### Directorate

White staff make up 65% of this directorate in comparison to Manchester where this group represents 58% of the population. This is a difference of +7%.

Black staff make up 18% of this directorate in comparison to Manchester where this group makes up 10% of the population. This is a difference of +8%.

This indicates that we do not have a representation problem regarding Black staff (within this directorate), but there are issues regarding progression and representation across grades.

Asian staff make up 5% of this directorate in comparison to Manchester where this group represents 18% of the population. This is a difference of -13%.

### Grade

Black staff are currently disproportionately represented within lower grades in this directorate. They currently make up:

- 21% of employees at grades 1 - 5
- 14% of employees at grades 6 - 9
- 3% at grades 10 - 12
- 0% at SS level

This drop off in representation is particularly stark in relation to Asian staff who are not represented above grade 9.

This directorate has good representation of Black staff but it would benefit from setting promotion targets around Black Asian Minority Ethnic employees (particularly Black and Asian). We should harness leadership training and coaching for these group as well as monitor progression. Candidate shortlisted for grade 9 + will provide an opportunity for more representative distributions across grades.

# Ethnicity by directorate and grade

## Chief executive's

### Directorate

White staff make up 71% of this directorate. In Manchester this group represents 58% of the population.

Black Asian and Ethnic Minority staff are underrepresented within this directorate:

- Black staff make up 5% (where this group represents 10% of the Manchester population).
- Asian staff make up 8% (where this group represents 18% of the Manchester population).
- Staff within the mixed group make up 1.18% (where this group makes up 6% of the Manchester population).
- Staff within the 'other ethnic' category have 0% representation (where this group makes up 3% of the Manchester population).

It's important to ensure representation of this group in the Chief Executive's office so that the organisation is steered in a way that reflects the diversity of the city.

### Grade

Workforce data shows less of a skew here and more Black and Asian representation within higher grades with Black staff making up 5% of employees within grades 10 -12 and Asian staff making up 9%.

Where directorates like these have been able to facilitate the progression of Black Asian Minority Ethnic staff, there is a clear opportunity for us to utilise cross-directorate knowledge sharing to spark learning and progress within other directorates..

# Ethnicity by directorate

## Children's services

### Directorate

White staff make up 67% of this directorate (where this group represents 58% of the Manchester population). This is a difference of +9%.

Representation of Black staff roughly reflects the Manchester community at 12% (where the Manchester population is at 10%).

Asian staff make up 6% of the directorate (where the Manchester population is at 18%). This is a difference of -12%.

### Grade

Representation of Black staff within this directorate is 9% (at grades 01 - 05) and 14% (at grades 06 - 09) but this group is not represented at all above grade 9.

This is also the case with regard to representation of staff within the 'mixed' group who do have representation at grades 01 - 05 (2%) and grades 06 - 09 (6%) but also are not represented at all above grade 9.

Representation of staff within the 'other ethnic' group within this directorate is 0.19% (at grades 01 - 05) but this group is not represented at all above grade 05.

Representation of Asian staff within this directorate is at 4% (at grades 01 - 05) and 7% (at grades 06 - 09), and while this group has some representation at grades 10 - 12 (2%), they are not represented at all at SS level.

# Ethnicity by directorate

## Corporate services

### Directorate

White employees make up 71% of this directorate (where this group represents 58% of the Manchester population). This is a difference of +13%.

- Black staff make up 7% of this directorate (where the Manchester population is at 10%). This is a difference of -3%.
- Asian employees make up 10% of this directorate (where this group represents 18% of the Manchester population). This is a difference of -8%.
- The 'mixed' group make up 2% here (where the population within Manchester is at 6%). This is a difference of -4%.
- The 'other' ethnic group category makes up 0.07% (where the Manchester population is at 3%). This is a difference of -2.93%.

### Grade

Black staff are similarly overrepresented at lower grades and are represented at

- 12% at grades 01 - 05
- 2% at grades 10 - 12 before dropping to 0% representation at SS level.

# Ethnicity by directorate

## Growth and development

### Directorate

- White employees make up 69% of this directorate (where this group represents 58% of the Manchester population). This is a difference of +11%.
- Representation of Black staff is roughly reflective of the Manchester community at 11.66% (where this group makes up 10 % of the population).
- Asian staff make up 6% of this directorate (where this group represents 18% of the Manchester population). This is a difference of -12% difference.
- Employees within the 'mixed' category make up 1.65% of this directorate (where this group represents 6% of the Manchester population). This is a difference of a -4.35%.
- There is 0% representation of the 'other ethnic' group category (where the Manchester population is at 3%).

### Grade

While black staff are overrepresented within lower grades in this directorate (15.84% at grades 01 - 05), they have **representation of 5% at SS level**. Like the Chief executive's directorate, there is a clear opportunity for us to utilise cross-directorate knowledge sharing to spark learning and progress.

# Ethnicity by directorate

## Neighbourhoods

### Directorate

- White employees make up 77% of this directorate (where this group represents 58% of the Manchester population). This is a difference of +19%.
- Black staff make up 7% of this directorate (where this group represents 10% of the Manchester population). This is a difference of -3%..
- Asian employees make up 6% of this directorate where this group represents 18% of the Manchester population. This is a difference of -12%.
- Staff within the 'mixed' group make up 3% of this directorate where this group represents 6% of the Manchester population. This is a difference of -3%.
- Employees within the 'other ethnic' category make up 0.03% of this directorate (where this group represents 3% of the Manchester population. This is a difference of -2.97%.

### Grade

Black staff are again overrepresented within the lower grades (9.59% at grades 01 - 05) with representation decreasing to 4.64% at grades 06 - 09 and 1.35% at grades 10 - 12 before stopping at SS level.

# Sexual orientation

# Sexual orientation by grade

## Adult services

**Lesbian staff** have a high representation within lower grades within this directorate at 1.0% (grades 1 - 9) where this group's organisational average is 0.6%

**Bisexual staff** have a high representation within this directorate at at 1.0% (grades 06 – 09) where this group's organisational average is 0.7%.

**Lesbian, Bisexual and staff within the 'other' category** have no representation above grade 09.

**Gay staff** are the only LGB group with representation above grade 9. They are represented at:

- 3.5% at grades 10 - 12
- 15.0% at SS level

Gay staff are overrepresented at senior levels within the directorate, given the organisational average is 1.7%.

# Sexual orientation by grade

## Chief executive's

**Lesbian staff** only have representation at grades 06 - 09 (0% across all other grades).

**Lesbian** and **bisexual staff** have 0% representation above grade 9.

Staff within the '**Other**' category have 0% representation across grades here.

**Gay staff** are the only LGB group with representation above grade 9 with 3.0% representation at grades 10 -12 and a 9.1 % representation at SS level.

# Sexual orientation by grade

## Children's services

**Lesbian** and **Bisexual staff** have 0% representation above grade 9.

**Lesbian staff** only have representation at grades 06 - 09 (0% across all other grades).

**Staff within the 'Other' category** have 0% representation across grades here.

There is largely 0% representation of **LGB** above grade 9 - although **Gay staff** do have representation at grades 10-12 at 4.9%.

# Sexual orientation by grade

## Corporate services

**Gay staff** make up 2.1% (at grades 01 - 05) and 2.0% (at grades 06 - 09).

**Lesbian staff** make up 0.5% of employees (at grades 01 - 05) and 0.2% (at grades 06-09).

**Both gay and lesbian staff** have representation at grades 10 -12 at 2.3% (Gay) and 1.2% (Lesbian).

We ultimately still see no representation above grade 9 for **bisexuals and staff within the 'other' group**.

It is also worth noting that there is no representation across the **LGB** groups at SS Level.

# Sexual orientation by grade

## Growth and development

Within this directorate there is no representation of **Bisexual staff** above grade 05.

**Lesbian staff** interestingly have a 5% representation here at SS level but 0% representation at grades 10 -12.

There is no representation of **staff within the 'Other' category** above grades 01 - 05.

The representation of **Gay staff** here is:

- 0.9% (grades 01- 05)
- 1.7% (grades 06 -09)
- 2.8% (grades 10-12)
- 0% representation at SS level.

# Sexual orientation by grade

## Neighbourhoods

**Gay staff** are the only LGB group represented at SS level at 6.3% (where the organisational average is 1.7%).

**Gay** and **lesbian staff** are represented at grades 10 - 12 at 1.4% (gay) and 2.7% (lesbian). **Bisexual** and staff within the **'Other' group** have 0% representation at this level.

Representation is consistent across LGB staff in relation to grades 01 - 05 and grades 06 - 09.

# Sexual orientation

## Other factors

Workforce data points to intersectional factors that are at play in regard to progression/grade distribution for LGB employees.

As noted in previous slides, gay (male) staff appear to be more represented at higher grades while lesbian (female) staff appear underrepresented.

Bisexuals and employees belonging to the 'other' group are also underrepresented across MCC.

**It should be remembered that in all these data we can only report on the approximately 50% of staff who have declared their sexuality**

# Transgender and nonbinary

# Transgender and nonbinary

There is currently no reliable data on the percentage of transgender and nonbinary people in the community of Manchester or across the UK. In addition, MCC does not request this specific information from its staff.

However, Stonewall estimates that around 1% of people in the UK identify as trans or nonbinary. Using this estimate, we can identify that MCC should have at least 70 transgender and nonbinary staff members to be representative of the UK as a whole.

During our research, we were unable to identify a transgender or nonbinary person within MCC that we could speak to, to understand their experiences. In addition, the LGBT Workers group was not aware of any transgender or nonbinary staff within the organisation.

It is possible there are no transgender or nonbinary people currently within MCC. However, it is also possible that some work for MCC but do not feel safe to 'come out' at work.

# Annex 2

## Participants and Acknowledgements

# Participants

We had conversations with MCC staff across protected classes to **better understand** the **barriers to diversity, equitable support** and **progression** within the organisation. With the information collected we will be able to **identify and take action against policies, structures** and **cultural components** that **negatively impact** the **recruitment, retention** and **workplace experiences** of staff based upon the categorical group(s) they belong to.

Classes engaged:

- 4 Religious faith
- 2 Gay, 2 Lesbian
- 3 Disabled
- 6 Older
- 25 from a Black and Ethnic Minority background were interviewed by the race equalities working group

# Acknowledgements

Many people and groups have contributed in different ways to the creation of this strategy and all have shown commitment, and a focus on really making a difference and we would like to thank them for their contribution

- Trades Unions
- Members of the Race Equality Working Party
- Members of the reference group for the race equality working party
- Staff groups for Black Asian Minority Ethnic, Carers, Women, LGBTQ+
- Elected Members particularly the Cabinet and Resources and Governance Scrutiny Committee
- Human Resources and Organisation Development teams
- Senior Management Team